



TENNESSEE DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT

INTEGRATED STATE PLAN

JULY 1, 2012 - JUNE 30, 2017





BILL HASLAM
GOVERNOR
STATE OF TENNESSEE

September 14, 2012

Ms. Helen Parker
Regional Administrator
U.S. Department of Labor/ETA
Atlanta Federal Center, Room 6M12
61 Forsyth Street, S.W.
Atlanta, GA 30303

Dear Ms. Parker:

Please find the attached for your approval of the Tennessee's State Integrated Workforce Plan for Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce programs. This plan has a proposed date for July 1, 2012 – June 30, 2017.

The Tennessee Workforce Development Board and staff from the Governor's Office, as well as the Departments of Labor and Workforce Development and Economic and Community Development, the Senior Community Service Employment Program, Labor Market Information, Adult Education, the Department of Human Services/Vocational Rehabilitation, and staff from the local workforce investment areas collaborated in drafting this plan. Included in this plan is also information regarding:

- State Workforce Strategic Plan
- State Operational Plan
- Integrated Workforce Plan Assurances

In addition, an electronic copy has been forwarded to wia.plan@dol.gov for review and approval.

We appreciate the opportunity to submit this plan for your approval. Should you have any questions or require additional information, please contact Susie Bourque, Assistant Administrator of Workforce Development at (615) 741-1031 or Susie.Bourque@tn.gov.

Helen Parker
Page 2
September 14, 2012

Sincerely,



Bill Haslam

cc: Lovie Thompson, Federal Project Office
Karla Davis, Commissioner, Tennessee Dept of Labor & Workforce Development
Bill Hagerty, Commissioner, Economic and Community Development
Raquel Hatter, Commissioner, Department of Human Services
Wallace Grills, Chair, State Workforce Board

Enclosure



BILL HASLAM
GOVERNOR
STATE OF TENNESSEE

May 2, 2012

Division of WIA Adult Services and Workforce System
Employment and Training Administration
U.S. Department of Labor
200 Constitution Ave., NW, Room S-4209
Washington, DC 20210
Attn: Heather Fleck

To Whom It May Concern:

I, Bill Haslam, Governor of the State of Tennessee, do hereby delegate to Ms. Karla Davis, Commissioner of the Tennessee Department of Labor and Workforce Development, the responsibility for developing and submitting the State Senior Community Service Employment Program Integrated State Plan. In this capacity, Commissioner Davis will be acting on my behalf.

Sincerely,

A handwritten signature in cursive script that reads "Bill Haslam".

Bill Haslam

DESIGNEE:

A handwritten signature in cursive script that reads "Karla Davis".

Karla Davis, Commissioner
Department of Labor and Workforce Development



STATE OF TENNESSEE
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT
220 French Landing Drive
Nashville, TN 37243
(615) 741-6642

BILL HASLAM
GOVERNOR

KARLA DAVIS
COMMISSIONER

September 14, 2012

Ms. Helen Parker
Regional Administrator
U.S. Department of Labor/ETA
Atlanta Federal Center, Room 6M12
61 Forsyth Street, S.W.
Atlanta, GA 30303

Dear Ms. Parker:

I am pleased to submit for your approval Tennessee's State Integrated Workforce Plan for Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce programs. This plan has a proposed date for July 1, 2012 – June 30, 2017.

The Tennessee Workforce Development Board and staff from the Governor's Office, as well as the departments of Labor and Workforce Development, Economic and Community Development, the Senior Community Service Employment Program, Labor Market Information, Adult Education, Department of Human Services/Vocational Rehabilitation, and staff from the local workforce investment areas collaborated in drafting this plan. Included, in this plan, is also information regarding our goal to move towards a seamless Workforce System.

In addition Tennessee currently has eight active waivers and is requesting that all eight be extended through July 30, 2017. A summary of each is listed below with a complete description in accordance with 20 CFR 661.420(c) following.

1. Waiver of WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d) to exempt the state from the requirement to conduct evaluations. No requested changes.
2. Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) to exempt the state from the requirement to provide local workforce investment area incentive grants. No requested changes.
3. Waiver of the prohibition at 20CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth. No requested changes.

4. Waiver to permit the state to replace the performance measures at WIA Section 136(b) with the common measures. No requested changes.
5. Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to the local area. Revised, to increase transferability to 100%.
6. Waiver of WIA Section 123 that requires that providers of Youth program elements be selected on competitive basis. Revised, requesting waiver for additional elements.
7. Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training. No requested changes.
8. Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training and other statewide activities. Resubmitted with a request to increase to 50% transferability.

The Program Administration Designees and Plan Signatures form is up-to-date and it provides the names of the agencies and officials, with appropriate contact information, of the designated representative for the State's for WIA Title I and Wagner-Peyser Act grant, submitted on September 2012.

Enclosed is one original copy of the document forwarded electronically on this date. An electronic copy has been forwarded to Ms. Heather Fleck, Federal Coordinator for Plan and Review.

As Commissioner, I certify that Tennessee will operate our Workforce Investment Act and Wagner Peyser Act programs in accordance with this Plan and the assurances described.

We appreciate the opportunity to submit this plan for your approval. Should you have any questions or require additional information, please contact Susie Bourque, Assistant Administrator, Workforce Development at (615) 741-1031 or Susie.Bourque@tn.gov.

Sincerely,



Karla Davis

KD:SB

cc: Lovie Thompson, Federal Project Officer



Anthony R. Sarmiento
President and Executive Director

September 13, 2012

Ms. Simi Atolagbe, Grants Program Manager
Tennessee Department of Labor and Workforce Development
220 French Landing Drive – 4th Floor
Nashville, TN 37243

Dear Ms. Atolagbe,

Senior Service America, Inc. (SSAI), a SCSEP national grantee serving participants in the State of Tennessee, was proud to participate in the development of the Tennessee WIA Integrated State Plan, specifically the sections related to SCSEP. We believe this coordinated effort to develop a plan and appropriate strategies will help meet the needs of SCSEP-eligible participants and their communities.

Sincerely,

A handwritten signature in black ink that reads "Marta Ames". The signature is fluid and cursive.

Marta Ames
Deputy Director

Cc: Chris Garland, National SCSEP Director



National Council on Aging

September 13, 2012

Ms. Simi Atolagbe, Grants Program Manager
Tennessee Department of Labor and Workforce Development
220 French Landing Drive – 4th Floor
Nashville, TN 37243

Dear Ms. Atolagbe,

The National Council on Aging, a SCSEP national grantee serving participants in the State of Tennessee, was proud to participate in the development of the Tennessee WIA Integrated State Plan, specifically the sections related to SCSEP. We believe this coordinated effort to develop a plan and appropriate strategies will help meet the needs of SCSEP-eligible participants and their communities.

Sincerely,

Barry L. Lott

Barry L. Lott
Director of Program Operations

NCOA Headquarters
1901 L Street NW, 4th Floor
Washington, DC 20036

Tel: 202.479.1200
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Table of Contents

SECTION I - STATE WORKFORCE STRATEGIC PLAN..... 12

GOVERNOR’S VISION 12

ECONOMIC AND WORKFORCE INFORMATION ANALYSIS..... 17

Advanced Research Analysis..... 23

Skills and Education Gaps for Targeted Populations..... 24

Education, Skills, and Training Challenges..... 27

Meeting the Skill Needs of Employers..... 30

STATE STRATEGIES 34

Cross Program Strategies 35

 Adult Education..... 38

 Families First Partnership..... 40

 Tennessee Professional Development Institute 40

Business Services Alignment 44

Partnership and Leveraging Resources..... 46

Leveraging Discretionary and Formula Resources..... 47

Expanding Opportunities to Leverage Resources 50

Policy Alignment 51

DESIRED OUTCOMES..... 53

INCREASING WIA ETPL MINIMUM PERFORMANCE STANDARDS 55

PERFORMANCE INDICATORS AND GOALS 56

SECTION II - STATE OPERATIONAL PLAN 60

WORKFORCE SYSTEM..... 60

State Board..... 61

Local Areas 65

OPERATING SYSTEM AND POLICIES SUPPORTING THE STATE’S STRATEGIES 67

State Policies..... 68

Program Alignment 68

American Job Center Network 72

Rapid Response 74

Data-Collection and Reporting Processes 84

State Performance Accountability System..... 84

Wages Record Information..... 87

SERVICES TO STATE TARGET POPULATION	88
<i>Limited English Proficiency (LEP)</i>	88
<i>Homeless</i>	88
<i>Ex-Offenders</i>	88
<i>Non-Traditional-Training</i>	89
<i>Hispanics</i>	89
<i>Veterans</i>	90
<i>Re-employment Services Assessment (RESA)</i>	90
<i>Employment and Training Needs of Individuals with Disabilities</i>	91
<i>Youth</i>	93
WAGNER-PEYSER AGRICULTURAL OUTREACH	102
<i>Proposed Outreach Activities</i>	102
<i>Planned Outreach Activities</i>	103
<i>Goals</i>	104
SERVICES TO EMPLOYERS	104
TRADE ADJUSTMENT ASSISTANCE (TAA).....	108
SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP)	111
<i>Long-term Projections for Jobs</i>	113
<i>Long-Term Job Projections and Strategies for Unsubsidized Employment</i>	114
<i>Employment Opportunities and Skills</i>	114
<i>Localities and Populations where Services are Most Needed</i>	115
<i>Program Collaboration</i>	116
<i>Coordinating SCSEP with other private and public entities</i>	118
<i>Long-term Strategy for Achieving an Equitable Distribution</i>	119
<i>Equitably serves rural and urban areas</i>	119
Priority for service	121
<i>Ratio of Eligible Individuals to the Total Eligible Population</i>	122
Relative Distribution of Eligible Individuals.....	125
<i>Disruption Avoidance</i>	127
<i>Long-term Strategy for Serving Minority Older Individuals</i>	128
<i>Needed Community Services and Localities</i>	128
<i>Long-term Strategy to Improve SCSEP Services</i>	129
<i>Employer-Engagement in unsubsidized employment</i>	129

<i>Strategy for Continuous Improvement and Performance</i>	131
Waivers Requests	132
<i>Waiver # 1 – Evaluations</i>	133
<i>Waiver #2 Local Incentive Grants</i>	135
<i>Waiver #3 Individual Training Accounts (ITAs) for Youth</i>	138
<i>Waiver #4 Common Measures</i>	142
<i>Waiver#5 Adult and Dislocated Worker transfer of funds</i>	145
<i>Waiver #6 Youth Program Elements (Revised, additional request)</i>	147
<i>Waiver #7 Incumbent Worker Training Utilizing Local Activity Funds</i>	151
<i>Waiver #8 State Set-Aside Redistribution</i>	154
SECTION III. INTEGRATED WORKFORCE PLAN ASSURANCES	158
Program Administration Designees and Plan Signatures.....	170
Comments from Public Notice	172
State Integrated Plan Team Members	188

SECTION I - STATE WORKFORCE STRATEGIC PLAN

GOVERNOR'S VISION

“Our goal is simple: Top-tier education for our children. Retraining for those out of work and underemployed. A healthy lifestyle. All three will make Tennessee No. 1 in the Southeast for high quality jobs.” - Governor Bill Haslam

Education has a direct influence on jobs. Governor Bill Haslam is committed to improvement in teaching, learning, retention and graduation, and providing a high expectation and a high standard of education for every student. With improvement to education, Tennesseans will have a path to better jobs. Competition for bringing businesses and jobs to the state is intense and the single best recruiting tool for future job growth is a high-quality workforce flowing out of educational achievements. The Governor’s priorities for Tennessee include:

- **Jobs and Economic Development**

After a deep national recession that has affected families across the state, the priority for state government must be helping Tennesseans get back to work while simultaneously instituting a plan for long-term economic growth. The overarching goal for the Governor’s administration is making Tennessee the No. 1 state in the Southeast for high quality jobs. The Governor constantly listens to the folks who are “on the ground” creating jobs in the state. From meeting with small business owners, economic development professionals, and local government and community leaders to visiting job sites and touring factories, the Governor wants to hear firsthand what state government could be doing better to help increase the number of jobs in the state. This integrated Plan outlines collaborative efforts that will guide a focused partnership between the workforce system, specifically WIA and Wagner Peyser, to work more closely with economic development in growing existing business and attracting new business. The functional alignment outlined in this Plan will support economic development by ensuring Tennesseans have the skills and knowledge to meet the needs of employers now and in the future.

- **Education and Workforce Development**

Governor Haslam is a strong advocate for education reform, and works alongside teachers, parents, and education leaders to ensure that the innovative changes which have been made in recent years to our K-12 and higher education systems are implemented effectively and that the state successfully capitalizes on the momentum that presently exists in education. In addition, Governor Haslam is the Education Committee Chair on the National Governor’s Association. His focus is not only a state vision, but it is tied to a national priority of governors across the nation. Tennessee has raised expectations for students, and now must help them succeed at a higher level. This will be done by

continuing to advance bold reforms and innovations while providing communities and educators with the tools and resources necessary to improve student achievement. The Governor has made college access and success a priority, and he is committed to helping each region raise educational attainment rates and enhancing its workforce development efforts through innovative public/private partnerships. He knows that to prepare Tennesseans for a competitive 21st century economy, Tennessee must create a more seamless path from high school, post-secondary education or training, to the workforce. The workforce system will play a crucial role in assisting with building the skill and knowledge capacity of the citizens of Tennessee. New and revised policies established by the Tennessee Department of Labor and Workforce Development create standards that will be measured to show accountability for educational goals, training related placements, and coordination. All Tennesseans will have access to the same basic workforce services regardless of the access point. Educational resources invested by the workforce system will focus on credentials and certifications to pursue a career path.

- **Conservative Fiscal Leadership**

Governor Haslam has a track record of sound, public and private sector financial management as well as successful job recruitment. He is using his experience to get the state through difficult economic times while keeping taxes low and fostering a business-friendly environment critical to continued job growth. The Governor understands that families and businesses have had to make sacrifices, and likewise, state government must be forced to prioritize. By making tough decisions, managing the state budget conservatively, and guiding the state's finances into a position of strength, the Governor is helping the state compete in the global economy to attract the "jobs of the future" to Tennessee. The workforce system's functional alignment will assist in eliminating duplication and leveraging dollars to provide more opportunities to job seekers and the emerging workforce.

Governor Haslam's Job and Economic Development Priority will improve and undergird the partnership between Economic and Community Development (ECD) and the Tennessee Department of Labor and Workforce Development (TDLWD). Under his Job and Economic Development Priority, the Governor's Jobs4TN plan was developed through interviews with more than 300 stakeholders, community leaders, and national experts as well as through seven roundtables across the state. The plan includes four key strategies:

- Prioritizing the strategic recruitment of target industries
- Assisting existing Tennessee businesses in expanding and also remaining competitive
- Supporting regional and rural economic development strategies
- Investing in innovation and reducing business regulation

Significant progress is already underway concerning many of the key strategies. Governor Haslam is committed to decentralizing ECD by establishing across the state regional Jobs Base Camps that focused on leveraging the unique assets of each region. Each of the nine Jobs Base Camps is responsible for a number of activities including: calling on existing businesses, developing regional strategic plans, supporting the entrepreneurial accelerator, supporting business development and recruitment projects, and helping align existing workforce development resources with the needs of existing businesses. TDLWD has been identified as a key partner in the implementation of Jobs Base Camps. Early after the implementation of Jobs Base Camps, TDLWD facilitated a joint meeting between the nine ECD regions and the 13 Local Workforce Investment Areas (LWIAs). These meetings identified joint planning, asset mapping, outreach, partnering, sector strategy, service delivery, and workforce development as the areas of mutual importance where alliances need to be established and/or strengthened. As the functional alignment in this Plan is operationalized both WIA and Wagner Peyser will collaborate with ECD and will be primary partners in the success of the Jobs Base Camps. One example is the decentralized approach planned for Rapid Response which puts the service in the hands of local business service teams that are aligned to the 9 ECD regions rather than the 13 local workforce areas.

Furthermore, utilizing the clustering methodology, made famous by Harvard Business School Professor Michael Porter, ECD undertook an analysis to determine the sectors in which the state has a competitive advantage. The assumption behind this analysis is that the state would be more successful and would better utilize its resources if it focused its recruiting efforts on sectors in which the state has a competitive advantage. After examining data, such as the percentage of national employment in a sector that Tennessee is responsible for and the average wages of Tennessee employees in a sector, the Governor's office and ECD identified six target sectors for workforce collaborations: automotive; business services; chemicals and plastics; healthcare; transportation, logistics, and distribution; and energy and advanced manufacturing. Occupations that fall within these industry clusters will help Tennessee focus on preparing the workforce for growing existing business and attracting new business.

After learning that over 86% of all new jobs in the state are created by existing businesses, the Governor asked ECD and TDLWD to make the expansion of existing businesses a priority. This will be accomplished in part by making one of the primary activities of Jobs Base Camps meeting with existing businesses to discuss federal and state programs that might be able to benefit the companies. In addition, Governor Haslam has hosted dinners with executives from many of the leading companies in Tennessee to discuss opportunities for expanding their companies' operations.

The Governor has also taken additional steps to ensure, that he and key members of his leadership team interact directly with business leaders who have the ability to decide whether

companies relocate to or expand their operations in the state. The Governor recognizes that many site selection decisions are made by a very small number of site selection consultants and corporate executives. In order to develop these relationships, Governor Haslam and Commissioner of ECD, Bill Hagerty, spent much of 2011 building communication with these individuals. In part, this was accomplished through a number of out-of-state visits to locations including Atlanta, Chicago, Los Angeles, New York, San Francisco, as well as Germany, Ireland, and Canada. In each of these meetings, Governor Haslam and/or the commissioner met with leading companies and site selection consultants. In addition, as mentioned above, Governor Haslam has hosted dinners at the Governor's residence with CEOs from many of the target sectors. This was done to discuss opportunities for helping the sector grow in the state and for recruiting out-of-state companies. The Governor plans to maintain this aggressive out-of-state and in-state outreach schedule in the coming years.

The Governor has also prioritized entrepreneurial economic development activities through the funding of nine regional accelerators via a \$30 million co-investment fund. The INCITE Co-Investment Fund, which is funded by federal funds made available through the State Small Business Credit Act, is designed to renew the focus on investment in rural and distressed urban areas. The fund, which will be administered by the Tennessee Technology Development Corporation, will co-invest alongside experienced, professional investors and will enhance the capital available to early and growth-stage companies.

To further enhance business expansion, business recruitment and job-seeker placement, in April of 2011, the Governor announced the launch of the Jobs Clearinghouse to provide a unified platform and one-stop, self-service for both employers and job seekers. The "Jobs4TN.gov Web site" is hosted by TDLWD. The function of the "Jobs4TN.gov Web site" is to create a trusted, valued source where job seekers and employers can connect seamlessly under one system. This One-Stop "shopping" allows applicants to distribute their resumes while simultaneously "crawling" Web sites for job opportunities. The Jobs4TN.gov Web site enhances the ability of employers to identify qualified applicants. Furthermore, the system provides access to demographic data, at the community and regional levels, which identifies industry strengths and educational attainment levels, projected workforce needs, and the training and education requirements for high-demand career fields.

The Governor has made significant progress in these areas with 28,000 new jobs created and more than \$4 billion in capital investment in Tennessee in 2011. In support of the Governor's vision, TDLWD will help enhance economic prosperity in Tennessee by developing targeted strategies that support the creation of high quality jobs, advance communities, and support the training and growth of a 21st century skilled workforce while promoting workplace health and safety. TDLWD already plays an influential role in the well-being of both Tennessee businesses and citizens. For citizens, TDLWD's Employment Security, Workforce Development, and Adult

Education divisions provide opportunities for adults to receive the education, training, and assistance they need to find and secure employment and make better lives for themselves and their families. For businesses, the department and its local workforce area partners provide, at no charge, labor market information, seminars on legislative changes, job-order service that helps companies fill vacant positions, new employee assessment and screening services, job fairs, and transition services for employees of plants that are closing, and other services. TDLWD will build on the department's success through increased coordination, leveraged funds, seamless customer service delivery, and functional alignment of services redefined throughout this integrated plan.

TDLWD will lead the effort to establish a State Training Institute that will grow the skills and knowledge of individuals working with programs that help serve the citizens of Tennessee. The Institute will specifically address workforce system partners and stakeholders who serve job seekers, youth, and business customers. This venture is essential to supporting and communicating functional alignment and seamless services outlined in the Governor's vision and throughout this plan and will be a primary tool in the Career Center certification/chartering implementation. It will have at its core a diverse and dynamic partnership among workforce system stakeholders.

The functional alignment and coordination outlined in this integrated Plan will provide for a team approach to serving job seekers and employers in Tennessee to support the Governor's vision of growing existing business and attracting new business through enhanced educational efforts and workforce development strategies.

ECONOMIC AND WORKFORCE INFORMATION ANALYSIS

The recession that began nationwide in December 2007 resulted in thousands of jobs lost in Tennessee. Significant job losses statewide began in the latter portion of 2008, and in 2009 the state experienced its greatest annual job loss (-154,900) ever recorded in Tennessee. Job losses continued through 2010 as Tennessee recorded three consecutive years of net job losses for the first time since industry employment tracking began in 1939. The recession resulted in a total loss of over 211,000 jobs across the state.

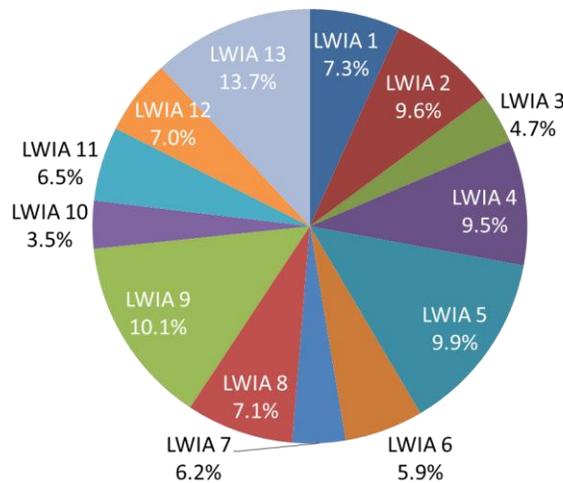
Tennessee's job picture began to improve about mid-year 2010. In 2011, Tennessee reported 41,000 job gains, and for the first five months of 2012, modest job gains have continued. Industries showing the most growth include: construction, durable goods manufacturing, transportation and warehousing, temporary help employment, and healthcare. The table below compares 2010 and 2011 annual average employment statewide. The table highlights the industry titles relevant to the Governor's targeted sectors.

INDUSTRY TITLE	SERIES	2011 AVG.	2010 AVG.	NET DIFF.	% CHG
Total Nonfarm	00000000	2656.3	2615.3	41.0	1.6
Total Private	05000000	2224.4	2182.4	42.0	1.9
Goods Producing	06000000	413.7	404.0	9.7	2.4
Service-Providing	07000000	2242.6	2211.2	31.4	1.4
Private Service Providing	08000000	1810.7	1778.3	32.4	1.8
Mining, Logging and Construction	15000000	109.6	105.1	4.5	4.3
Manufacturing	30000000	304.1	298.9	5.2	1.7
Durable Goods	31000000	183.8	176.3	7.5	4.3
Non-Durable Goods	32000000	120.3	122.6	-2.3	-1.9
Trade, Transportation, and Utilities	40000000	559.0	555.1	3.9	0.7
Wholesale Trade	41000000	116.7	116.8	-0.1	-0.1
Retail Trade	42000000	307.5	306.7	0.8	0.3
Transportation, Warehousing, and Utilities	43000000	134.8	131.5	3.3	2.5
Information	50000000	44.1	45.0	-0.9	-2.0
Financial Activities	55000000	135.5	137.1	-1.6	-1.2
Professional and Business Services	60000000	321.9	304.1	17.8	5.9
Education and Health Services	65000000	383.1	373.9	9.2	2.5
Educational Services	65610000	48.1	47.1	1.0	2.1
Healthcare and Social Assistance	65620000	335.1	326.8	8.3	2.5
Leisure and Hospitality	70000000	265.8	262.0	3.8	1.5
Other Services	80000000	101.4	101.2	0.2	0.2
Government	90000000	431.9	432.9	-1.0	-0.2
Federal Government	90910000	50.3	52.4	-2.1	-4.0
State Government	90920000	97.4	98.4	-1.0	-1.0
State Government Educational Services	90921611	50.6	49.8	0.8	1.6
Local Government	90930000	284.1	282.2	1.9	0.7
Local Government Educational Services	90931611	148.0	144.6	3.4	2.4

The 41,000 job gain during 2011 was spread across most major industries. Professional and business services expanded by 17,800 jobs with the majority of these in the temporary help industries. Healthcare added 8,300 jobs and durable goods manufacturing added 7,500 as growth in auto-transportation manufacturing continued. Weakness still exists in nondurable goods manufacturing, information, and financial activities. All these industries continued to lose jobs during 2011, and the trend has continued during the first months of 2012. Short-term industrial projections show continued weakness in nondurable manufacturing, information and financial activities. Growth, although slow, is expected in most other industries. The most job gains are expected in health services and temporary help services. The six target sectors (industry clusters) for workforce collaborations are summarized below:

- Automotive:** Over the past several years, transportation manufacturing has become the largest manufacturing industry in the state. In addition to the automobile manufacturing plants, supplier manufacturers are scattered throughout all manufacturing industries. Automotive manufacturing has driven the overall increase in manufacturing statewide during 2011. Although automotive manufacturing is driving the growth, manufacturing employment in general is spread fairly evenly around the state.

**Tennessee's Manufacturing Employment
2011 Distribution by LWIA**

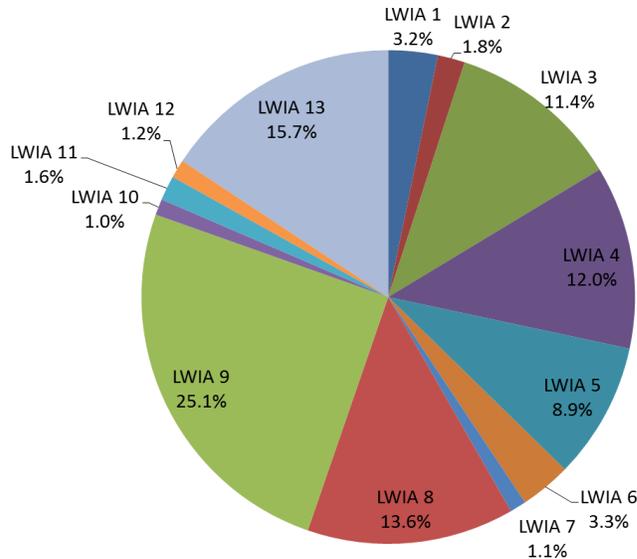


The growth in manufacturing has also increased the growth in business services. As businesses have been hesitant to hire full-time employees, hiring through temporary agencies offers a way to screen potential workers at a lower employee cost.

- Business services:** Business services, and in particular, the temporary help industry, has been one of Tennessee's fastest growing sectors for several years. As employers continue to hire more workers through temporary help agencies and also make use of

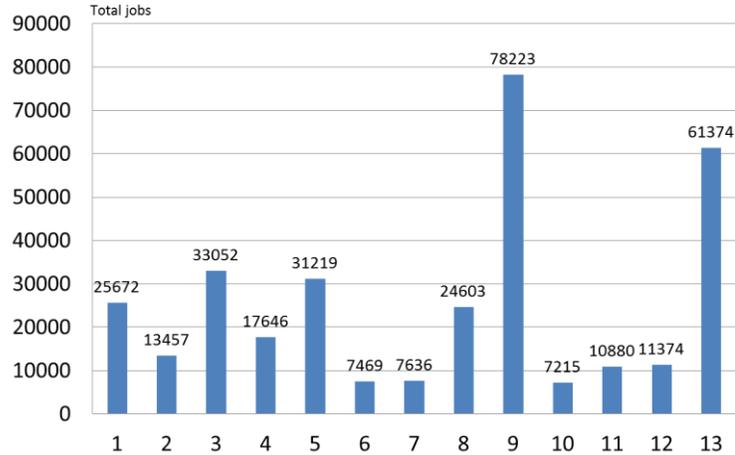
“temporary to permanent” hiring options, business services will continue to expand. As the pie chart below shows, Business Services is mostly concentrated in the urban areas. LWIA 9 (Nashville) has one of every four business services jobs in the state. LWIA 13 (Memphis) has almost 16% of the business services jobs. The more rural areas of the state are being left behind with the growth in this industry.

**Tennessee’s Business Services Employment
2011 Distribution by LWIA**



- **Chemicals and plastics:** After declining in employment for several years, chemicals and plastics are becoming “popular” again. New techniques, processes, and applications are driving the demand.
- **Healthcare:** Healthcare has also been a major industry in the state for many, many years. All the major metropolitan areas are generally considered to be healthcare “hubs” but the Nashville area in particular is home to several major medical centers. The ageing of the population will keep healthcare in the forefront in the future. Healthcare and social assistance is a vital part of any community. Employment as shown in the chart below has been concentrated in LWIAs 9 and 13. In 2011, these two areas alone accounted for almost 140,000 jobs.

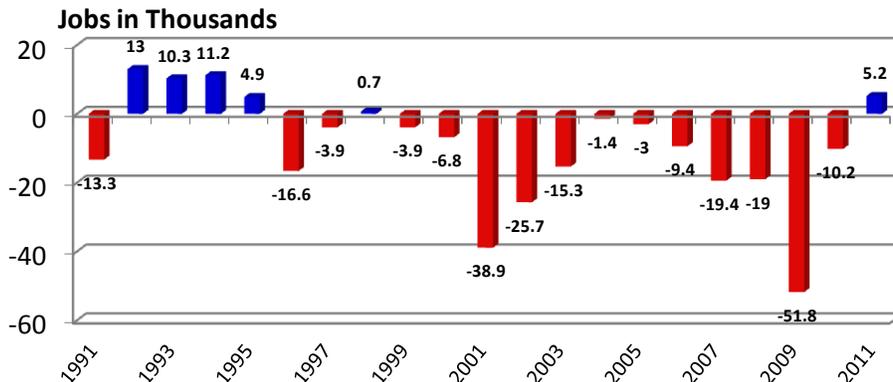
2011 Health Care Employment by LWIA



- **Transportation, logistics, and distribution:** The Memphis area has been the primary distribution & warehousing center for the state and was responsible for over 40% of the state’s 2011 employment in this industry. However, the state’s geographic location makes Tennessee a prime candidate for this industry. Transportation options include not just trucking (interstate system) but also railroads and barges.
- **Energy and advanced manufacturing:** While not an actual industry sector, energy and advanced manufacturing are popular topics. Both speak to the need for workers to have more advanced skills and training.

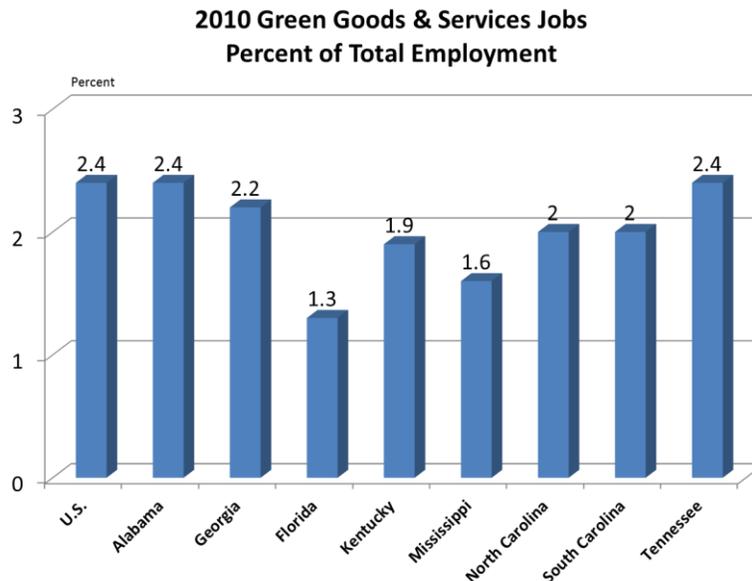
Tennessee’s diverse industrial composition is a positive factor during most recessions. Most recessions tend to impact one or two specific industries. With the “great recession,” all industries were impacted but the industrial composition of the state actually changed very little. The 2011 distribution by major industry continues to show trade, transportation, and warehousing with approximately 21% of the total jobs; education and health services contribute over 14% of the state’s jobs, and manufacturing accounts for approximately one of every ten jobs.

TN’s Manufacturing Employment
(Net Job Change by Year 1991-2011)

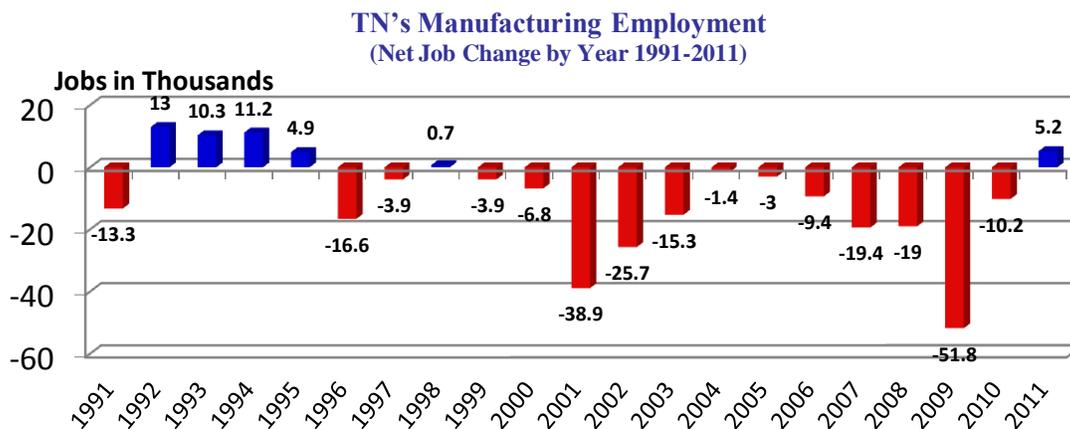


In 2011, total manufacturing gained jobs, reversing a trend of annual job losses going back to 1998. Since 1991, manufacturing has had net job gains in only six years.

The Bureau of Labor Statistics released a report on Green Goods and Services Jobs for the nation and all states. These jobs are defined as “found in businesses that produce goods and provide services that benefit the environment or conserve natural resources.” The report was released in March, 2012, and compared 2010 annual average employment data for all areas. The chart below shows states in the southeast region:



Nationwide, approximately 3.1 million jobs are considered to be green goods and services jobs. Tennessee and Alabama are the only two states in the southeast region that match the national average of 2.4% of all employment in green jobs.

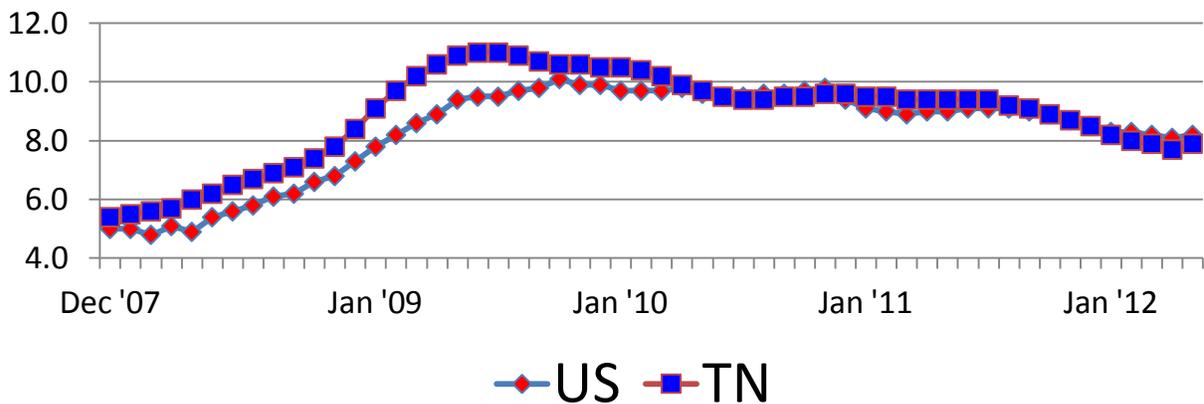


From 2000-2010, manufacturing lost over 202,000 jobs across the state. Many of these job losses were in smaller, rural areas of the state.

In May 2012, twenty-eight of the ninety-five counties had unemployment rates of 10.0% or greater. The ten counties with the highest unemployment rates were all non-metro areas, and all had high rates because of manufacturing layoffs or closures. Some of these counties have experienced unemployment rates higher than 10.0% for many months.

Statewide, the unemployment situation has been slowly improving after peaking at 11.0% in June and July of 2009. The April 2012 unemployment rate of 7.7% was the lowest unemployment rate for the state since October 2008. The May 2012 unemployment rate did increase slightly to 7.9%, but for the fifth consecutive month, remained below the national rate (8.5%).

*TN & US Unemployment Rates
(December 2007-May 2012)*



Occupational Supply and Demand

Every two years, the Labor Market Information Unit of the TDLWD prepares information on the supply and demand for occupations in the state. Used in conjunction with data on placement from the Tennessee Board of Regents, outlook ratings are assigned to clusters to assess whether the occupations in the cluster will be “in demand” on a long-term basis in the labor market.

Supply and demand reports serve a variety of purposes. They provide information to those seeking jobs, changing careers, or planning to enroll in training concerning the longer-term outlook for a particular occupational area. Many training programs require individuals to enroll in demand occupations. In Tennessee, occupations in demand can be accessed using the department’s source Web site (www.jobs4TN.gov; Labor Supply and Demand). The reports illustrate the types of jobs usually associated with specific training programs. At the system or institutional level, this information may indicate if there is an excess or shortage of completers compared to the expected labor market demand. This information can be used to consider adding or deleting programs in particular areas of the state.

Advanced Research Analysis

The TDLWD will begin conducting advanced research analysis using the performance data obtained from training providers and additional data sources. The primary objective of the research analysis is to ensure the most efficient and effective use of the funding resources offered through Workforce Investment Act (WIA) and Trade Adjustment Act (TAA). In particular, the new analysis will examine the following:

Return on Investment Calculations (ROI) – The intent is to provide a measure of the return on investment received from a training participant using funds from his or her Individual Training Account (ITA) or from a TAA contract. With wage information, TDLWD will determine which training providers and programs produce training participants with the highest return on the initial training investment. Such analysis will help to assist officials at the local and state levels to make more informed decisions regarding where to spend limited training funds. For example, assume that Institution A and Institution B both offer a commercial truck driving program at the cost of \$3000 per participant. Both institutions had 50 WIA participants complete their respective training programs in the previous year. The ROI analysis reveals that the average 6-month wage for those who completed training from Institution A was \$6000 and the average 6-month wage for those who completed training from Institution B was \$7000. In this case, Institution B's produced a greater return on investment. The higher amounts are perhaps indicative of Institution B having a more rigorous training program and offering more effective placement assistance for those who complete it.

Place In Field Analysis – The intent is to provide a measure of the percentage of individuals trained in a particular field of study who then are gainfully employed in that field of study upon program completion. For instance, if the state has invested \$30,000 in TAA funds to train a dislocated worker in the field of engineering technology, upon program completion TDLWD would record if this individual actually went to work in that field. This information would be reported as an aggregated figure for the entire engineering technology program. Thus, if 25 students completed this particular program, the state would report how many of the students went on to work in this field.

Cumulative Trend Analysis– The intent is to provide a measure of a program's performance across multiple years. Currently, much of the reported performance information is cross-sectional; however, TDLWD will begin to report longitudinal trends of provider and program performance data. This information should reveal for example, if a particular training program has consistently improved in terms of completion and placement rates, return on investment, and placed in field percentages across time.

The list above is not a finalized selection of the types of advanced analysis that TDLWD will begin to compute. The options presented are merely illustrations to demonstrate the manner in which the state intends to more systematically use research outcomes to drive state and local funding decisions. In all of the analysis, the data is input at the individual level and subsequently aggregated to the training program, the training provider, the Local Workforce Investment Area, and lastly the state.

Skills and Education Gaps for Targeted Populations

The data, which addresses the need for more current information on demand, incorporates updated Tennessee Department of Education Career and Technical Education course codes, 2000 Classification of Industrial Programs (CIP) codes, and the 2000 Standard Occupational Codes (SOC). Also included are updated 2008-2018 statewide projections and 2009 completer data. Program completers include all of Tennessee's higher education and certified proprietary-school recipients in 2009 who received certificates to advanced postsecondary degrees, as well as secondary-school completers who are ready to enter the labor force.

This information can be used to spot areas of oversupply, as well as shortages of workers in areas critical to Tennessee's economic development. In times when unemployment is high, such as the present, it is even more important to make this information available to students and career changers making educational decisions. Numbers of currently-unemployed workers in selected fields have been included in the reports for the first time. Information on current numbers of unemployed workers is also available and has been included to supplement the complete analysis. TDLWD always encourages comments on the alignments of programs and occupations. For example, several Tennessee LWIAs and one chamber of commerce undertook this alignment examination. The cooperative effort was a reevaluation of job projections, in light of the impact of the recent recession, concerning high-growth, high-demand jobs in a major metropolitan city. This study showed that healthcare positions were the most in demand; these positions were followed by those in informational technology, post-secondary teaching, finance and business, and finally by skilled craftsman.

TDLWD recognizes that 1) local economic situations may be different from state-wide trends, 2) the industry-composition in a particular area determines the jobs that are in demand, and 3) data analysis assists each of Tennessee's LWIAs, counties, regions, as well as other state departments in making informed decisions that yield both rewards and opportunities. Therefore, TDLWD promotes the utilization of state and localized data to target jobs in demand and those declining. In addition, TDLWD supports all LWIAs to create an environment that allows for opportunities, such as re-training employees affected by a business closure or assisting in training employees for new companies moving to or expanding in Tennessee.

The following programs/subprograms of study could accommodate additional completers in Tennessee; there are not enough trained personnel for expected job openings. (Detailed supply and demand reports are available on request.) The programs with an asterisk (*), train individuals for High-Skill, High-Wage, In-Demand occupations:

(a) High Skill-- Require long-term, on-the-job training or college education of one year or more up to and including post-graduate study; (b) High Wage --Earn annual wages more than the median 2010 annual wage in Tennessee of \$29,470; (c) In Demand -- Expect to have 25 or more job openings per year.

Statewide Training Programs/Subprograms with Greater Demand Exceeding Supply

1.0 Agriculture, Food, and Natural Resources

Agriculture and Food Science; Conservation and Environmental Science; Veterinary Technology

2.0 Architecture and Construction

*Technical Design and Preconstruction

3.0 Arts, A/V Technology and Communications

Fashion Design

4.0 Business, Management and Administration

Accounting Administrative Support; *Human Resources; *Business Analysis; *Communications Development

5.0 Education and Training

*Library Science; Interpreters/Translators; Pre-K Early Childhood Education Teachers; *Elementary Teachers, Except Special Education; Middle, Secondary, and Vocational Education Teachers; *Elementary, Middle, and Secondary Special Education Teachers

6.0 Finance

Banking and Finance Support Services

7.0 Government and Public Administration

*Compliance Officers; Urban Planning; *Revenue and Taxation; Eligibility Interviewers, Government Programs

8.0 Health Science

LPN; Physical Therapy; Recreation Therapists; *Physician Assisting; *Physicians and Surgeons; *Pharmacists; *Dental Hygienists; Ultrasonic Technicians; *Medical and Clinical

Laboratory Technologists; *Medical and Clinical Laboratory Technicians; Dispensing Opticians

9.0 Hospitality and Tourism

Restaurants and Food and Beverage Services; Travel and Tourism

10.0 Human Services

Early Childhood Development and Services; Human Services; *Social Work; Funeral Services; Personal and Home Care Aides

11.0 Information Technology

*Network Systems; *Web/Multimedia Management, Programming

12.0 Public Safety, Corrections, and Security

Security and Protective Services Pathway; *Law Enforcement; *Fire Fighting

13.0 Manufacturing

Production, Moderate Skill; *Production Design

14.0 Marketing, Sales, and Service

*Selling and Sales Management; Merchandising; Channel Management

15.0 Science, Technology, Engineering, and Mathematics

*Industrial Engineering; *Environmental Engineering; *Surveying and Civil Technology; *Chemical Technology *Physics/Astronomy

16.0 Transportation, Distribution, and Logistics

Statewide Training Programs of Study with Significant Surplus of Trained Workers

(Four times more completers plus claimants than demand)

1.0 Agriculture, Food, and Natural Resources

Zoology and Wildlife Biology; Power Structural and Technical Systems Pathway

2.0 Architecture and Construction

Architecture; Interior Design; Construction Plumbing; Construction HVAC/R; Construction Carpentry

3.0 Arts, A/V Technology and Communications

Audio and Video Technologies; Fine Arts; Journalism and Broadcasting

4.0 Business, Management and Administration

Business Management

5.0 Education and Training

Educational Administration; Instructional Coordinators; English Education Teachers

6.0 Finance

Financial Planning

7.0 Government and Public Administration

8.0 Health Science

Optometry; Radiation Therapy; Massage Therapy; Medical Assistants

9.0 Hospitality and Tourism

10.0 Human Services

Cosmetology and Barbering

11.0 Information Technology

Web Design and other Computer Specialists (certificate and secondary only)

12.0 Public Safety, Corrections, and Security

Legal Assisting

13.0 Manufacturing

Electrical and Electronic Equipment Repairers

14.0 Marketing, Sales, and Service

Marketing Management; Financial Services Marketing

15.0 Science, Technology, Engineering, and Mathematics

Chemical Engineering; Civil Engineering; Mechanical Engineering; Nuclear Engineering; Biomedical Engineering; Drafting and Design Technology; Electronic/ Computer Engineering Technology; Chemistry; Mathematics, Actuarial Science

16.0 Transportation, Distribution, and Logistics

Aviation Maintenance

The above report covers the supply and demand analysis for the state but similar information is available for all local workforce investment areas via an interactive excel spreadsheet. The statewide report and the spreadsheet are currently in a draft form but will be released in Fall 2012. Strengthening partnerships is a vital project for TDLWD's LMI unit. The intent was to provide accurate and timely supply and demand data to educational entities for use in planning and providing training programs for jobs that will be available. A better trained workforce results in more economic development opportunities. Data is regularly provided to the ECD, the Department of Education, and the Tennessee Higher Education Commission.

Training on the use of labor market data is a critical need in Tennessee. There is a vast amount of data available but unfortunately, labor market data is frequently misused or misunderstood. TDLWD staff and its partners will be provided training on understanding and using labor market data. Current plans are to design an introduction to labor market information class that will be included in our State Training Institute core knowledge series and will cover available data and how to use it to benefit our clients. TDLWD is sensitive to ensuring all Tennesseans have an

opportunity to benefit from services. Labor market information will assist the workforce system in identifying targeted populations.

The current focus within LMI is to produce data/reports/systems that are user-friendly and that meet the needs of the targeted populations. In addition to updated occupational projections, wages, and supply and demand data, new data products are being explored. Fact sheets on “hot-topics” such as veterans, youth, women in the labor force, and older workers are being developed. Other topics will be included in the coming months. Labor market information must be accurate, timely, and focused so that the workforce system makes informed decisions for Tennessee’s workforce needs.

Education, Skills, and Training Challenges

The attainment of basic skills, critical to most jobs, helps workers to perform required tasks and provides a foundation for success. For workers to be successful they must be grounded in basic mathematics, reading, and problem solving; at a minimum, most jobs require these abilities. Most higher-paying jobs require higher-level skills and, at a minimum, a high school diploma or GED. Nationally, workers face multiple barriers in attaining the basic educational skills or credentials needed to get a job, keep a job, or get a better job. Adults have family, job-related, and community responsibilities that create barriers to participation in structured learning. Such challenges include a lack of time, a lack of money (gasoline to attend educational classes or money to pay for the GED exam fee), childcare and transportation issues, health, and lack of interest or motivation. Often, adults lack support or they encounter resistance from family or friends when attempting to attend classes. Adults, reading at lower levels, often become discouraged and drop out before reaching their goals. Commonly, a lack of progress is due to diagnosed or undiagnosed learning disabilities.

According to [*Pathways to Success: Integrating learning with life and work to increase national college completion*](#), *A report to the U.S. Congress and Secretary of Education, February 2012*, there are many barriers to receiving a structured education. Some of these are prior learning issues, anxiety and fear, lack of confidence in ability to succeed, cultural factors, lower educational aspirations, lower levels of academic preparation, student support and services, alienation and isolation, and scheduling. All of these are barrier for adult learners to participation in and the attainment of education, skills and training needed to obtain employment.

Data from the American Community Survey shows 17 percent of the adult population, over the age of 18, does not have a high school diploma or a GED. This data shows TDLWD that approximately 1 out of 6 of these adults is a target for educational services leading to substantial job attainment. Table 1 below breaks down Tennessee potential to serve population by counties.

Table 1

County	Total Pop.	Potential to Serve	% of Pop. w/out
Cannon	10507	2,296	22%
Hawkins	43790	9,404	21%
Giles	22847	4,896	21%
Smith	14368	3,074	21%
Moore	4826	1,024	21%
Lincoln	25157	5,317	21%
McMinn	39995	8,445	21%
Jefferson	39184	8,228	21%
Henderson	20903	4,378	21%
Dyer	28441	5,917	21%
Marshall	22376	4,583	20%
Chester	12846	2,613	20%
Gibson	36824	7,347	20%
Franklin	31911	6,327	20%
Obion	24537	4,806	20%
Houston	6260	1,224	20%
Cumberland	44279	8,650	20%
Sevier	68007	13,250	19%
Bradley	74569	14,390	19%
Robertson	47489	9,105	19%
Dickson	36267	6,904	19%
Coffee	39369	7,328	19%
Humphreys	14044	2,606	19%
Stewart	9968	1,836	18%
Henry	24988	4,590	18%
Cheatham	28897	5,305	18%
Roane	42726	7,838	18%
Sullivan	123159	22,030	18%
Fayette	28416	4,929	17%
Tipton	43342	7,422	17%
Putnam	55256	9,225	17%
Loudon	37404	6,220	17%
Maury	59706	9,924	17%
Anderson	57728	9,502	16%
*Shelby	673842	107,999	16%
Weakley	27566	4,296	16%
Madison	73418	11,222	15%
*Hamilton	257085	39,171	15%
*Davidson	478631	72,460	15%
Washington	95199	14,330	15%
Blount	93772	14,018	15%
Sumner	115966	17,124	15%
Wilson	81760	10,360	13%
Rutherford	184549	22,210	12%
*Knox	330800	38,271	12%
Montgomery	117735	12,153	10%
Williamson	123273	7,877	6%

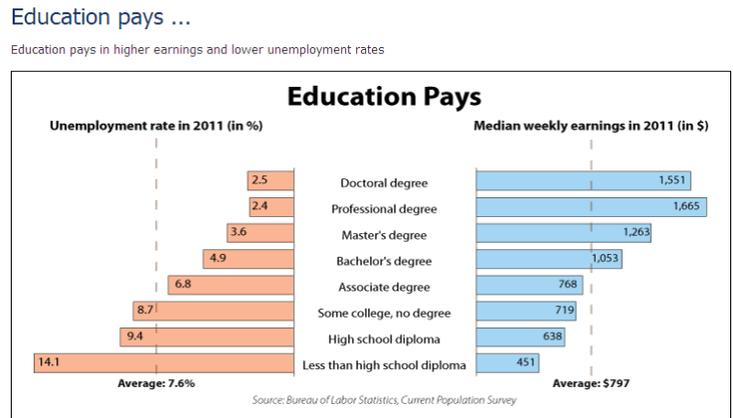
County	Total Pop.	Potential to Serve	% of Pop. w/out
Lake	6550	2,292	35%
Grundy	10609	3,550	33%
Union	14500	4,694	32%
Campbell	31534	9,685	31%
Grainger	17448	5,336	31%
Hardeman	21662	6,518	30%
Johnson	14902	4,468	30%
Hancock	5321	1,586	30%
Jackson	9100	2,671	29%
Polk	12992	3,770	29%
DeKalb	14249	4,109	29%
Fentress	13680	3,926	29%
Claiborne	25107	7,029	28%
Decatur	9189	2,571	28%
Overton	16704	4,645	28%
Cocke	27736	7,671	28%
Bledsoe	10220	2,765	27%
Macon	16283	4,378	27%
Clay	6425	1,723	27%
Bedford	32264	8,542	26%
Monroe	33734	8,917	26%
Lauderdale	20885	5,519	26%
Marion	21932	5,748	26%
Hardin	20221	5,298	26%
Sequatchie	10470	2,739	26%
Meigs	9035	2,359	26%
Rhea	23871	6,232	26%
Trousdale	5838	1,518	26%
Scott	16521	4,260	26%
Haywood	14016	3,572	25%
White	19645	5,006	25%
Pickett	3961	991	25%
Van Buren	4310	1,062	25%
Unicoi	14554	3,584	25%
Hickman	18826	4,608	24%
Lawrence	30785	7,521	24%
McNairy	19666	4,801	24%
Wayne	13578	3,311	24%
Warren	29902	7,166	24%
Benton	13113	3,077	23%
Morgan	16922	3,952	23%
Greene	53522	12,246	23%
Carter	45875	10,306	22%
Carroll	22266	4,978	22%
Perry	6051	1,346	22%
Lewis	8969	1,979	22%
Hamblen	47200	10,359	22%
Crockett	10963	2,396	22%

Workers will face an additional challenge—transition to a computer-based only GED exam and an increased testing fee (from a current average in Tennessee of \$75 to \$120)—beginning January 1, 2014. Despite these barriers, research has shown that adults of any age can learn and succeed if they are given the opportunity and support needed. TDLWD’s Division of Adult Education provides extensive training and technical assistance to local Adult Education personnel to enable them to help students overcome their challenges.

Adult learners have different experiences and expectations. Those who administer Adult Education programs understand that no two adults perceive the world in the same way and that adults need to see the immediate usefulness of new learning: the skills, knowledge, or attitudes they are working to acquire. This requires our adult educators to be technically proficient in content and program planning areas as well as highly competent in interpersonal and human-relation skills. Tennessee adult educators are trained to listen, observe, design, and use open-ended questions that invite participation in a positive learning atmosphere and help overcome the barriers of anxiety, lack of confidence, and other classroom issues that many adult learners face.

These programs also partner with the Local One-Stop Career Centers, social service agencies and other partnership entities to provide services and resources to help students overcome barriers in completing their education.

In addition, data shows that there is a direct correlation between education, unemployment, and wages. The U.S. Department of Labor’s Bureau of Labor Statistics (BLS) produces a chart depicting the correlation. Although the data is national, this direct correlation is consistent with every state.



This chart shows that the more education/skill a person obtains, the more likely that person is better positioned to obtain more secure and stable employment. This economic empowerment is critical and goes hand in hand with the Governor’s vision for education. TDLWD hopes to initiate a discussion with the Tennessee Department of Education and other appropriate agencies about partnering in the Cradle to Career initiative with given goals.

These goals include:

- Being prepared for school
- Being supported inside and outside school
- Succeeding academically
- Enrolling in postsecondary education or training
- Graduating and enter a career

This potential partnership would be steered by the P-20 designees.

Meeting the Skill Needs of Employers

A critical factor in meeting the skill needs of employers is an understanding of exactly what those needs are. TDLWD will work with its education and economic development partners to clearly identify and forecast employer needs aligned with the industry clusters and sectors identified in the Governor’s vision.

TDLWD considers employers to be primary customers. The workforce system focuses on “people for jobs” and “jobs for people” that is achieved through a collaborative relationship among partners. Outreach and promotion, and providing time sensitive and effective customized screening and recruiting services, have developed strong ongoing relationships with employers.

The department will:

1. Enhance relationships with employers currently served through local Career Centers via Labor Exchange, Veterans Programs, the Trade Act, Reemployment Services, Unemployment Insurance, and Local Workforce Area Business Service efforts
2. Establish protocol and policy to deliver employer services through a functionally aligned approach with seamless service delivery as outlined in the business service alignment section of this plan
3. Establish a Career Center chartering/certification process that has standards required for business services statewide
4. Create a Workforce System training institute to build the capacity to serve employers and to better understand labor market information data and analyses
5. Establish policies and procedures to support meeting the skill needs of employers
6. Use the Tennessee Career Center and the federal American Job Center brands to market a consistent message and image to employers and job seekers
7. Develop job opportunities for the supply side of the Workforce System by demonstrating the value and benefit of participation to employers; all of this will result in increased job postings in the statewide computerized bank
8. Will pursue high-demand sector-based workforce collaboratives that include employer engagement
9. Continue the practice of assisting employers in recruiting skilled workers

10. Provide services requested by employers based on their individual and specific needs
11. Develop a plan to manage participation in community events and promote services available through the Career Centers
12. Establish a balanced scorecard/performance management dashboard that provides success indicators for employer services

Two additional areas of outreach are the Governor's FastTrack Initiative and the Governor's new initiative, Jobs4TN. These initiatives focus on identifying available labor pools and connecting them to employers who are either locating or expanding.

FastTrack is a way to access state funds to support new business investment and growth. The Workforce System continues to support this initiative by identifying eligible dislocated workers and offering them on-the-job training (OJT) to upgrade skills needed by employers. This is in addition to the state funds used to support new business growth and workforce development. With state funds from the Tennessee Department of Economic and Community Development (ECD) and with OJT funds to support eligible dislocated workers with re-training in needed areas, many companies are positioned to grow.

By leveraging existing assets in each region, these plans will be able to attract new businesses to the state while helping existing businesses expand and remain competitive. The Governor's Jobs4TN plan was developed through interviews with more than 300 stakeholders, community leaders, and national experts as well as through seven roundtables across the state. The plan includes four key strategies:

Prioritizing target clusters and existing industries --Tennessee will focus its statewide recruitment efforts on six target clusters in which the state has a clear competitive advantage demonstrated by Tennessee's labor market research: automotive; chemicals and plastics; transportation, logistics and distribution services; business services; healthcare; advanced manufacturing and energy technologies. In 2010 expansion of existing business accounted for nearly 86 percent of new jobs created in Tennessee. The state will focus on helping existing businesses expand and remain competitive through a targeted outreach program. A new "existing business toolkit" of resources will be created for Tennessee companies.

Establishing regional "Jobs Base Camps" across the state--ECD has fundamentally restructured its field staff to establish a "jobs base camp" in each of nine regions across the state. Each base camp works with local Workforce System partners to develop and/or revise a regional economic development plan and align existing federal and state resources around that plan. A key function of these Jobs Base Camps is to reach out to rural counties to incorporate them into broader regional economic development strategies that leverage existing resources and maximize the assets of rural communities.

Reducing business regulation--The Governor has asked ECD to lead a review of federal and state business regulations. ECD continually works with existing Tennessee businesses, business

advocacy groups and state agencies to identify any element that promotes positive job growth. To implement the plan, ECD has undergone a significant reorganization that resulted in a new senior leadership team as well as a 35 percent reduction in staff.

Jobs4TN is another component of the governor's comprehensive jobs plan to support and encourage **investment of new business and existing business** in Tennessee. The Governor's plan also includes education reform initiatives that focus on children in the classroom and a well-educated, quality workforce in Tennessee, which is the most important long-term strategy for successful economic development. Another piece of the plan is ensuring a business-friendly Tennessee environment strengthened through less cumbersome rules and regulations for businesses along with tort reform to curb lawsuits and provide certainty around corporate legal issues.

Tennessee continues to provide the Incumbent Worker Training Program (IWT). In program year 2011-2012, the IWT program served 56 companies, trained 2,613 incumbent workers, with a projected savings of 2,409 jobs. Through this grant program, Tennessee continues to support existing businesses threatened with layoffs with a 2012-2013 budget of \$1,050,000. These grants accomplished many of the goals of the state's workforce effort with the expectation of serving 50 to 60 Tennessee companies, 2,000 to 3,000 incumbent workers with a projected savings of 2,000 to 3,000 jobs. The program is customer driven, highly responsive, and provides a valuable proactive response to serving business and saving jobs.

The Incumbent Worker Training Program targets existing employers who have been in Tennessee for at least one year. This program is funded through Rapid Response with a focus on layoff aversion. Training is demand-driven, highly flexible, cost effective and is designed to provide layoff avoidance through skills development or process improvement. The program provides training assistance in the form of reimbursements for specific training costs such as instructor wages, books and manuals, tuition, and curriculum development. The Incumbent Worker Training Program is administrated through the local administrative entity. As the available state set-aside funds have dwindled, Tennessee requested and was approved to have its LWIAs to use up to 10% of their Adult and Dislocated Worker formula funds to provide a local incumbent worker training program. This can helped more businesses to address the necessary skill gaps.

Recent Accomplishments:

- First year goals for Jobs4TN.gov were: 45,000 registered jobseekers, 10,000 job orders placed, and 125,000 job referrals within from the site. The chart below notes the progress for the first 3 months of operation:



- The Labor Market Information (LMI) had two primary goals in the Top-to-Bottom Review departmental review:
 - Create Job4TN
 - Strengthen partnerships with other agencies and divisions, especially with the Departments of Economic and Community Development and Education

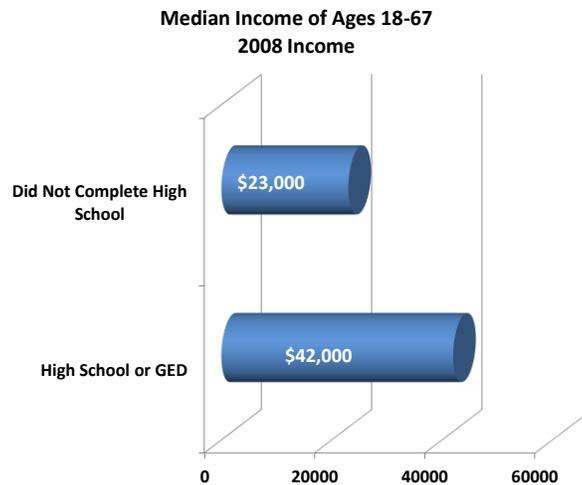
The single objective of the Jobs4TN was to provide a one-stop, self-service platform for both employers and jobseekers. The Jobs4TN.gov site was the result and was formally released to the public on May 14, 2012. For the first three months of operation, use of the site is exceeding expectations for registrations, job orders, and referrals. This site will continue to be promoted and expanded in future months.

In addition to the Jobs4TN.gov site, the LMI unit has been focusing on providing detailed supply and demand occupational data. A new spreadsheet containing updated supply (completers of training programs and unemployment insurance claimants), and demand (occupational projections) data has been provided to the Tennessee Department of Education, Tennessee Higher Education Commission, LWIAs, and demonstrated at several meetings. Input from these data users has been requested and partnerships have been strengthened with these agencies.

STATE STRATEGIES

Tennessee is uniquely located to attract businesses and industry. With merging businesses requiring high skills, Tennessee has seen an increase in migration from various states during the economic recession. However, the population migrating to Tennessee does not meet or exceed the demands of the emerging workforce. Issues such as high unemployment, low wages, and the lack of education levels required by employers have become a priority in Tennessee's Workforce System. Each year, approximately 1.3 million students drop out of high school in the United States to join the growing ranks of those who lack a high school diploma. Last year in Tennessee, more than 28,000 students dropped out of school. Today, there are nearly 40 million adults who lack this important credential which them to progress to postsecondary education and/or job training programs, leading to improved employment and an increased lifetime-earning potential.

According to a 2010 National Center for Education Statistics (NCES) report about drop-out rates, "Dropping out of high school is related to a number of negative outcomes. For example, the median income of persons ages 18 through 67 who had not completed high school was roughly \$23,000 in 2008. By comparison, the median income of persons ages 18 through 67 who completed their education with at least a high school credential, including a General Educational Development (GED) diploma, was approximately \$42,000.



Over a person's lifetime, this translates into a loss of approximately \$630,000 in income for a person who did not complete high school compared with a person with at least a high school credential." These statistics show that while there may be a few celebrated cases of successful young entrepreneurs who drop out of high school to start their own companies, it is evident that dropping out of high school is extremely detrimental to the income potential of the majority who do.

To make matters worse, while the number of drop outs increases, Tennessee employers, seeking to compete in a global economy and bring back jobs to America, are demanding that workers bring to the job a greater productivity through application of higher-level thinking and reasoning skills. Therefore, it is reasonable to conclude that the economic future of Tennessee is tied to reducing the drop-out rate and increasing the number of those who attain a High school diploma or GED to become productive members of the workforce.

Studies also show that Tennessee has an estimated 800,000 individuals to be trained and to merit increased wages which will help to create a sustainable workforce. The following programs are addressing and identifying ways to ensure that all Tennesseans have an opportunity to become productive citizens and to provide for themselves and their families. By aligning the TDLWD's Business Services staff with local area business service teams and with the Governor's Jobs Base Camps partnering with the Department of Economic and Community Development (ECD), Tennessee has prioritized responsiveness and integrity of information for Tennessee businesses. Included also are Chambers of Commerce, Industrial Boards and nonprofit organizations ensuring consistent messaging. This advances the Governor's goals and objectives for moving Tennessee forward in high-demand jobs.

Through strong partnerships and coordination with the Tennessee Board of Regents, TDLWD is building momentum during an economic downturn by linking students to high demand/highly skilled jobs. Successful methods to form these connections include "Job Fair" information sent to the student's home page through the training institutions, media advisories, and "Twitter" as well as the department Web site. Such connections have proven to be extremely effective in meeting the needs of Tennessee employers and training institutions. Over 9,000 employers, through the quarterly department WEOC (Workforce Employer Outreach Committee), have attended these meetings customized to streamline information to the business community. The department's objective has been to bring government and department programs to employers rather than have employers navigate through the department and its programs.

Tennessee has three mobile Career Coaches which cover all three grand divisions of the state and all 95 of its counties, and provide services during plant closures, disasters, Job Fairs, and Resource Fairs. The staff includes twelve interviewers, three coordinators and outreach to all 95 counties in Tennessee with 16,304 services rendered, 7,835 applicants registered, and 1,632 dislocated workers hired.

Cross Program Strategies

Governor Haslam's Job and Economic Development Priority will improve and undergird the partnership between Economic and Community Development (ECD) and the Tennessee Department of Labor and Workforce Development (TDLWD). Under this Job and Economic Development Priority, the Governor's Jobs4TN plan was developed through interviews with

more than 300 stakeholders, community leaders, and national experts as well as through seven roundtables across the state. The plan includes four key strategies:

- Prioritizing the strategic recruitment of target industries
- Assisting existing Tennessee businesses in expanding and also remaining competitive
- Supporting regional and rural economic development strategies
- Investing in innovation and reducing business regulation

Significant progress is already underway concerning many of the key strategies. For example, during Governor Haslam's campaign, he committed to decentralizing ECD by establishing across the state regional Jobs Base Camps that focused on leveraging the unique assets of each region.

Each of the nine Jobs Base Camps is responsible for a number of activities including: calling on existing businesses, developing regional strategic plans, supporting the entrepreneurial accelerator, supporting business development and recruitment projects, and helping align existing workforce development resources with the needs of existing businesses. TDLWD has been identified as a key partner in the implementation of Jobs Base Camps. Early after the implementation of Jobs Base Camps, TDLWD facilitated a joint meeting between the nine ECD regions and the 13 Local Workforce Investment Areas (LWIAs). These meetings identified joint planning, asset mapping, outreach, partnering, sector strategy, service delivery, and workforce development as the areas of mutual importance where alliances need to be established and/or strengthened. This effort was intended to better provide access and services where it is most needed while recognizing that particular geographic parts of the state are different and have different needs, assets and resources.

After examining data, such as the percentage of national employment in a sector that Tennessee is responsible for and the average wages of Tennessee employees in a sector, the Governor's office and ECD identified six target sectors for workforce collaborations: automotive; business services; chemicals and plastics; healthcare; transportation, logistics, and distribution; and energy and advanced manufacturing. Occupations that fall within these industry clusters will help Tennessee focus on preparing the workforce for growing existing business and attracting new business. After learning that over 86% of all new jobs in the state are created by existing businesses, the Governor asked ECD and TDLWD to make the expansion of existing businesses a priority. This will be accomplished in part by making one of the primary activities of Jobs Base Camps meeting with existing businesses to discuss federal and state programs that might be able to benefit the companies. In addition, Governor Haslam has hosted dinners with executives from many of the leading companies in Tennessee to discuss opportunities for expanding their companies' operations.

The Governor has also taken additional steps to ensure, that he and key members of his leadership team interact directly with business leaders who have the ability to decide whether companies relocate to or expand their operations in the state. In addition, as mentioned above, Governor Haslam has hosted dinners at the Governor's residence with CEOs from many of the target sectors. This was done to discuss opportunities for helping the sector grow in the state and for recruiting out-of-state companies. The Governor plans to maintain this aggressive out-of-state and in-state outreach schedule in the coming years.

To further enhance business expansion, business recruitment and job-seeker placement, in April of 2011, the Governor announced the launch of the Jobs Clearinghouse to provide a unified platform and one-stop, self-service for both employers and job seekers. The "Jobs4TN.gov website" is hosted by TDLWD. The function of the "Jobs4TN.gov website" is to create a trusted, valued source where job seekers and employers can connect seamlessly under one system. This One-Stop "shopping" allow applicants to distribute their resumes while simultaneously "crawling" websites for job opportunities. The Jobs4TN.gov website enhances the ability of employers to identify qualified applicants. Furthermore, the system provides access to demographic data, at the community and regional levels, which identifies industry strengths and educational attainment levels, projected workforce needs, and the training and education requirements for high-demand career fields.

During his short time in office, the Governor has made significant progress in these areas with 28,000 new jobs created and more than \$4 billion in capital investment in Tennessee in 2011. In support of the Governor's vision, TDLWD will help enhance economic prosperity in Tennessee by developing targeted strategies that support the creation of high quality jobs, advance communities, and support the training and growth of a 21st century skilled workforce while promoting workplace health and safety. TDLWD already plays an influential role in the well-being of both Tennessee businesses and citizens. For citizens, TDLWD's Employment Security, Workforce Development, and Adult Education divisions provide opportunities for adults to receive the education, training, and assistance they need to find and secure employment and make better lives for themselves and their families. For businesses, the department and its local workforce area partners provides, at no charge, labor market information, seminars on legislative changes, job-order service that help companies fill vacant positions, new employee assessment and screening services, job fairs, and transition services for employees of plants that are closing, and other services. TDLWD will build on the department's success through increased coordination, leveraged funds, seamless customer service delivery, and functional alignment of services redefined throughout this integrated plan.

TDLWD will lead the effort to establish a State Training Institute that will grow the skills and knowledge of individuals working with programs that help serve the citizens of Tennessee. The Institute will specifically address workforce system partners and stakeholders who serve job seekers, youth, and business customers. This venture is essential to supporting and

communicating functional alignment and seamless services outlined in the Governor's vision and throughout this plan and will be a primary tool in the Career Center certification/chartering implementation. It will have at its core a diverse and dynamic partnership among workforce system stakeholders.

Adult Education

Adult Education (AE) is an intricate partner of the Workforce System. AE has established a representative on each local workforce board, Rapid Response team, and has become a part of TDLWD's senior leadership team. AE representatives regularly attend and present at State Workforce Board meetings and regularly present locally and nationally, both to and on behalf of, the State Workforce Board. AE senior staff regularly reviews and signs off on MOU's with each LWIA where it has a physical presence in the Career Centers within the local area.

There are three areas that could be enhanced for the future among AE and the other partners:

- Formal referral process and form between the local Career Center and local AE program
- Formal marketing plan
- Unified testing system. The Workforce System must work together to put a process in place for each of these areas. This will allow for better services to Tennessee's businesses and customers.

The chart below displays the current partnerships between Adult Education, Workforce Development, LWIAs, Business Services, Employment Security, and Communications.

Working Together to Serve (Adult Education)

Workforce Development	WIA	Business Services	Wagner-Peyser	Communications
<ul style="list-style-type: none"> • Contracts for serving dislocated workers with Rapid Response funds for basic skills upgrades, GED Prep and/or basic workforce computer skills • Partner (with Vocational Education) in being awarded federal performance incentive funds (if all entities meet targets) • Shared Common Core measures • Shared data information in eCMATS • GED database sharing 	<ul style="list-style-type: none"> • Adult Education member serves on each LWIA Board • Adult Education supervisor serves as a member of each local Rapid Response Team • Two LWIAs are Adult Education services providers (LWIA 8 and LWIA 10 Maury County) • GED graduates referred to Career Centers for employment opportunities • Partner on local level to provide TABE testing • Shared data information in eCMATS • GED database sharing 	<ul style="list-style-type: none"> • State and local staff regularly present at WEOC meetings • Business Services Team members have direct contact with each local Adult Education program supervisor for referrals • Business Services Team members receive yearly update from AE office on changes • Business Services team regularly uses AE brochures for recruiting 	<ul style="list-style-type: none"> • Contracts to serve TAA/TRA basic skills upgrades and GED prep • Shared database for registration information and outcomes • Use of Career Coaches by AE programs for recruitment and registration of students • Plan to use Career Coaches, in partnership with Dept. of Correction for GED testing in local correctional facilities • Participation in job fairs • Shared information in eCMATS for common core employment goals • GED database sharing 	<ul style="list-style-type: none"> • Work in collaboration for all press releases • Award-winning press kit design for GED NOW! State-wide advertising campaign • Working to design a new state-wide campaign for newly-designed, computer-based GED test rollout in 2014

Tennessee is proud of the presence Adult Education has in the state. Statistics show that 95 percent of Tennessee's AE students list employment-related reasons for attending an AE program whether it is to obtain a job, a better job, a promotion in their current job, enter postsecondary or training. The students who go to an AE program have one thing in common--they want the opportunity to provide a better life for themselves and their families. AE plans on conducting two Career Pathway Pilot Programs in Program Year 2012. The first pilot program is geared to transition students from the GED program directly into a demand-occupation training program at one of the Tennessee Technology Centers. The other pilot will take place at an LWIA, which will equip AE students, as they are working toward their GED diploma, with the skills needed to work at a large call center.

These partnerships are the prelude to even more integration for AE within the Workforce System. AE is committed to ensuring that every GED graduate is equipped with the knowledge and skills necessary to immediately enter training and/or postsecondary education. Strengthening the partnerships with the services AE will enhance employment opportunities for individuals and serve business and industry by providing them with a workforce that is more educated, allowing the state more leverage in bringing new jobs for Tennesseans.

Families First Partnership

Tennessee's TANF Program (Temporary Assistance for Needy Families), called Families First, is in the midst of a program re-design, with the goal of making the Program more employment driven. Because this is the Families First Program's ultimate aim, it makes sense to align with, partner with, and leverage resources with the experts in the field. TDLWD anticipate collaborating with the Families First Program and its existing partners to help provide a wider range of services for TANF clients. These services could include, but not be limited to: WIA, Wagner-Peyser, Adult Education and Literacy, the FastTrack Program, Career Center assistance, Re-employment Services Assessment, Senior Community Service Programs, and Rapid Response for Dislocated Workers. A number of collaborative discussions are taking place to access existing workforce system resources and to discuss an effective and efficient customer flow that is focused on work and achieving self-sufficiency.

Tennessee Professional Development Institute

TDLWD will lead the effort to establish a State Training Institute that will grow the skills and knowledge of individuals working with programs that help serve the citizens of Tennessee. The Institute will specifically address workforce system partners and stakeholders who serve job seekers, youth, and business customers. This venture is essential to supporting and communicating functional alignment and seamless service we are outlining in our 5-Year Integrated State Plan and will be a primary tool in the Career Center Certification/Chartering we will be implementing. It will have at its core a diverse and dynamic partnership among workforce system stakeholders.

The speedy design and implementation is critical as this will be the kickoff of a re-engineered workforce system in Tennessee. The training will give a formal and structured approach to growing the capacity of the workers and partners to achieve high-performance. Functional networks will provide a support system that will assist in coaching and mentoring Tennessee workforce system workers and partners through information sharing and discussion.

Need Statement

Tennessee is using the Integrated State Plan to re-engineer the way the state approaches the workforce development system. Significant changes will be made at the local and state levels in regard to service delivery, leveraging funds, aligning functions, new policies and procedures, and applying standards of quality and high-performance through a local chartering process. These changes will be transformational and require a shift in thinking as well as capacity building to ready state and local teams with the tools and techniques to better serve our job seeker, youth, and business customers.

We want staff certifications and skill and knowledge enhancement/development to be consistent and structured with established roles and responsibilities, methods to teach people how to do them, and then evaluate the results. This Institute will provide a unified and standard approach to ensuring every individual regardless of the funding source he/she works for will be able to meet these new challenges.

Stakeholders

Training and technical assistance will target the following funding sources initially with expected growth to other stakeholders. The Institute will provide capacity building to both state and local professionals.

- Workforce Investment Act
- Wagner-Peyser
- Unemployment Insurance
- Reemployment Services
- Veterans Services
- Families First
- Vocational Rehabilitation

Training and Sharing Methods

- Classroom Training
- Webinars
- Video-Conferencing

- Go-to-Meeting Sessions
- Experiential Learning
- Peer Training
- Job Shadowing
- Professional Networks

Access Points

- Main Campus will be at Spring Hill Facility
- Satellites in Career Centers – Johnson City, Chattanooga, TDLWD, Memphis
- Self-Directed Web-Based Training

Professional Networks

Functional Networks will be formed to allow individuals who do “like” work to discuss, share, problem solve and form a bond to help serve the customers more effectively.

- Case Managers – Front Line Workers
- Fiscal and Procurement
- Performance Management
- Labor Market Information
- Business Services
- Youth Services

Training Topics

- Just-In-Time Training
 - This training will be for hot topics, new initiatives, areas of improvement; this type of training will be done as needed to introduce new initiatives, when partnership changes occur, when policies and procedures are revised or established, and when legislation changes.
- Special Requests from Funding Sources
 - This training will be offered to accommodate specific trainings that partners agencies requests including USDOL regional sessions.
- Formal Structured Training
 - Will be comprised of a variety of offerings that may lead to a certification or credential. It will include offerings needed as a result of the skill and knowledge self-assessments, chartering requirements, or functional capacity building.

Structured Training

- Core Competency Training (individuals working in the system will be required to get this certification within six months of hire)
 - Customer Service
 - Funding Source Laws and Regulations
 - History of Funding Stream
 - Process Analysis
 - Performance Management
 - Interpersonal Communication Skills
 - Problem Identification
 - Problem Solving
 - Listening Skills
 - Decision Making
 - Change Agent Skills
 - Helping Skills
 - Disability Sensitivity
 - Diversity
 - Ethical and Legal Issues
- Global Career Development Facilitator Certification (individuals working directly with clients will be required to get this certification with one year of hire, preferably sooner)
- Business Services Certification
- Job Seeker Services Certification
- Youth Services Certification
- Executive Leadership Academy
- Baldrige Quality Coaching Academy
- Peer Trainer Certification
 - Tools for Trainers
 - Facilitation Skills
 - Presentation Skills
 - Technology and Presenting
 - Creative Course Design
 - Task Analysis
 - Communication Styles
 - Interactive Learning
 - Evaluation
- Mystery Shopper Certification

Business Services Alignment

TDLWD is undergoing a dramatic change in its service delivery designs for both job seeker services and business services. To support cross-program strategies, Tennessee will engage in a collaborative effort to redesign the state and local workforce system to provide a seamless service model that focuses on customer needs and expectations. The fundamental plan includes:

1. **Functional alignment.** Functional alignment is both an opportunity and a tool to effectively organize staff and facilities in a manner that streamlines customer service delivery, capitalizes on the strengths of staff and technology to deliver services, and thereby reduces duplication. It is not enough to co-locate partners, orient customers to partner programs, and refer customers to these programs. In order for the one-stop delivery system to succeed, services must be integrated and delivered according to customer need rather than program focus. In Tennessee, the one-stop delivery system is called Tennessee Career Center System.
2. **Business services function.** The Career Center staff and partners involved in the business services function are responsible for building relationships with employers through local and regional initiatives including but not limited to sector partnerships and business alliances; and identifying opportunities to address the human resource needs of employers. The goal is to become the bridge between business and job candidates by coordinating with all Career Center staff and partners to actively recruit and refer qualified job candidates based on the needs of business. Services associated with the business services function include but are not limited to the following: business outreach; recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trends; organize specialized training programs around business and industry needs; provide information on human resource services.
3. **Business development and job development.** For purposes of clarifying roles and responsibilities, there is a difference between business development and job development. Business development is the process of focusing on business needs and expectations and then finding suitable and appropriate workers, while job development is the process of having a specific individual and targeting employers to hire that individual. Each funding source will continue to conduct job development within its own organizational structure and within the framework of funding source requirements. Individuals engaged in job development for targeted populations will be a part of the local business service team. This cross-functional strategy will ensure that targeted populations and the staff that work with them are engaged in conversation and planning to increase job opportunities for their respective populations. Business development will become a functionally aligned process that will be managed through local business service teams.

4. **TDLWD business service support.** TDLWD will have a business services unit that will support local business service teams. The TDLWD business services unit will assist with outreach materials, event planning, labor market information, data collection, technical assistance and reporting. This team will have staff working in each of the nine ECD regions and will be the primary contact for the Job Base Camps regionally positioned statewide. These team members will participate on local business service teams and coordinate and collaborate with Job Base Camp efforts.

5. **Local business service team fundamentals.**
 - a. Workforce system partners, mandated in the WIA and other appropriate partners will participate on local business service teams if they have a “job” as a service outcome (such as Trade...).
 - b. The two primary partners will be Workforce Investment Act Adult/Dislocated Worker and Wagner-Peyser Labor Exchange funding streams.
 - c. The local business service teams will have a lead or co-leads from the two primary partners.
 - d. The team will establish a memorandum of agreement on the protocols that will be followed related to meetings, communication, roles and responsibilities, tracking.
 - e. Local business service teams will follow procedures and policies established by the State Administrative Entity and the State Workforce Board.
 - f. Teams will have options on how to approach service delivery and will participate in a statewide planning session to understand and formulate local service delivery recommendations.
 - g. Standardized forms, data input, and tracking will be developed to provide consistency and better analyses statewide.
 - h. Local business teams will be trained on FastTrack and will work with the TDLWD Functional Director to facilitate working with ECD and the TDLWD state business service team around job expansions and new business growth.
 - i. Branding and outreach materials will be a statewide theme including the national USDOL brand information.
 - j. Common definitions will be established to support all funding streams’ understanding and requirements.
 - k. A performance management dashboard inclusive of State Board measures and locally-selected measures will be required to help encourage measurements that drive positive behaviors in regard to employers.
 - l. Regional collaborations will be encouraged.
 - m. Rapid response will be included in the local business service team responsibilities.
 - n. Career Center chartering and certification requirements will include business service requirements that each local business service team must meet or exceed.

- o. Business services is expected to collaborate with job seeker services to fill positions and focus training on needed skills and knowledge.
6. **Local business service teams.** There will be two primary partners in forming a local business service team: Wagner Peyser Labor Exchange and Workforce Investment Act Adult/Dislocated Worker Programs. Local workforce areas will be required to submit a plan to TDLWD, in its role as administrative entity, for approval that was developed in consultation with local Wagner-Peyser staff and other relevant partners evidenced by a sign-off on the plan. The plan will address:
- a. Which partner agencies will participate in the local business services team?
 - b. Who will lead or co-lead the team?
 - c. What are agreed upon roles and responsibilities for each team member?
 - d. A flowchart of job seeker and business customer flow for all team member funding streams.
 - e. A flowchart of the paperwork flow for all team member funding streams.
 - f. The sectors that will be focused on and justification for the selection of the sectors.
 - g. Common definitions and recommendations for local performance management dashboard key indicators.

Partnership and Leveraging Resources

The State Integrated Plan is a prime example of the collaboration between partners in Tennessee. There were 55 team members who participated in drafting the state plan. These members represented: State and Local Boards, WIA, WP, Career Centers, Organized Labor, Education, P-16 & 20, Business, Rapid Response, SCSEP, Vocational Rehabilitation, Labor Market Information, Agriculture, TANF, Youth Councils, Eligible Training Providers, RESA, ECD, and the Governor's office. The state convened meetings with all partners during an introductory meeting and continued to include a facilitated meeting to discuss the linkages throughout the workforce system and through smaller subject matter expert groups. All partners reflected in the team are integral to effectively align the state's strategies and communicate within the workforce system. The collaboration between the partners in Tennessee help to ensure that all aspects of the system are addressed including the target populations of limited English proficiency, homeless individuals, ex-offenders, individuals with disabilities, and those with multiple challenges to employment.

The Governor's vision for the workforce system is to continue to improve the quality of the workforce through maximizing economic resources. In order to leverage other federal, state, local, and private resources while expanding the participation of business, employees, and individuals in the workforce system, particular emphasis will be placed on the Governor's vision for economic and workforce development embodied in the *Jobs4TN Plan*. This plan has four key strategies: 1) Prioritizing Key Clusters and Existing Businesses; 2) Establishing Regional "Jobs

Base Camps”; 3) Reducing Business Regulation; and 4) Investing in Innovation. The top priority for state government must be to help Tennesseans get back to work while simultaneously instituting a plan for long-term economic growth. The overarching goal is to make Tennessee the No. 1 state in the southeast for high quality jobs for automotive, chemical products and plastics, transportation and logistics, business services, healthcare, and advanced manufacturing.

The Division of Workforce Development is a key player in the *Jobs4TN Plan*, especially with regard to enhancing coordination between workforce investment boards and the Jobs Base Camps. This will be done through regular meetings, participation on local business service teams, and by using data to support local policy creation regarding the training needs and funding investments to help existing employers. The Division and all its partners recognize that the point of maximizing economic resources takes place largely at the service delivery level. At the service-delivery level, the three customers of WIA programs (the employer, the employee, and the service providers) are fully utilized when mapping the service strategies for WIA participants. At the service-strategy level, funding resources interconnect to ensure that resources are used efficiently to serve as many participants as possible. At the point when WIA staff determines the needs of an individual, the staff is also mapping the resources needed to meet the employment goals of that customer. The Division of Workforce Development has a data-tracking and management system that is capable of connecting WIA-eligible customers to other federal and state-funded resources. When this tracking system is used to its full capability, the staff is able to leverage resources by decreasing duplication.

Workforce development in Tennessee has been working with local employers to avert dislocations and to train their workforce. Employers who adopted new technologies are given the opportunity to request funding to avert dislocations due to the requirement of new skills necessary to continue operations. During Program Years 2003-2012, 53,253 incumbent workers were trained. Through 2009, employers who applied for WIA funding assistance, to train their existing workers, were committing a 100% match to each WIA dollar they received. After the slowdown of the US economy, employers were only asked for a 50% match.

Leveraging Discretionary and Formula Resources

WIA Adult/Youth/Dislocated Worker formula funds are the primary source of funding for adults and youth who are unemployed and/or have been dislocated. These funding streams have been used to support either soft skills, or educational and training needs of youth, adults, and dislocated workers. To undergird the governor’s vision of employment for Tennesseans (seeking work and meeting the ever-changing technological skill demands of the workplace), the necessity of leveraging many funding streams is a primary concern for TDLWD. Tennessee no longer retains 10% of the WIA Adult/Youth/Dislocated Worker funds to support the operation of statewide programs. However, Local Workforce Investment Areas received the additional 10% through the formula funds. These areas are encouraged to support statewide priorities and are supported through waivers that allow them to use a percentage of the formulas funds for

statewide-related activities. There is also a waiver in place that allows LWIAs to use 10% of their formula, adult and dislocated funds to provide Incumbent Worker Training for layoff aversion.

At the local area level, formula funds, along with discretionary and in-kind community college funds, have increased the opportunity for many to pursue short-term training that will open doors for new employment. Discretionary funds have also been used to support pilot projects, innovative youth and dislocated worker programs that complement the formula funds. The result has been an increase in the effectiveness of services for youth and dislocated workers.

Also, LWIAs receiving Disability Employment Initiative grants have been designated as an Employment Network, by the Social Security Administration (SSA), to assist individuals receiving Social Security Disability benefits to find employment. The partnership of one-stop community level representatives and an Integrated Resource Team provides communication and collaboration that result in enhanced coordination of services. Such services are training, education, employment goals, and support for jobseekers with disabilities. For example, one of TDLWD's LWIAs is beginning to generate outcome payments from the SSA for having placed individuals with disabilities in substantially gainful activities. Payments are received for those individuals who no longer receive cash disability benefits. The funds generated from this program can be used to expand Career Center services and to benefit customers.

The Division of Workforce Development has sought National Emergency/Discretionary Grants (NEGs), to support employers and workers, in response to significant dislocation events. Significant events are those created by sudden unexpected events such as single company layoff of 50 or more workers, multiple company layoffs, industry wide layoffs, and national disasters. Currently, the state has four NEGs that support workers for on-the-job training, skills upgrades, and educational endeavors. Training, specific to industries mentioned in the Governor's vision is already taking place as a result of leveraging formula funds with NEG resources. We will continue to advance the visions of the Governor by providing training opportunities in these and other high-growth areas.

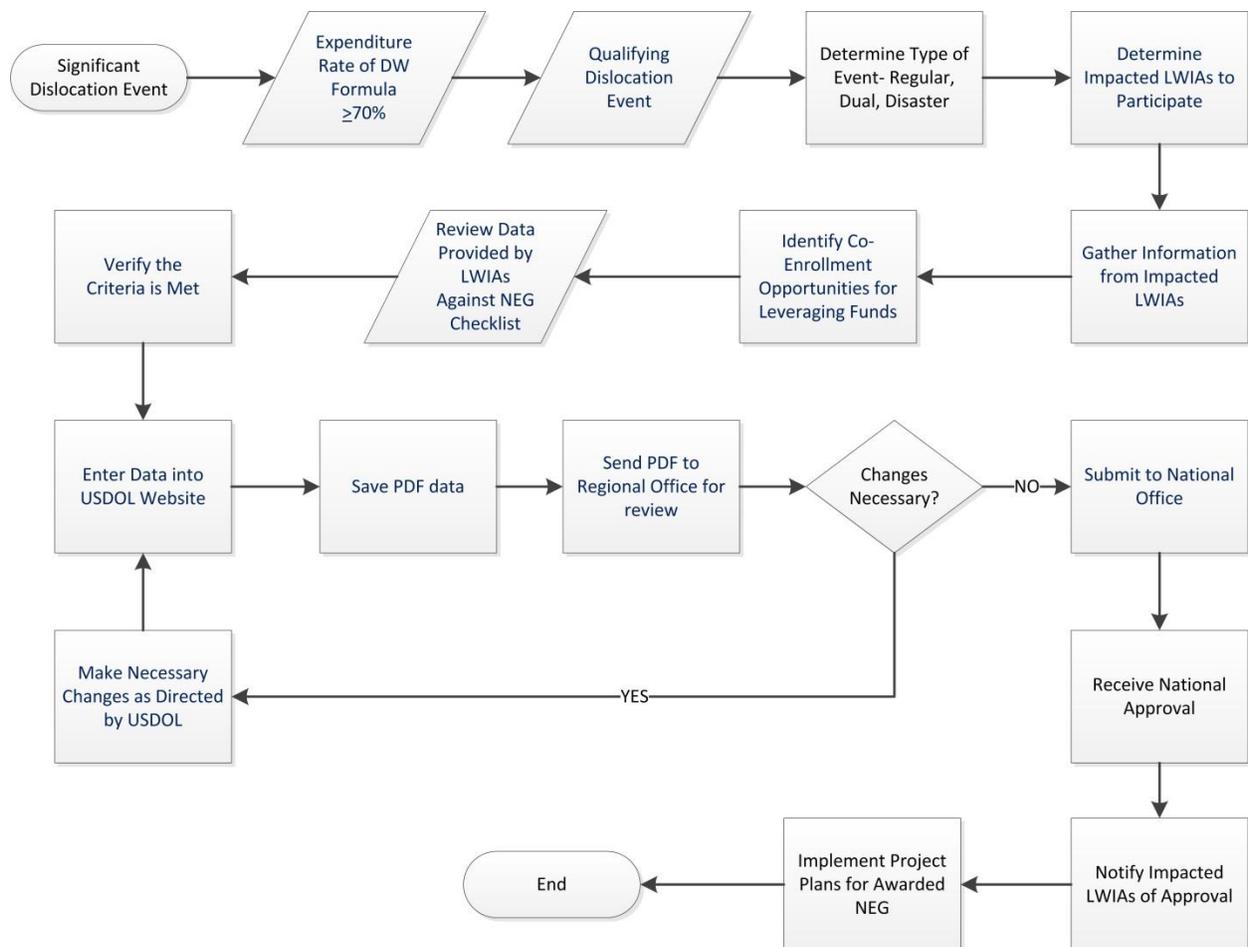
In recognition of Tennessee's high performance, USDOL has provided additional funding in the form of incentives. These incentive funds have traditionally been utilized to fund innovative programs such as empowerment zones and high-growth industry projects, adult education pilots, and other governmental priorities.

Partnering with other agencies, such as the ECD, has allowed the local areas to invest in new industries by training eligible WIA participants in skills that the companies specify. This leveraging of funds provided on-the-job training opportunities to a larger number of people across the state. Such large numbers otherwise may not have been served due to minimized funding by individual departments. The Incumbent Worker Program, utilizing statewide funds, has provided growth and stability to small and large employers by focusing on layoff aversion.

LWIAs also use formula/discretionary funds and in-kind commitments from employers. Wagner-Peyser is another funding source that supports Career Centers with basic labor exchange services and with a variety of career-exploration and job-search tools. When customers have use of Wagner-Peyser resources, training support for those determined to need these services is paid for by WIA formula and discretionary funds. This practice of leveraging resources expands service capacity to assist additional WIA customers.

Tennessee has prepared a flow chart that details the process for the use of discretionary grants. The flowchart identifies points in the process where decisions are made regarding co-enrollment, which leverages funds. Below is the flowchart for NEG discretionary grants.

Flow Chart



Communication and collaboration between programs that support the governor’s vision including Jobs Base Camps, Rapid Response, Dislocated Workers, Adults, and NEGs is outlined as part of the functional alignment strategy, which will assist Local Workforce Areas in creating packages to support sector strategy efforts. For instance, in Memphis the Local Workforce Area has created a package to assist job seekers who have been screened as appropriate for careers in

industrial relations for advanced manufacturing. The Local Area uses WIA Formula funds, Discretionary funds, and Rapid Response Funds to support target populations and allowable training activities.

The closure of GM Spring Hill Plant (LWIA 10) is another project where multiple players and funding sources were used to assist workers to upgrade their skills and meet current labor market demand in advanced industrial integrated technology skills. Resources from the state, WIA and National Discretionary funds are currently being used to ensure success of the dislocated workers. The LWIA also used its formula funds initially to begin the process of screening dislocated workers needing to go back to other employment quickly. The state will evaluate the results gained from Memphis and GM and replicate the best practices to leverage resource and maximize services to citizens needing to meet labor market demands.

The system design of Career Centers across Tennessee rests upon the principles of leveraging resources and coordinating services through MOUs and/or Resource Sharing Agreements. Through these agreements, multiple partners leverage resources which support the infrastructure and programmatic functions in the Career Centers. Such partners include WIA, Wagner-Peyser, Adult Education, Food Stamps (Employment and Training), Re-employment services Assessment, Trade Act, Veterans, Vocational Rehabilitation, Human Services (including TANF), Job Corps, and Title V Senior Services.

In the coming months, TDLWD will reengineer job seekers services provided through the front door of a Career Center. Services will be aligned and integrated in a seamless manner to provide greater access to a more diverse menu of services to all Tennessee citizens.

Expanding Opportunities to Leverage Resources

- Partnering regionally with economic development entities and other critical stakeholders to better align education and workforce development activities with regional labor markets, economic growth strategies and employer demand
- Partnering with the business community, including business associations, and educational institutions (including secondary and post-secondary institutions such as community colleges) to design and implement programs and career pathways that lead to credentials and employment
- Partnering with and leveraging resources from other federally-funded programs, such as Adult Basic Education, Vocational Rehabilitation, Temporary Assistance for Needy Families (TANF), Small Business Development Centers, etc.
- Partnering with community-based organizations, since they are key providers of basic skills training, technical skills training, supportive services, and workforce development services in communities across Tennessee

- Sustaining summer employment and work experience opportunities - state and local workforce investment boards should consider using additional sources of funding to leverage summer employment program activities. In addition to regular WIA Youth formula funds, local areas can use other resources, such as Job Corps, and fund matching from private industry.

Programs delivered in silos are expensive. At present, economic pressure to deliver services cheaply makes it urgent for government-related programs to cost less so that the public feels it can afford to support these programs. With this in mind, the workforce system operators will have to come together and align their services and will need to find ways to deliver these programs more cheaply and effectively without compromising the integrity of each partner's program. In Tennessee, the One-Stops are called Career Centers. TDLWD has been a member of the local consortium for the Career Centers for many years and understands that the leveraging of financial resources is an important factor in keeping the Career Centers operational. TDLWD will establish a chartering and certification criterion that defines guidelines for the One-Stop Operators and will ensure that Career Centers are attractive for other social program providers to deliver their services at the center as equal partners. This will not only help the customers (employers and participants), but will also make the Career Centers efficient and effective service providers.

In addition, one of the priorities of TDLWD is to ensure that all customers and employers are satisfied with Career Center service delivery. Career Centers must deliver seamless programs by aligning several partner activities and eliminating duplication. The financial resources saved by this alignment will provide funds to serve more customers or to launch pilot programs which will test ways of delivering more effective and cheaper services to all customers. TDLWD, as the State Administrative Entity, will be proactive in inviting additional partners besides the three core partners (WIA, Wagner-Peyser, and UI) mandated by the Workforce Investment Act to participate in comprehensive Career Center services and activities. Assessment of participants is an activity that can be adjusted to meet the requirements of several different programs. The resources saved by having a common intake can be substantial. Intensive services can also be delivered effectively and efficiently by cross-training staff. The goal of all service programs is to help each individual to become self-sufficient and employed; so, by creating a functional and aligned environment at the Career Centers, TDLWD expects greater outcomes for participants and savings for the workforce system.

Policy Alignment

The renewed focus on business services and on ensuring that job seekers and youth are positioned to meet Tennessee employer needs requires TDLWD to revisit the process of significantly re-structuring many of its policies that dated back to the beginning of WIA. As procedures and guidance has changed, updates have been made via attachments or new policies that represent pieces of the process. During the restructuring, TDLWD sees the need to

reengineer all of its process and procedures that represents the old way of doing business. The new policies and procedure will support the functional alignment of W-P and WIA at the state and local level, and will support our plan for a seamless, customer-driven system. The new policies will enhance the delivery system and reflect the Governor's vision of effective and efficient governance through the alignment of several programs. Such programs will include those that are responsive to various needs of customers returning to the job market or needing an upgrade of their skills to meet job market demands.

The new policies are the result of a collaboration of several agencies whose collective mission is to provide effective services through strong policies supporting participants and employers. Since all federal programs have their particular limitations (laws and regulations), the collaborative effort of several agencies in developing common policies will identify risks and common benefits that do not overlook federal rules governing that agency. A flowchart showing participant's journey through the career center system was used as the road map. This chart confirmed common services across agencies that could be streamlined through policies that eliminate duplications and save resources; common services range from assessments, data collection, training services, labor market information, and job placements. In general, new policies, at the service-delivery level, will emphasize common goals and areas of mutual importance where alliances need to be established and/or strengthened.

Policies to strengthen business-service staff supporting each career center will be developed. These policies will assist business-service staff to receive up-to-date information about the health of the workforce and information about participants completing a set of skills based upon the needs of the business sector. These policies will build a bridge between the needs of businesses and of the local career center. We trust that the new policies and those policies to be developed will allow a strong integration of services for our customers (participants), better use of resources (staff time and expertise across agencies), and elimination of duplication, and a restoration of the confidence by the business sector that we can deliver trained workers.

As TDLWD reengineers its processes to create a functionally aligned and a seamless Workforce System, TDLWD will create policies to support the successful implementation of the new reality. At a minimum, policies will be established or revised in relation to the following guidance:

- Workforce Investment Act Local Governance
- One-Stop Delivery System and Chartering
- Memoranda of Understanding
- Service Integration and Functional Alignment
- Eligibility Determination and Documentation
- Job Seeker Services
- Participation and Co-Enrollment

- Individual Training Accounts
- On-the-Job Training
- Customized Training
- Youth Activities
- Youth Councils
- Supportive Services
- Priority of Service
- Eligible Training Provider List
- Oversight and Monitoring
- Incentives, Sanctions and Technical Assistance
- Grievance and Complaint Resolution
- Marketing and Branding
- Access to Data System and Reporting

Of particular interest will be the creation of a Career Center charter/certification process and policy. The chartering policy which will be adopted by the State Workforce Board will be the foundation to aligning all workforce system policies and procedures. The chartering policy will require a partner agency alignment of job seeker and business services, a seamless service-delivery system that reduces customer confusion and establishes a functional approach to helping business find workers and workers find employment. It will also specify minimum standards for the service menu and customer service to be met and a branding requirement that demonstrates a statewide workforce system. Tennessee supports the American Job Center brand introduced by the USDOL and it intends to fully integrate this brand into the state's marketing and branding of the Workforce System as shown on the Tennessee Career Center logo on the cover of this plan.

Based on the chartering policy, other policies will be reviewed and revised to support the key success indicators of partner alignment, seamless-service delivery, minimum service standards, and branding. Local Workforce Areas will be encouraged to infuse creativity and innovations that rise above and beyond the minimum standards which every Tennessee business and job seeker can expect.

DESIRED OUTCOMES

Tennessee is a common measures state, and the WIA program currently negotiates the state's common measure targets by using seven data sources: regression adjusted factors and weights, national averages, regional averages, past performance, residential employment forecasts, unemployment rates, extraordinary factors (such as plant closures and disasters), and QWI data points such as quarterly wages, jobs-creation rate, jobs-separations rate, and jobs-turnover rate. TDLWD maps the data to forecast information, compute possible outcomes; then it submits it to Region 3. Over the last two years, TDLWD has developed regression-based estimates of adult

and dislocated worker program performance targets. As a regression-model, pilot-project state, Tennessee now uses regression-adjusted targets as a major tool in the negotiations process and will continue to do so. Taken as a unit, the data and information also are computed to state-regressed targets which help the national office achieve its goals. Baseline quarterly-performance indicators used in the negotiations are collected and computed using the performance-reporting system, Dolce Vita. The table below displays the 2012 Performance Common Measures:

WIA Performance Measures WIA §136(b)	Previous Year Performance	Negotiated Performance Goal PY 2012
<i>Adults:</i>		
Entered Employment Rate	81.2%	81%
Retention Rate	87%	88.6%
Average Earnings	\$16,064	\$15,711
<i>Dislocated Workers:</i>		
Entered Employment Rate	89.4%	88%
Retention Rate	92.2%	92.2%
Average Earnings	\$15,289	\$15,000
<i>Youth Common Measures:</i>		
Placement in Employment or Education	73.7%	75.5%
Attainment of Degree or Certificate	76.3%	75%
Literacy and Numeracy Gain	48.6%	48%
W-P:	PY 2011 Q4	Negotiated Performance Goal PY 2012
Entered Employment Rate	52%	58%
Employment Retention Rate	77%	78%
Average Six-Months Earnings	\$11,541	\$11,600

Tennessee also determines performance targets with the 13 local areas by using the same eight data sources shown above, and by using the methods mentioned above. Tennessee is focused on setting targets which help local areas serve a broad range of participants and also help the state achieve its goals. Past-performance outcomes are not the only, or the most important, factors used in determining local area performance. Performance negotiation with the local areas is one of the most formal procedures Tennessee uses in workforce development. These procedures involve sharing data and information, scheduling in-depth negotiations. These procedures may also involve renegotiations which depend on economic status, presenting targets, and counter-proposals, if needed, typically in fully-documented teleconferences or face-to-face meetings. Final targets are fully documented and validated at the close of negotiation sessions. The process itself is concentrated in time, follows negotiations with Region 3, and is extended if

extraordinary factors are present. Baseline quarterly-performance indicators used in the negotiations are collected and computed using the performance reporting system, Dolce Vita.

INCREASING WIA ETPL MINIMUM PERFORMANCE STANDARDS

In order for a program to remain subsequently eligible to appear on the statewide Eligible Training Provider List (ETPL), it must meet the minimum performance standards established by the state. With the initial implementation of WIA in Tennessee, the performance standards were set as follows:

- 1) 35% Completion Rate for all WIA program enrollees
- 2) 35% Completion Rate for all program enrollees
- 3) 65% Placement Rate for all WIA program completers
- 4) 65% Placement Rate for all program completers

Programs have to meet at least one of the four performance standards in order to remain on the ETPL. Many of the Local Workforce Investment Boards (LWIBs) have established policies that require that providers in their respective areas meet significantly higher standards within the WIA student population. The LWIBs require higher standards largely because of the performance funding model used to allocate federal funds across the state.

The state minimum performance standards have not been changed since WIA's inception in Tennessee; however, the LWIB standards have changed. In addition, there is a general state initiative to increase the proportion of students who complete higher education in the state. This is indicated by the passage of the Complete College Tennessee Act in January 2010.

Among other things, the Act brought a change in the performance funding model used by the Tennessee Higher Education Commission (THEC). Under the old funding model, institutional funding levels were determined based on the number of student enrollments.

The Act changed the formula and tied institutional funding levels to the graduation rates. The change was intended to hold public institutions more accountable for getting their students to graduation. Below are the most recent average graduation rates for public institutions in Tennessee:

Category	Completion Rates
Universities (TBR)	46.6%
Universities (UT System)	62.9%
Community Colleges	26.0%
Technology Centers	76.0%

*Sources: 2012 Tennessee Higher Education Commission Fact Book
Tennessee Board of Regents, Graduation Trends - 2007 to 2011*

For the next program year, in addition to the advanced research analysis, the TDLWD will increase the minimum performance standards for providers on the ETPL to the following:

- 1) 40% Completion Rate for all WIA program enrollees
- 2) 40% Completion Rate for all program enrollees
- 3) 70% Placement Rate for all WIA program completers
- 4) 70% Placement Rate for all program completers

In addition, the TDLWD will periodically revise the state minimum performance standards as more data becomes available measuring the impact on the Complete College Tennessee Act. The objective is to ensure that the state minimum WIA ETPL standards are in line with the LWIB standards and other overall state initiatives.

PERFORMANCE INDICATORS AND GOALS

Evidence-based results will provide a blueprint for reviewing the outcomes related to required federal common measures and those specifically established to support the Governor's vision for the Tennessee workforce system. In addition to the required common measures, Tennessee's State Workforce Board will establish a balanced scorecard/performance management dashboard to measure key indicators of success. The required and State Workforce Board established measures will reveal levels of success related to sector strategies, functional alignment, and seamless service.

Required common performance measures are primarily focused on job seeker customers. Tennessee will work to achieve and exceed its negotiated common performance indicators as outlined in "DESIRED OUTCOMES" above. However, as Tennessee is focused on business services and supporting the creation and growth of businesses, TDLWD will establish a Tennessee Balanced Scorecard/Performance Management Dashboard that promotes key performance indicators to support the Governor's vision and the sector strategy partnerships.

The Tennessee Balanced Scorecard is a performance measurement tool that will measure THE RIGHT THINGS instead of just measuring THINGS RIGHT! It will focus on business measures not required by USDOL.

This effort will be spearheaded by the State Workforce Board and will provide evidence-based information to continually improve services to business customers. It is expected that a team of state and local Workforce System partners will help to create the scorecard from the bottom up and advise the State Board on measures to consider. The State Board will facilitate conversation to define the specific meaning of each of the measures selected so each partner has a common understanding of what the measure is pertaining to and how to achieve successful results.

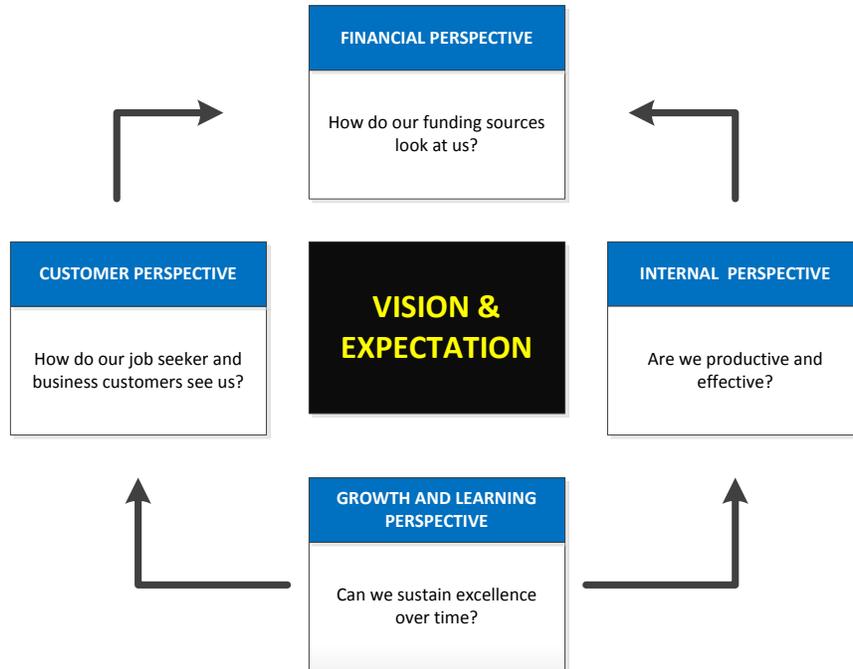
It is extremely important that the measures selected are supported by data collection systems that can report on the progress with minimal staff time. When specific measures are identified, local workforce areas will collect the data for six months to create a baseline on which to improve. The “goal” for each measure will be set and progress updates done at least quarterly.

The creation of a Balanced Scorecard/Performance Management Dashboard for the Tennessee Workforce System will include these steps:

- **Identify a vision.** Where is the Workforce System going? This work is supported by the Governor’s vision.
- **Define critical success factors.** What do you measure to ensure that the local workforce area staff, partners and vendors are meeting your expectations? This will include information related to sector strategies and criteria outlined in the Chartering Policy.
- **Evaluate the scorecard.** Are we measuring what we have to AND what we should in order to have a high-performing Workforce System?
- **Create action plans and provide reports.** How do we manage the Scorecard? Which persons should have reports and what should the reports look like?

It is important that the data collected help Tennessee tell our story which is focused on business understanding the features, advantages and benefits of the support provided through the Tennessee Workforce System and partner agencies. The Tennessee Balanced Scorecard/Performance Management Dashboard will look at four perspectives to establish the balance:

1. Financial
2. Customer
3. Internal
4. Growth and Learning



The format for the Balanced Scorecard/Performance Management Dashboard provides a visual impact to the success of the indicators:

FINANCIAL	GOAL	ACTUAL	PERCENT
GROWTH & LEARNING	GOAL	ACTUAL	PERCENT
INTERNAL PROCESSES	GOAL	ACTUAL	PERCENT
CUSTOMER PERSPECTIVE	GOAL	ACTUAL	PERCENT

The Percent column will be filled in with green, yellow, or red to quickly identify those measures that are below plan and need attention. Here is a sample that would tell us to focus our discussions and improvements on customer interactions, increasing our market share of repeat customers, and jobs in training related fields:

CUSTOMER PERSPECTIVE	GOAL	ACTUAL	PERCENT
Healthcare Market Share	25%	33%	
Avg Quarterly Customer Interactions	100%	45%	
Healthcare Repeat Business (3 or more times a year)	50%	25%	
Percent of Individuals Who Get Jobs in Training Related Field	80%	70%	

Actual:

More than 80% of Goal Year-to-Date

good



61% - 80% of Goal Year-to-Date

warning



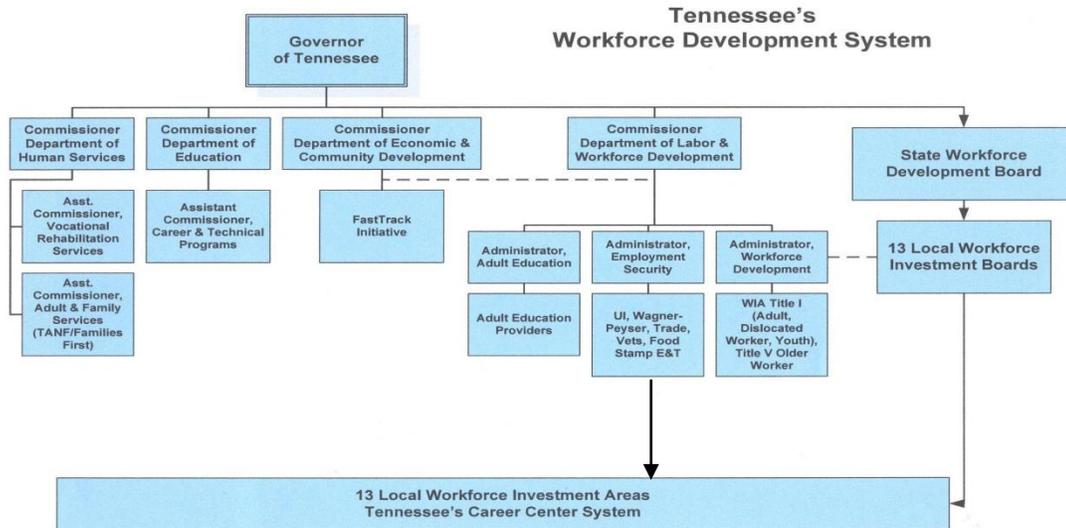
Below 60% of Goal Year-to-Date

trouble



SECTION II - STATE OPERATIONAL PLAN

WORKFORCE SYSTEM



TDLWD is a large, diverse department with several areas of focus. It provides workforce development, workplace safety, and health services to the citizens of Tennessee. Adult Education, Employment Security, and Workforce Development provide a variety of workforce services. These three divisions are integral parts of the workforce system. The Division of Adult Education administers: Adult Education and Literacy funds that provide educational opportunities for adults seeking basic skills upgrades; General Equivalency Diploma (GED) exam preparation; English language skills for speakers of other languages; and, basic workplace computer skills. These services are offered at Adult Learning Centers and to employers on-site at their request.

Employment Security administers Tennessee's unemployment insurance program. The division receives and processes unemployment claims, pays unemployment benefits to eligible claimants, and collects wage information and unemployment insurance premiums from employers. The Employment Security Division serves as the state's official source for employment research and statistics; it also assists employers who are looking at business expansions or are interested in labor availability and wage information. In addition, the Employment Security Division's Job Service program is the largest employment agency in Tennessee. Free services are provided and delivered through comprehensive and affiliate Career Centers located across the state. Job Service's primary objective is to serve as a labor exchange by assisting job seekers in finding jobs, assisting employers in filling jobs, and facilitating the match between job seekers and employers. The job service program provides career placement and resume services for job seekers, along with administering the trade readjustment and assistance programs for dislocated

workers. Employment Security is a required partner in the operation of a local Career Center system along with WIA Adult and Dislocated Worker services.

TDLWD is the State Administrative Entity for Workforce Investment Act Funds. Its Workforce Development (WD) Unit is responsible for administering the Workforce Investment Act for the state, which includes overseeing the delivery of the department's employment and training services for employers and job seekers. WD also houses the Title V program, Senior Community Service Employment Program (SCSEP). SCSEP is an employment training program for low-income, unemployed individuals aged 55 years and older. The program provides subsidized, part-time work experience (up to four years through community service) to obtain the skills necessary for full-time, permanent unsubsidized employment. In addition, WD administrative staff acts as support for the Tennessee State Workforce Board. Such support includes arranging all meetings, preparing any handouts, engaging speakers, and answering questions. TDLWD ensures that State Board members receive technical assistance and guidance for all workforce development matters brought before the Board. TDLWD Executive staff provides prep work for policy drafts and other business items that are the responsibility of the State Workforce Board.

Although Tennessee has done a good job in serving the citizens of Tennessee, the change in the economy and the overall change in employer needs and expectations, requires an examination of every facet of TDLWD's services, processes, procedures, and policies. TDLWD will be reengineering to establish a functionally-aligned and seamless-service delivery model that is responsive to the changing needs of job seekers and employers. This will be a thoughtful and dynamic process analysis.

State Board

The State Workforce Development Board has oversight involving multiple, federally-funded programs throughout state government including Economic and Community Development, Department of Human Services, Department of Education, and Department of Correction. This creates the need for collaborative projects, managed by the division, including ex-offender re-entry, faith-based and community based grants, Families First, child support, career and technical matters, vocational rehabilitation, and others. The workforce system plays a vital role in the economic development process. The State Workforce Development Board ensures alignment between Tennessee's workforce investment system, national strategic objectives and the Governor's vision of workforce, and economic development.

The mission of the Tennessee Workforce Development Board is to provide effective leadership and guidance to Tennessee's workforce system. The Board's vision is to increase the competitive position of Tennessee businesses and attract new businesses through development of a highly-skilled workforce. To achieve this vision, the Board has established five guiding principles for the workforce development system.

- Workforce Development = Economic Opportunity
- Customer Focused Performance Based System
- Integrated, Seamless, Cost Effective, Competitive, and Responsible System
- Utilization of Career Centers
- Demand Driven

The Board is composed of:

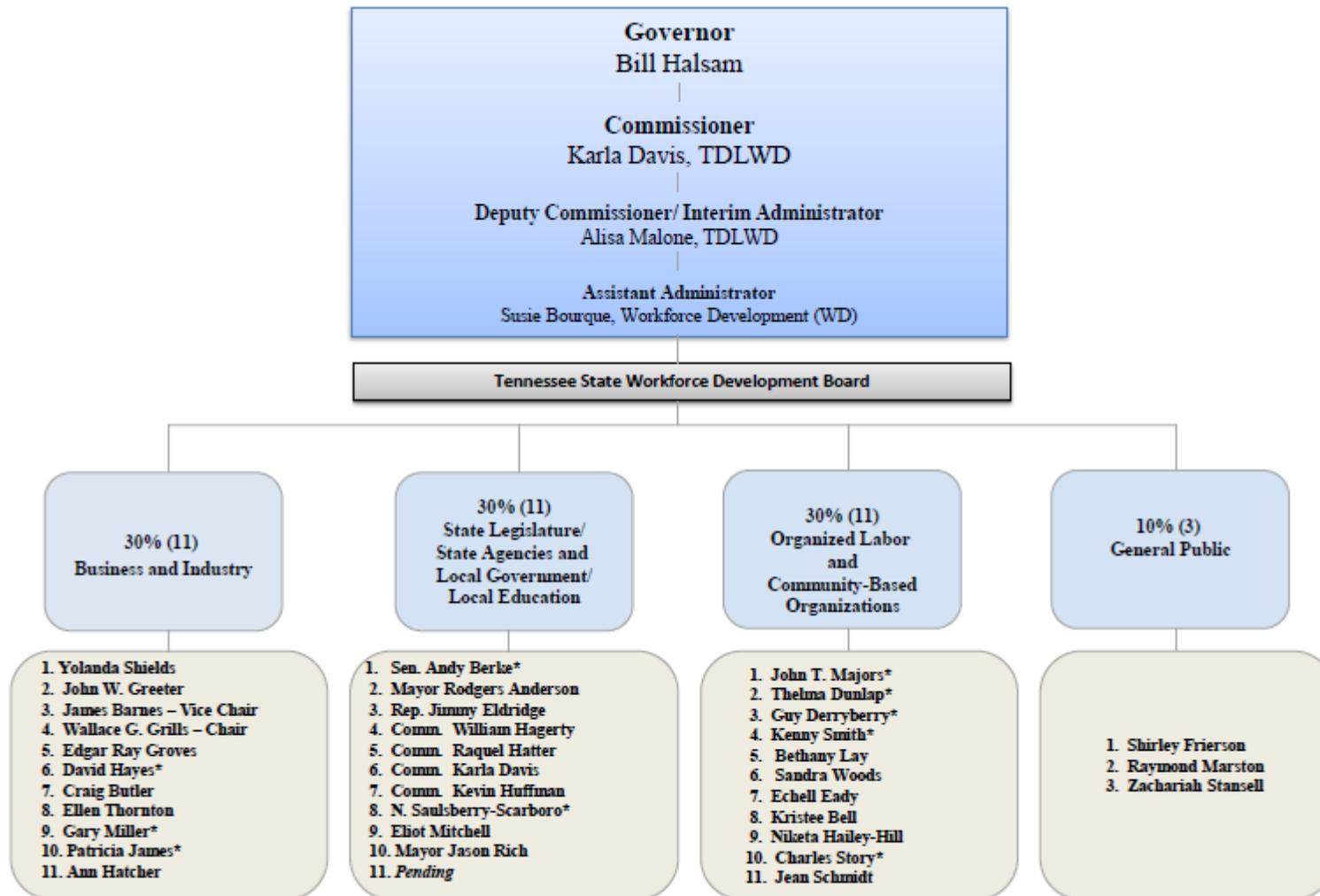


Tennessee’s State Workforce Development Board is a grandfathered alternative entity which includes all categories of membership required in Section 111 (b)(1)(C) of the Workforce Investment Act with the exception that the Governor is not a member of this board. However, the Governor is represented on the State Board by four members of his cabinet; Labor and Workforce Development, Economic and Community Development, Human Services and Education. In accordance with 20 CFR Section 661.210(b)(2)(i) the board meets the description of “alternative entity” and was established under Title VII as a Human Resource Investment Council of the Job Training Partnership Act Amendments, (29 U.S.C. 1501 et. seq.) Private sector appointments to the board are representative of the state’s business community and include appointments representing small businesses. Members have policymaking authority within their organizations, agencies, or entities. Additionally, the Governor considers minority, gender, and geographical representation when making appointments to the board.

The Board currently has five standing committees and appoints ad hoc committees as needed. The standing committees are the Strategic Planning, Continuous Improvement, Operations, Policy, and Executive Committees. These committees provide guidance to TDLWD staff on the needs of constituents and various industries across the state. The Executive Committee members were part of the State Integrated Plan Team. This committee is made up of the Chairpersons from each of the standing committees and the Board Chair. The Executive Committee has the authority to act on behalf of the full board as dictated in the by-laws.

TDLWD will work with the Board leadership to create orientation and training opportunities for Board members. The Board will participate in strategic planning and discussions to examine committee structures to support new strategies identified in this plan.

The Board's mission, vision, and guiding principles support the Governor's vision of economic development, and they also address the national strategic priorities of the workforce investment system. The workforce system is also customer-focused, integrated, and aligned to meet the Governor's economic development goals. Tennessee's Career Center System serves as the storefront through which workforce investment services are delivered to businesses and individuals throughout Tennessee's thirteen Local Workforce Investment Areas (LWIAs). The Workforce System is demand driven and committed to continuously improving service delivery and performance. With all partners collaborating on program development and also coordinating service delivery, the workforce system has a competitive advantage. This advantage enables the state to attract and retain high-growth high-demand industries and jobs, to educate and train the workforce, to operate more effectively and efficiently, and to deliver better service to the citizens of Tennessee.



Note: It is our understanding that all appointments and re-appointments will be made by the Governor's office and will be confirmed prior to December 31, 2012.

With representatives from business, industry, education and community organizations, and state and local government agencies, the board brings together many partners in the economic development system. Members' knowledge of and expertise in workforce development issues allow the board to focus on carrying out the Governor's vision.

TDLWD administers the majority of the programs of the state's workforce investment system including: the Workforce Investment Act (WIA) program, Unemployment Insurance, Adult Education, Trade, Title V, Wagner-Peyser, Veterans, Food Stamp, and Employment and Training. Department staff assists the State Workforce Board to ensure the workforce system operates effectively. The current reengineering of policies, processes, and procedures will further enhance service delivery through enhanced alignment of all resources.

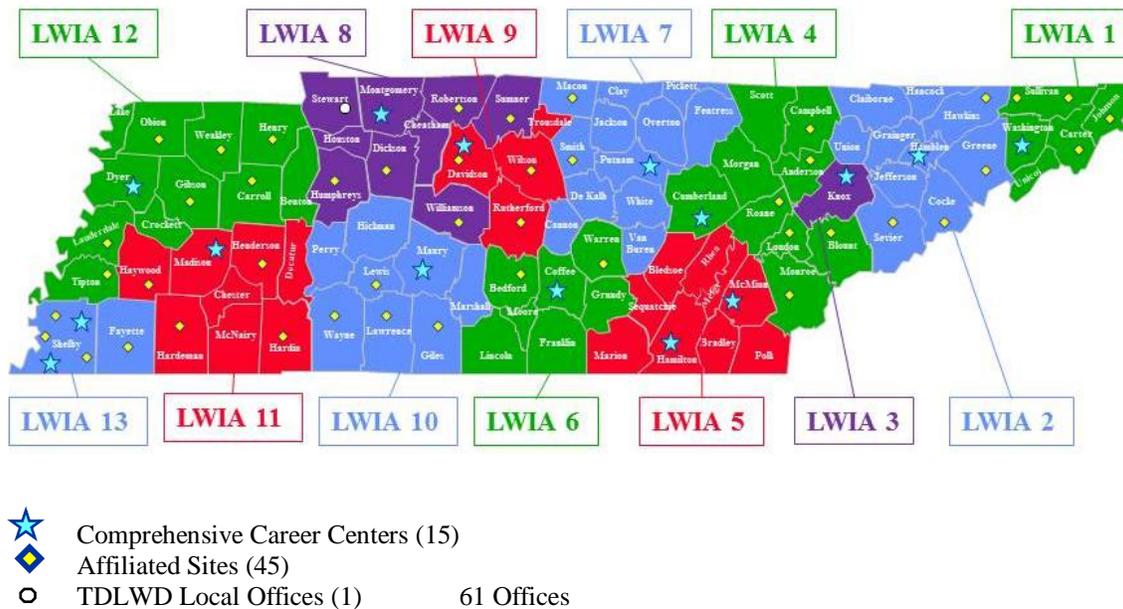
To expand this structure, additional agencies, such as Human Services, Economic and Community Development, Education, and Vocation Rehabilitation (VR), are included. Memorandums of Understanding (MOU) are developed and implemented using federal guidelines. This tool remains the administrative process for coordinating policy, eliminating barriers, leveraging resources, and reducing duplication. The MOU identifies services available through the Career Center System. This system allows local areas to have the flexibility to tailor services for their area's needs. The TDLWD's Commissioner has appointed a designee from VR for inclusion of the VR State Plan in the WIA Title I/Wagner-Peyser Act State Plan.

Local Areas

The thirteen Local Workforce Investment Areas were originally designated by the Governor through consultation with the State Workforce Development Board in 2000. Additional entities involved in area designation included chief elected officials, business, organized labor, higher education, state agencies and members of the state legislature. These designations were based on labor market areas, commuting patterns, the location of education agencies, vocational and post-secondary schools in the area. In 2011 the county mayors of four counties from Local Workforce Investment Area 11 petitioned the Governor to move the geographic boundaries of their counties to LWIA 12 to better implement regional Jobs Base Camps and create regional economic development plans. Governor Haslam granted this request and the change was effective July 1, 2011.

The theme of regional collaboration will be ongoing as many statewide efforts will be according to the nine ECD regions. This plan points out a regional approach to Rapid Response later in the plan. TDLWD will continue to identify opportunities to work more closely with the ECD regions.

Tennessee Local Workforce Investment Areas



Designation of Intrastate Regions and Interstate Regions

Tennessee has not required its LWIAs to participate in designated intra- or inter-state regions. However, areas of the state have chosen to collaborate in regional partnerships when certain conditions arise or for economic studies of similar areas. The following include example of regional collaboration in Tennessee:

- The Goodyear plant (Closed in July 2011) located in LWIA 12: At that time, Local Workforce Investment Area 12 took the lead in providing services to participants, coordinating with LWIA 11 and workforce areas in Kentucky to assess the skill gaps of the workers and to develop the core service strategy to train employees in demand occupations.
- Areas 8, 9, and 10 collaborated on a sector study to determine the most viable industries for training.
- In August 2012, LWIA 13 participated in a regional Cradle to Career Summit held in LWIA 11 to identify and understand business and industry needs related to worker skills and knowledge. The LWIA Executive Director in area 13 will be participating in a sector strategy effort in Mississippi where she will provide information on work being done in Tennessee.
- LWIA 5 has been the lead in an active regional-collaborative team called the Tri-State Alliance that includes Tennessee, Georgia and Alabama. The teams meet regularly to

deal with workforce issues impacting the region and the team prepares joint funding applications.

OPERATING SYSTEM AND POLICIES SUPPORTING THE STATE'S STRATEGIES

Currently, Tennessee's data systems rely heavily upon a consolidated, web-based, customer-tracking system called eCMATS (Enhanced Consolidated Management Activity Tracking System). eCMATS is a Web-based, electronic record collection and report-producing instrument which operates using the Oracle9i machine language. Its interfaces with internet navigators such as Internet Explorer or Netscape, and requires the continuing support of technicians, programmers, and database administrators. End-users provide the transactions which are extracted daily, weekly, monthly, quarterly, and annually to support service delivery, case management, and cross-program reporting.

The strength of this system is its ability to integrate seemingly different designs for WIA, W-P, TAA, and Adult Education programs. What brings all the operational programs together is DolceVita, the Department of Labor Consolidated Environment for Validation, Integration, Testing, and Analysis. This web-based system has been integrating federal reporting requirements for over five years and now encompasses Workforce Development, Wagner-Peyser (W-P), and Trade Adjustment Assistance (TAA). In addition, DolceVita's wiki site has been in production use for nearly six years and has proven to be an invaluable evaluation tool for coordinating and documenting all the processes and requirements of federal reporting. These collaborative Web sites provide documentation for the numerous iterations of data extracts that have been run, leading up to each quarter and annual extracts.

These sites provide user-editable, Web pages where authorized users can edit and update documentation of issues, plans, and data specifications. The sites also provide a "ticket" system for requesting, prioritizing and tracking; they also help to coordinate changes between staff in policy, performance, and MIS. These sites, including DolceVita, are secure, Web-based applications, hosted by the University of Memphis. They are also password protected and have role-based security. They provide full, statewide metrics and participant data; and, they also provide unique performance reports for each local workforce area, as well as for each Career Center. In these ways eCMATS and DolceVita are most important contributors to Tennessee's seamless performance management approach to ETA-funded programs delivery.

TDLWD is in the process of researching and analyzing other data tracking systems that provide even greater opportunities for aligning different services and integrates a more comprehensive business/employer services platform with job seeker services.

State Policies

All Tennessee workforce system policies will support alignment of service delivery and a focus on the Governor's vision. As indicated within this plan, Tennessee will review and revise all workforce system policies and include alignment and seamless strategies that are customer focused and demand driven. The policy development will be a collaborative approach bringing in stakeholders to assist.

In particular, three new policies will provide specific direction in supporting the strategies outlined by the Governor and TDLWD:

1. Chartering policy to certify local area Career Centers
2. Functional alignment of job seeker and business services
3. Career Center system

Information on the policies that will be revisited due to alignment reengineering is included in this plan on page 51.

Program Alignment

Collaboration is essential to continue the progressive development of a strong workforce investment system between state officials, local workforce representatives, and economic and industry leaders. Through continued guidance by the State Workforce Board, each LWIA's local board is capable of meeting the demands of the state's workforce and employers. In addition, TDLWD's customers, employers, and jobseekers are able to make direct connections through local area Career Centers.

The following partners were included in the planning process: Workforce Investment Act Title I Programs (Adult, Dislocated Worker, Youth and National Programs), Wagner-Peyser (WIA Title III, Employment Services), Adult Education and Literacy (WIA Title II), TANF Families First Work Programs, Vocational Rehabilitation (WIA IV), Senior Community Service Employment Programs, Trade Adjustment Assistance/NAFTA, Veterans, and Unemployment Insurance.

The first step in reengineering the Tennessee workforce system to be more functionally aligned included each local area meeting with all partners to conduct an analysis of the strengths, weaknesses, opportunities and threats (SWOT) for each area. Each area was required to submit to the state a list of strategic goals using the information provided in its SWOT analysis, for eliminating duplication, opportunities for necessary mergers, and prioritization for the plan to be established. The SWOT analysis will help LWIAs line up with the department's strategic goals and to assist in identifying regional economy needs and to devise strategies to produce a well-trained workforce.

An online labor-market information system, Jobs4TN (www.jobs4tn.gov) is a primary way of disseminating accurate and timely information. It was specifically designed for job seekers, students, employers, training providers, workforce professionals, and others seeking to explore local labor markets in Tennessee.

Features to help job seekers and students within the system (Jobs4TN) include:

- Assessing personal job skills, setting goals, and researching training providers
- Researching possible career choices online
- Reviewing available jobs and applying online
- Researching regional labor market information, such as salaries
- Employer-friendly:
 - Research of labor market information on salaries and economic data
 - Search for qualified candidates
 - Assessment of the current trends in the job market in Tennessee to assist when advertising job openings
 - Review of current economic climate for industry anywhere in Tennessee
 - Analysis of the labor market in areas of Tennessee where businesses may be looking to locate

In addition, the Jobs4TN has the Virtual Recruiter® functionality, which allows individuals to save a job search and run it periodically to identify any new job postings that fit the search criteria. Results are reported to the job seeker's message box, to an email address, or even to their cell phone as a text message. Users may also modify the search frequency or redeploy them manually whenever they choose. The Virtual Recruiter® component allows employers to save a résumé search and run it periodically to identify any new talent that fit the search criteria. Results are sent to the employer's message box, to an email address, or even to their cell phone as a text message. Essentially, this tool can keep the system searching for jobs or applicants when jobseekers or employers are not logged into the Jobs4TN.gov site.

Tennessee has Labor Market Information (LMI) field analysts stationed throughout the state. These individuals are available to provide and explain labor-market data and to provide valuable assistance to local planners, chambers of commerce, employers, and industrial recruiters.

Apprenticeship programs remain a challenge. The coordination between workforce development and other federal programs that have a stake in the development of human resources will enhance the option of customers and employers. The State has entered into a Fee-for-Services contract with the Tennessee AFL/CIO and one of the line items is referral of dislocated workers to registered apprenticeship programs. Registered apprenticeship programs do not generally put in job orders with the Career Centers as they often have a waiting list for entry into the program.

Currently, any apprenticeship openings are sent to the local Career Center for processing and referral. When invoicing for services rendered they list the names and referrals made to the registered apprenticeship programs to the office of Workforce Development. These are processed by Job Service staff or veterans representatives. Based on information given to TDLWD from USDOL, Office of Apprenticeship (as of June 2012), about 4,600 people were working in a registered, apprenticeship program.

TDLWD's Apprenticeship Assistance Program (AAP) has been suspended due to the loss of State Set Aside funds (reduced from 15% to 5%).

Looking forward, TDLWD will continue its successful Incumbent Worker Training Program (IWT). Resulting from the loss of state Set Aside funds for state-wide programs, the IWT program is now funded through the statewide Rapid Response 25% set aside. Local areas are allowed to use 10% of local funds for IWT as described in the current waiver. The IWT program focuses on layoff aversion strategies with an emphasis on skill upgrades and process improvements leading to certification where possible. This model helps businesses stay competitive while avoiding layoffs.

TDLWD continues to seek opportunities to improve and better serve employers in the IWT program. It also expects to serve 50 to 60 employers and train 2,000 to 3,000 employees each year with a projected savings of 2000-3000 jobs. The Tennessee State Legislature created the Tennessee Works Act of 2012 as a Pilot Program. The program:

- Includes displaced homemakers within the definition of dislocated worker.
- Specifies that the initial training period will last no more than eight weeks. During this training period, the employer may not benefit from the training as the participant is still drawing unemployment insurance at this time. This initial period allows for the employer to observe, assess, and identify the necessary skill or skill gap to make a more informed decision before hiring. The employer, presuming the participant demonstrates the appropriate skills, has the option at any time during the assessment period to hire the dislocated worker on a full-time basis. At this point an OJT contract will be put in place to support the new hire.
- Specifies that a business will no longer be eligible for grants if the business does not demonstrate a pattern of continued employment of dislocated workers at the end of the training period.
- Requires that Trade Adjustment Assistance funds only be awarded to serve eligible trade-affected participants through the program and only be used in limited cases to expedite employment.
- Prohibits Tennessee Works grants from being awarded to any state entity, any county, city, town, or other political subdivision of the state, or 501(c) (3) organization.

- Requires TDLWD to report by January 2014 to the Commerce Committees of the House and Senate.
- Includes initial identified goals which are included in this legislation to create a sense of urgency to support hiring, to make hiring decisions, to emphasize data capture during layoff events, to better facilitate the job search process, and to faster transition people from UI to employment.

TDLWD has been instrumental in the development of the Tennessee Energy Industry and Construction Consortium (TEICC). This is a group of concerned local business, labor, local and state government, that is concerned about the availability of highly-skilled, high-demand workers which are in demand and will be more so in the future. TEICC, formed in 2008, is one of the state consortia under the Center for Energy Workforce Development (CEWD), a non-profit consortium of electric, natural gas, and nuclear utilities and their associations - Edison Electric Institute, American Gas Association, Nuclear Energy Institute, and the National Rural Electric Cooperative Association. CEWD was formed to help utilities work together to develop solutions to an anticipated the coming workforce shortage in the utility industry.

TEICC's mission is to engage electric, nuclear, natural gas utilities, energy industries, related industries, manufacturing, other business partners and construction in strategic, unified, and results-oriented efforts to ensure a diverse, skilled workforce to meet future industry needs. To achieve this mission, TEICC focuses on these major activities:

- Educator, Student and Parent Career Awareness and Outreach
- Transitioning Worker Awareness and Outreach
- Grants and Funding
- Strategic Messaging

During 2009, TEICC created a Web site (www.energizeTN.com) for students and teachers, and produced handouts to “energize” students about “high-tech, high-demand, high-wage” jobs to lead them to the Web site. TEICC has recently put a direct link on www.energizeTN.com to the new www.jobs4tn.gov web page which will be a huge asset to the TEICC client looking for meaningful employment. Member companies participated in over 20 events that touched thousands of school counselors and administrators, teachers, and high school and middle school students. At Career and Technical Education conferences, county high school and middle school career fairs, and Skills USA conferences, panel discussions were presented were presented and booths were staffed.

There is a large demand for these jobs in Tennessee because of the projected movement of Green industry into Tennessee over the next couple of years. Other major construction has taken place in East Tennessee with the new Volkswagen facility that is preparing to require 2,000 skilled workers for the production of their vehicles. The Employer Services (ES) and Workforce

Development (WD) teams work in partnership with ECD and support the Governor's FastTrack initiative, Tennessee Works, Work Opportunity Tax Credits (high utilization of this program in Tennessee), and the Worker Adjustment and Retraining Notification (WARN). Programs first serve low income adults and dislocated workers. Many companies choose to utilize the Workforce System, and the customer satisfaction results indicated that TDLWD is effective.

American Job Center Network

Tennessee's focus to increase job seeker and employer awareness of workforce development resources and services implementation began last year during Governor Haslam's Top to Bottom Review. Tennessee has chosen to participate with the "American Job Center Network" as the branding logo to enhance the public's awareness and access to all services in the state workforce system as directed by the USDOL. The revamping and refocusing of Tennessee's One-Stop Career Centers has been initiated. The new logo will be included on all Career Center brochures, letterheads, door signage, store-front signage, veteran's material, posters to employers and department overviews. In addition, a tagline has been added to the department home Web page and will be added to all LWIA partners' Web sites by October 1, 2012.

Tennessee believes that streamlining and consolidating information and material with all partners in the workforce system will create a more comprehensive explanation of services. Tennessee's will use the logo with the tagline as materials are developed. All of this will ensure consistency with the departments graphic standards. Logo tags will be added as requests are received for the reorder of material. Directives and guidance ensuring consistency will be given to the State Workforce Board, LWIA Directors and Career Center partners in September 2012.

A guideline packet will also be given for steps in the rollout process which will ensure consistency. Through the Workforce Employer Outreach Committee (WEOC), TDLWD has built strong relationships with Chambers of Commerce, Industrial Boards, Society of Human Resource Management (SHRM) and non-profit organizations. Over 9,000 employers per year attend these quarterly statewide meetings. In addition, many of the local workforce areas have business-service units that work with Chambers of Commerce and local business and industry. Local workforce areas will be included in the marketing and branding of the American Job Center Network. Organizations which utilize the Career Center services provided by state and local staff will be given a "peel & stick" for display in their businesses stating "We Partner with Tennessee Career Center--A Proud Partner of the American Job Center Network." The estimated costs of this branding effort for PY 2012-2013 is \$85,418.00

As new business service protocols are established, Tennessee will move to a functionally aligned, seamless system that cuts across many funding sources and service agencies to provide exceptional customer service for our business and job seeker customers.

Below is an in-depth timeline for the state of Tennessee:

August 2012

- Implemented Americas Job Center tag line with current Tennessee Career Center logo
- Graphic standards for new logo created
- Singular and plural versions of the Tennessee Career logo created
- Met and discussed roll out of new logo with LWIA Directors, Wagner-Peyser staff and Vet staff

September 2012

- New logo sent out to LWIA staff to incorporate into their material and Web site
- New logo incorporated into TDLWD Web site
- New logo incorporated into TDLWD marketing material
- New logo incorporated into job fair flyers

October 2012

- Received initial quotes on rebranding signs for the Tennessee Career Centers – Funding TBD

November 2012

- Display banners with new logo to be designed promoting TDLWD programs and services
- Review of LWIA implementation of new logo
- TDLWD Overview folder to be redesigned to include new logo to be distributed to Tennessee businesses

December 2012

- Review continued of LWIA implementation of new logo

January 2013 – June 2013

- Monitoring to ensure consistency of use and graphic standards are adhered to

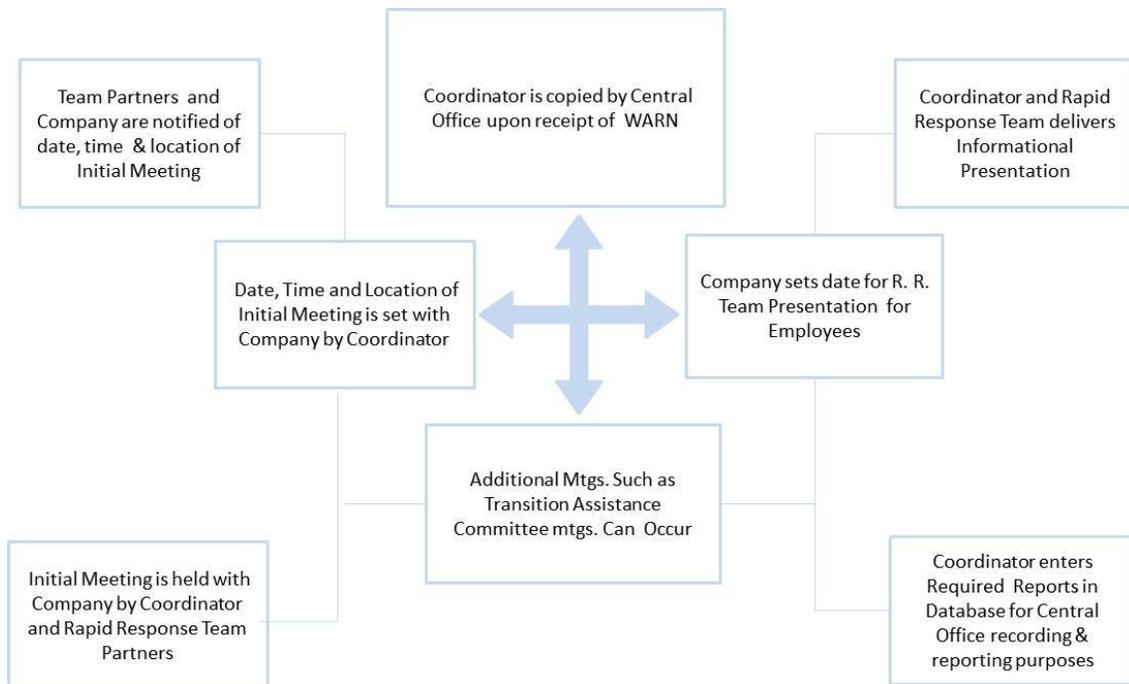
Rapid Response

Rapid Response is a required state function under the WIA and is funded by reserving up to 25% of the state's WIA Dislocated Worker allotment. Rapid Response is among the services TDLWD will functionally align to create a more seamless service delivery system. The process below describes the current method. It is followed by the reengineered plan.

Current Method:

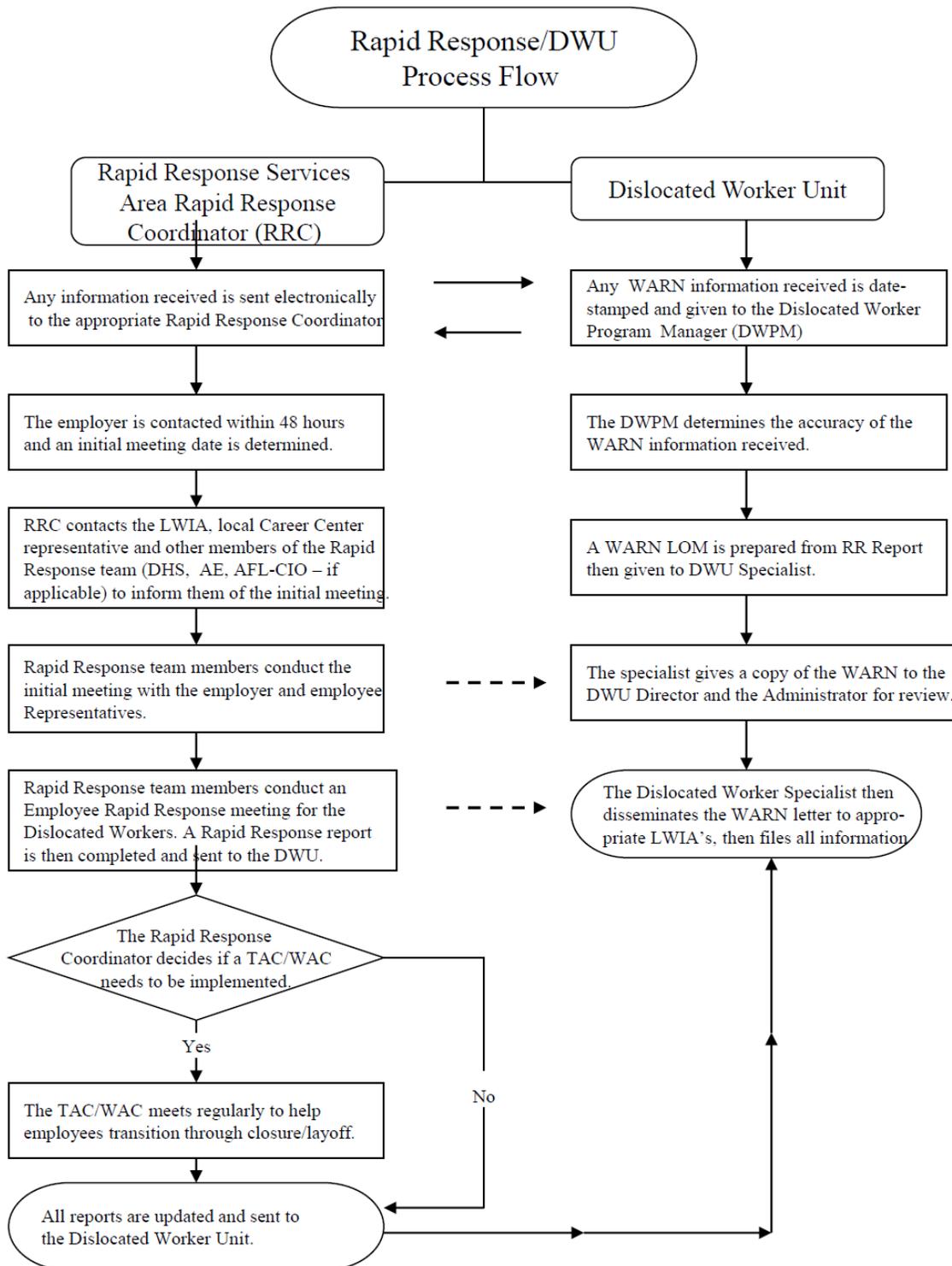
Tennessee has a statewide Rapid Response Services unit that delivers the program services and logistical support for dislocated workers. Tennessee also maintains a Dislocated Worker unit which is responsible for clerical and administrative processes such as the distribution of WARN information. The process flow chart below helps to reduce the Rapid Response process to its simplest core functions.

Rapid Response Process Chart



Below is a more in-depth view of the inner workings of the complete process currently used.

Tennessee Department of Labor & Workforce Development
Workforce Development Division
Dislocated Worker Unit/Rapid Response Services

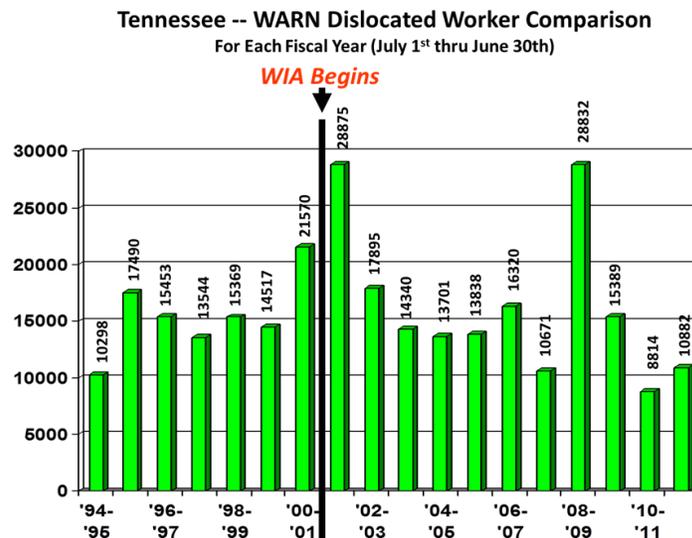


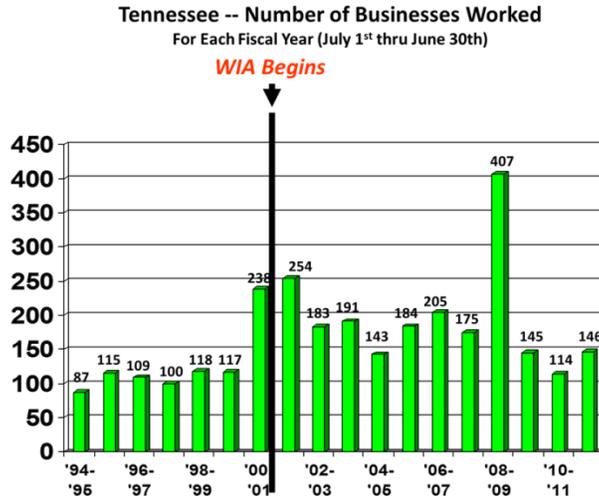
A detailed flow chart issued by ETA on November 24, 2010, is available. This chart provides the following details:

- the constant flow and exchange of information and activities between all participants in the process
- illustration of how Rapid Response services are delivered beginning with an employer’s initial WARN Notification
- the delivery of an in-depth informational employee Rapid Response meeting
- all available services and benefits available to employees

Tennessee participated in the USDOL’s ETA’s National Rapid Response Initiative (TEN 3-10, August 9, 2010), an intensive two-year plan that began in 2010 and consists of outreach, engagement and collaboration between federal, state, and local Rapid Response practitioners, as well as their customers and other stakeholders. Part of the process required a regional Rapid Response self-assessment conducted nationwide that culminated in TEN 31-11 (The Rapid Response Framework, March 1, 2012) and TEN 32-11 (Rapid Response Self-Assessment Tool, March 1, 2012).

This tool is designed to focus attention on the Workforce Investment Act of 1998 (WIA) requirements for Rapid Response and associated fundamental practices, and to focus all attention on how to provide enhanced, high-quality services to workers, employers and communities. The tools also help state leadership and Rapid Response teams to identify areas where improvement is needed and they highlight areas of high performance worthy of sharing with the workforce system. The comprehensive fiscal years 1995-2011 for Tennessee-based events reveals dislocations mirroring events affecting the macro-economy of the state and of the nation, concerning job loss.





As a prelude to compiling the information required for the integrated state workforce plan, a statewide stakeholder consultation meeting was held. The initial Rapid Response draft submission was carefully examined, and key input that was lacking or missing was identified. Then, the draft was returned for expansion and inclusion in modifications noted during this stakeholder inspection. A random sampling of employer satisfaction was also conducted at the same time. Feedback in all categories was high, as was satisfaction with all information and services provided. The Rapid Response Self-Assessment Tool consists of ten elements organized across three major headings:

- Planning and Preparation
- Providing Customized, Collaboration Solutions and Consistent, Quality Results
- Ensuring Comprehensive Reemployment Solutions

Planning and Preparation

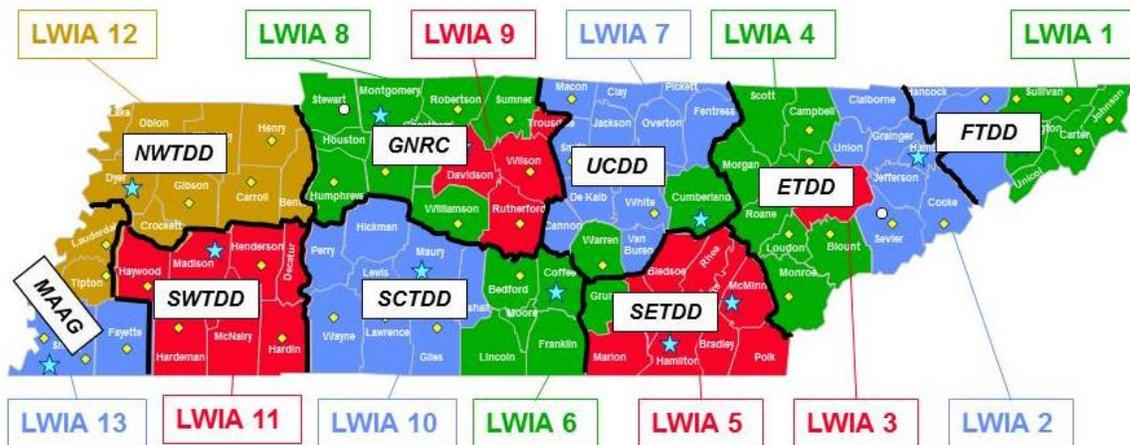
1. Establishing a Rapid Response Infrastructure

Tennessee has a Rapid Response infrastructure in all 13 LWIAs. All team partners and stakeholders actively participate in the Rapid Response process, including Tennessee Career Centers, Wagner-Peyser, UI, TAA, TRA, AE, DHS, AFL-CIO, and others as deemed necessary. Tennessee established its own WARN requirements under the TCA 50-1-601, et.seq., which apply to employers employing at least 50 but more than 99 employees. The law requires covered employers to notify the department at the time the employer notifies its employees of a reduction in operations. Although layoffs or closures affecting fewer than 50 employees are not covered by either the federal WARN Act or Tennessee state law, employers are strongly encouraged to file a notice so their employees can receive all possible services and benefits from the state to assist them in retraining and job search.

2. Building and Maintaining Relationships with Stakeholders

Tennessee solicits participation from a range of stakeholders such as Adult Education and post-secondary institutions, the Tennessee Department of Human Services, Career Centers and LWIAs, Community-Based Organizations (CBOs) and Faith-Based Organizations (FBOs), additional training and service providers, and internal partners and stakeholders such as TAA, TRA, LMI and Business Services. As an action item, Rapid Response boundaries were reconfigured effective on April 12, 2012, to align with the nine Tennessee Department of Economic and Community Development’s regional Jobs Base Camps boundaries:

LWIAs with Overlay of ECD Regions



- ★ Comprehensive Career Centers (15)
- ◆ Affiliated Sites (45)
- TDLWD Local Offices (1) 61 Offices

3. Documenting Policies and Procedures

Established procedures and response times are evidenced in the previous process flow charts. Contingency plans for natural disasters have been developed, documented, and implemented through the departmental Emergency Management Plan in which all staff members trained in their contents and applications. This requires cross training of staff, additional access to staff and facilities to process large numbers of participants, and a defined communication strategy including TEMA and FEMA representatives as well as assigned departmental staff. This procedure has been proven to work effectively. Several examples of this effectiveness are seen in response to the Southeast Tennessee tornadoes of March 2 - April 29, 2012, the Nashville floods in May 2010, and the coordinated disaster assistance provided to evacuees following Hurricane Katrina.

4. Gathering Intelligence

Rapid Response in Tennessee includes a network of team members and stakeholders—media, employees, employers, and state agencies. All these team members are committed to monitoring and sharing information pertaining to potential dislocations. Action items include layoff-aversion strategies.

5. Promoting the Effectiveness of Rapid Response

Rapid Response collaborates with all available partners and stakeholders in promoting innovative and effective strategies for better use of the system. As the department's initial point of contact for employers, state and federal WARN reporting requirements are emphasized and encouraged. Technology is used in presenting effective Rapid Response service delivery, including maintaining a comprehensive Dislocated Worker/Rapid Response Web site. Promotion of the Jobs4TN Web site has enhanced jobseeker's ability to find and apply for available jobs, while enhancing his or her access to current and viable labor market information.

Providing Customized, Collaborative Solutions and Consistent, Quality Results

6. Assessing Potential Dislocations

Area Rapid Response Coordinators are tasked with initiating contact with employers within 24 to 48 hours of receiving notice of the event; yet, contact often occurs within hours. Key demographic and logistical data are gathered for comprehensive recording and reporting purposes. Such data may consist of: layoff plans and schedules, a listing of affected workers, TAA eligibility, possible layoff aversion, special needs of the work group, any need for a Workforce Assistance Committee, and a determination of whether other businesses may be expanding and need to utilize the skill sets of the company experiencing a reduction in force. If possible, the Rapid Response event is provided onsite during normal working hours. Otherwise, a mutually beneficial offsite location is provided that allows attendance for all shifts involved. All team members participate in all events to ensure that all materials are adequately presented.

7. Collecting and Analyzing Worker Survey Data

An Employee Needs survey is made available to all affected workers. Contact information, job search assistance, training needs, education, personal assistance, and other demographic data is captured and analyzed to formulate strategies and assess the capability to provide for the needs indicated by the survey. Data is cross matched to other existing employers' needs to facilitate rapid re-entry into the workforce. An action item is underway to consolidate multiple existing surveys in an effort to streamline the process, reduce duplication, and share information across divisions and departments.

8. Providing Information, Solutions, and Services to Employers, Workers, and the Community

Comprehensive informational packets are provided to affected workers. The packets contain: information on available services and benefits, general program eligibility criteria, and contact information for all relevant service-providing entities and agencies. Information and explanations are provided on filing for Unemployment Insurance, TAA and TRA (if applicable), COBRA and HCTC (if applicable), labor market information, reemployment services, job training opportunities, and severance and retirement benefits. Representatives from social-service agencies, such as DHS, are present and explain the services they can provide. Other programs and agencies (such as the Tennessee Housing Development Agency) contribute when funds are available. Veterans Preference is always given. Updated information, as well as literature is always a constant and ongoing action item.

Ensuring Comprehensive Reemployment Solutions

9. Connecting Affected Workers to the Workforce System and One-Stops Career Centers

Tennessee Career Center staff members participate in Rapid Response service program delivery by explaining available services and benefits. Tennessee currently has three mobile response units (Career Coaches) available when conditions warrant. The use of onsite transition centers is considered for larger events. Beyond the initial employee Rapid Response meeting, Tennessee Career Centers provide WIA and TAA eligibility determination, case management services, skills assessments, résumé writing and interviewing skills workshops.

Career Centers also provide labor market information, job fairs and other job matching services, active marketing of available workers to area employers, as well as occupational and academic training and other Career Center services as needed and requested. Union facilities may offer peer counselors to assist in navigating social services networks.

10. Providing Services to Employers

The TDLWD has business services staff to link employers with federal, state, and local agencies that finance economic development opportunities, business loans, and business retention programs. An ongoing action item of Rapid Response is to establish links to assist in layoff aversion and to partner more closely with ECD and local chambers of commerce practitioners.

Tennessee currently accomplishes its Rapid Response services delivery through a network comprised of the Director of Rapid Response Services and nine (9) Area Rapid Response Coordinators equitably distributed across the state's 95 Counties and 13 LWIAs. Quarterly Rapid Response training is provided to keep all staff updated on changes and/or regulations governing any aspect of service delivery, as well as any new best practices. Recent statewide Rapid Response committees have been established to

review existing communications materials and processes, data collection, and follow-up services in an effort to streamline service delivery while increasing effectiveness and efficiency. In addition, recent state legislation such as The Tennessee Works Act is being implemented in an effort to expand available job-search efforts to facilitate rapid reentry into the workforce.

Rapid Response is a primary gateway to the workforce system for both dislocated workers and their employers. The Rapid Response unit provides immediate onsite services for workers and employers upon notice of layoffs and plant closures; it also works to minimize the impacts of these layoffs by helping workers obtain new employment as quickly as possible. Statewide Rapid Response activities include but are not limited to the following:

- Meeting with business Chambers of Commerce and serving as a liaison for local economic and community development.
- Attending job fairs to provide employers with Rapid Response program-information services across the state.
- Informing Local Workforce Investment Boards of all Rapid Response activity in each region. This contributes to a locally-driven system by engaging the appropriate level of involvement of the local Board in Rapid Response activities (as determined by each region).
- Developing, conducting, and setting up presentations regarding Rapid Response services. The Rapid Response Unit has created an informational packet for its Rapid Response-related information and it supplies the entire state's dislocated workers with this information. A Spanish language packet is also distributed if needed.

Rapid Response, Unemployment Insurance, Adult Education, and TAA programs operate under a state/local collaboration. This partnership ensures that the One-Stop Career Center system has the ability to respond effectively and deliver services to affected workers. To develop and deliver services, a team of state and local staff is gathered from local Career-Center regions, including but not limited to the following units/agencies: ES/UI, WIA, Adult Education, Department of Human Services, Vocational Rehabilitation, TAA/TRA, REA, state and/or local economic development agencies, community service organizations, and organized labor as appropriate. At each Career Center the goal is to provide customers with integrated service delivery covering all core and intensive services. Annual program compliance monitoring is conducted annually to ensure that this goal is met. Local Workforce areas are encouraged to establish strong links with the county departments of human services within each respective region and to involve these departments as workforce partners. Regions are also encouraged to use the Work Opportunity Tax Credit (WOTC) and Welfare-to-Work tax credit programs as hiring incentives to encourage employers to hire disadvantaged job seekers.

Historically, Rapid Response has been reactive by nature. However, steps are being identified and necessary changes must be implemented to make Rapid Response more proactive. To best achieve the goals of the department's overarching business model of eliminating duplication of services, Rapid Response must streamline its processes and procedures, and provide enhanced services in an effective and efficient manner. There is a new emphasis on layoff aversion strategies and techniques and on

consolidating and sharing intake information across programs, divisions and departments, while providing the most up-to-date information available to program participants. Efforts to identify faltering companies and to offer immediate assistance in preventing worker dislocations are being expanded. Partners for these efforts include Economic and Community Development, LWIAs, LWIBs, Chambers of Commerce, and others associated with workforce development. Future efforts to emphasize the importance of early notice, required through the WARN Act and TCA 50-601, will provide increased access to the future delivery of available services and benefits for dislocated workers.

In addition, Tennessee is aligned with USDOL's vision to expand the effectiveness of Rapid Response Services and thus is implementing methods of obtaining a more comprehensive, initial data-collection system for the state's dislocated workers. This enhanced tracking and monitoring system of participants will ensure a higher degree of success for those requiring skills-upgrade training as well as for a quicker re-entry into the workforce. Jobs4TN will also play a key role in this initiative, and the Tennessee Works Act will assist employers and employees in rapid re-entry into the work force. The Rapid Response unit strives to be:

- Streamlined, highly effective and efficient
- Integrated and highly collaborative among all partners and stakeholders
- Pro-active in layoff aversion strategies and techniques
- Universally-recognized statewide as a valuable resource for employers
- Universally-appreciated statewide as a valuable resource for job seekers
- A knowledgeable link for employers seeking employees through skills identification
- An asset to the Workforce System

The functional alignment process to achieve a seamless service delivery will be a collaborative effort between partner agencies at the state and local levels.

Reengineered Method:

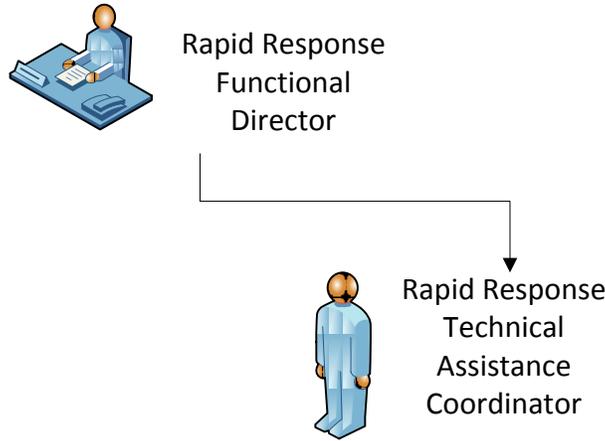
Rapid Response: Blueprint for Change

Rapid Response will be functionally aligned and provided through Local Workforce Areas to establish a more integrated seamless approach to helping job seekers and business customers. Local business service teams will work collaboratively to reduce duplication and leverage funds.

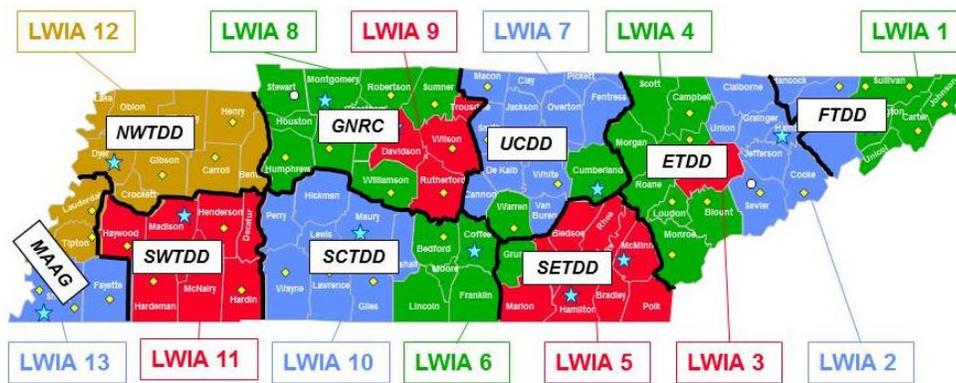
Fundamental Plan:

1. Rapid Response is a required state function under the WIA and is funded by reserving up to 25% of the state's WIA Dislocated Worker allotment. Tennessee will utilize the 25% allowed. One-fourth of those funds will be maintained at the State level and three-fourths will be managed through Local Workforce Areas.

The dollars remaining at the State level will fund a Rapid Response Functional Director and a Rapid Response Technical Assistance Coordinator and will provide a set-aside for special projects, system training, technical assistance, outreach, and support.



2. Rapid Response regions will be aligned with Tennessee’s Economic Development Regions. A request for proposal clearly outlining what TDLWD’s expectations are in regard to protocols, communication, customer service, worker assistance, and layoff aversion will be released for Local Workforce Areas to respond to. Nine Local Workforce Areas will be funded to operate Rapid Response. The nine areas selected may choose to sub-contract services or to establish a memorandum of agreement with neighboring Local Workforce Areas when dislocation or layoff aversion is needed within a county served by the other area. The request for proposals will include processes and procedures drawn from our current practices and guidance previously provided by USDOL.



3. TDLWD's Rapid Response Functional Director will oversee the continuation of WARN Notices being processed at the State level and referred to the respective Local Workforce Area.
4. Rapid Response protocols, forms, orientations, and outreach materials will be created at the State level with a task force comprised of local and state partners participating in the creation of a consistent message that will help impacted workers and their families.
5. Local Workforce Areas selected will coordinate their Rapid Response efforts with partner agencies that will participate on local business service teams that will be co-led by local Workforce Investment Act and Wagner-Peyser team members.

Data-Collection and Reporting Processes

The enhanced Consolidated Management Activity Tracking System (eCMATS) plays a central role in TDLWD's strategy of integrated common data collection and reporting. However, it is not the only or most important role. This data system is used to support the reporting processes for the Workforce Investment Act Standardized Record Data (WIASRD) and the upcoming Workforce Investment Streamlined Performance Reporting (WISPR) requirement. A major element of these transactions is the interaction between Tennessee's ESCOT system and eCMATS; and, this interaction transfers source earnings data to eCMATS' tables. This method is based on quarterly updates to employee earnings, as entered by employers and staff, to ensure the accurate delivery of earnings data. Earnings data then are extracted by DolceVita (Department of Labor Consolidated Environment for Validation, Integration, Testing, and Analysis). It is also used to automatically report earnings. Administrators and end-users, along with all these programs, are using eCMATS to enter and to capture jobseeker and employer data. The purpose for this capture is to track and report program costs, priorities, solutions, and most of all, timely and accurate performance outcomes.

TDLWD is currently reviewing options for further enhancing the data-collection and reporting processes to support the planned functional alignment and seamless service delivery system.

State Performance Accountability System

Tennessee's performance accountability system focuses on key strategic goals of its workforce development program, continuously evaluates performance outcomes, and provides strategic and operational information for policy makers and managers in the decision-making process. Thus, TDLWD's performance system operates in the light of major long-term goals such as:

- Implementing common measures throughout the workforce development system
- Providing leadership and guidance to all Tennessee local workforce agencies
- Implementing cost effective and efficient delivery of services
- Promoting partnership with employers

Tennessee's WIA program currently determines the state's proposed common measure targets by using seven data sources: national averages, regional averages, past performance, residential employment forecasts, unemployment rates, extraordinary factors (such as plant closures and disasters), and QWI data points such as quarterly wages, jobs-creation rate, jobs-separations rate, and jobs-turnover rate. TDLWD maps the data to forecast information, compute possible outcomes; then it submits it to Region 3. Over the last two years, TDLWD has developed regression-based estimates of adult and dislocated worker program performance targets. As a regression-model, pilot-project state, Tennessee now uses regression-adjusted targets as a major tool in the negotiations process and will continue to do so. Taken as a unit, the data and information also are computed to state-regressed targets which help the national office achieve its goals. Baseline quarterly-performance indicators used in the negotiations are collected and computed using the performance-reporting system, DolceVita.

Tennessee presently determines performance targets with the 13 local areas by using the same seven data sources shown above, and by using the methods mentioned above. Tennessee is focused on setting targets which help local areas serve a broad range of participants and also help the state achieve its goals. Past-performance outcomes are not the only, or the most important, factors used in determining local area performance. Performance negotiation, with the local areas, is one of the most formal procedures Tennessee uses in workforce development. These procedures involve sharing data and information, scheduling in-depth negotiations. These procedures may also involve renegotiations which depend on economic status, presenting targets, and counter-proposals, if needed, typically in fully-documented teleconferences or face-to-face meetings. Final targets are fully documented and validated at the close of negotiation sessions. The process itself is concentrated in time, follows negotiations with Region 3, and is extended if extraordinary factors are present. Baseline quarterly-performance indicators, used in the negotiations, are collected and computed using the performance reporting system, DolceVita.

The negotiation process leading to the establishment and implementation of the common performance levels is systematic and based on coordinated communications and the exchange of key economic and statistical data. This negotiation procedure is set in place with the performance unit and proceeds along the following lines:

1. The parties to negotiation sessions first are provided with comprehensive spreadsheets which present both historical performance data and statistical analyses for at least two (2) previous program-year performance outcomes, with current performance outcomes reflected in TDLWD regular, quarterly reports.
2. Performance teams at each LWIA are asked to submit proposed local area performance levels, and provide support for the proposed levels by providing information with sufficient details to support the proposed performance levels.
3. The state identifies where information and/or data is not sufficient to justify the request:

- The methodology used for developing the proposed performance levels
 - Any unanticipated circumstances which impact performance levels
 - How the proposed levels will positively impact the level of customer satisfaction
 - How the proposed levels will promote continuous improvement in local area performance
 - How the proposed levels ensure optimal return on investment of funds.
4. The state office performance unit delivers the results of the negotiations to the local areas within 30 working days after receipt of the attached written request.

TDLWD understand that performance levels and outcomes may vary depending upon the factors which impact each local area. However, TDLWD’s expectation is that local areas will submit proposed performance levels which are consistent with regression model targets, and often above the negotiated figures calculated for the state performance levels. The following are types of information requested from the LWIAs and which indicate factors that may be considered in the renegotiation and negotiation process:

Differences in Economic Conditions

- Unemployment rate
- Rate of job creation/loss
- New business start-ups

Characteristics of Participants

- Indicator of welfare dependency
- Indicator of educational level
- Indicator of poor work history
- Indicator of basic skills deficiency
- Indicator of disability
- Indicator of age
- Creation of “hardest-to-serve” index

Services to be Provided

- % WIA Title I to be spent on each category of service (core, intensive, training)
- Extent of follow-up services planned

Extent of demand-driven, high-growth initiatives and training procedures

- Extent of experimental/pilot programs
- Extent of non-Title I training money available

Other Factors That May Be Considered

- Community factors, like availability of transportation and daycare
- Policy-objective factors, like:
 - Evidence of application of Malcolm Baldrige criteria
 - Pursuit of new or enhanced partnerships
 - Piloting of new programs

In addition to the common performance metrics systematically tracked through eCMATS, TDLWD's performance accountability system also places great emphasis on capturing and reporting outcomes regarding disability, race, ethnicity, gender, and age. Also, TDLWD is continually extracting information from eCMATS which provides information for reporting outcomes on virtually all WIASRD and Data Validation data elements. TDLWD will continue to enhance its emphasis upon integration of service delivery and the shift from thinking and working programmatically, to thinking and working functionally.

Currently Tennessee and the LWIAs are held accountable for the following performance metrics:

Adult Measures: Common	Youth Measures: Common
Entered Employment	Placement in Employment or Education
Employment Retention	Attainment of a Degree or Certificate
Six Month Earnings Increase	Literacy and Numeracy Gains

Wages Record Information

Workforce development in Tennessee has an internal-earnings transfer procedure, and three contracts with other national agencies in order to use quarterly wage information to measure progress on state and local performance measures. Each quarter, earnings from Tennessee employers are uploaded, and TDLWD's system enjoys long-running contracts with the state of Maryland's administration of the Federal Employment Data Exchange System (FEDES) and with USDOL's WRIS (Wage Record Interchange System), which provides earnings data for out-of-state individuals who participated in Tennessee's workforce programs. These two systems also provide information on individuals who, as a result of our services, obtain employment with the Department of Defense, Postal Service, and federal jobs generally. All earnings data is secured through multiple, fire-walled systems, and access is granted only to individuals with a legitimate business interest

SERVICES TO STATE TARGET POPULATION

It is the policy of TDLWD to ensure non-discrimination and equal service opportunity to all its applicants, including those with limited English proficiency, homeless individuals, ex-offenders, and those with multiple challenges to employment. The following highlights show how the state's programs serve multiple populations, and how the programs work together to ensure that customers who need a broad range of services receive them.

Limited English Proficiency (LEP)

From 1990 to 2010, according to the Migration Policy Institute, Tennessee's 281% increase in LEPs ranked the state fifth in the nation in percentage growth. Tennessee trailed only Nevada, North Carolina, Georgia, and Arkansas in this percentage category. According to US Census Bureau statistics, in 2010, Tennessee had 174,000 LEPs, or nearly three of every 100 Tennesseans was listed as being Limited English Proficient. The individuals with Limited English Proficiency are assisted through the One-Stop Career Center through the use of language-line, a telephonic interpreter service that includes over 170 languages. This service is available during operational hours and is at no cost to the customers. Some of the Career Centers also have a bi-Lingual staff who provide interpretation and translation services. Depending on the individual's needs, the Career Center staff will refer the individual to adult education within the Career Center to help him/her learn English as a second language (since English is a priority for Tennessee employers).

Homeless

In 2010, more than 10,000 (or .17 percent) in the state were considered to be either homeless ("sheltered" or "unsheltered"). Individuals requiring assistance and services from the Career Centers are first provided with informational fliers distributed through Department of Human Services and developed by TDLWD. The information basically informs the homeless the opportunity for employment and other services if they choose to do so. The Department of Human Services assists the homeless and provides Food Stamps for the immediate needs of these customers and provides information for additional services and refers them to the local Career Centers for further help. If a homeless individual shows up at the Career Center for a job it is sometimes difficult for the Career Center to assist him/her due to lack of permanent address. It is anticipated that as the partnership between Career Centers and community organizations strengthens, services to the homeless will increase and the issue of homelessness will be resolved.

Ex-Offenders

Ex-offenders face many obstacles upon returning to society. One of the largest obstacles, and perhaps most significant in terms of reducing the likelihood of re-offending, is gainful employment. Thus, a primary objective of TDLWD's Re-entry Program focuses on connecting

previously incarcerated individuals with the tools and resources necessary to help obtain gainful employment.

State Activities:

- Maintain TDLWD's representation on the Tennessee Re-Entry Collaboration (TREC) which is a consortium of state and non-profit agencies that deliver programs focused on prisoner re-entry.
- Educate employers on the WOTC (primarily during job fairs) and the Federal Bonding program
- Maintain resource materials and guides on other indirect employment resources that ex-offenders will need upon release.
- Maintain working relationships with non-profit groups that work specifically with ex-offenders in Tennessee.
- Actively seek funding opportunities offered through the U.S. Department of Labor geared towards re-entry programs.
- Respond to inmate or general public queries about employment options and resources for ex-offenders.

Non-Traditional-Training

Training is accessible through the WIA program and the TAA program for individuals who are eligible to receive these services. TDLWD encourages Career Centers to provide information on training for jobs that women or men traditionally do not choose. Many customers (especially women that have made a determination to pursue occupations which are dominated by men) have benefited from such trainings. As the labor market tightens it is anticipated that more men and women will gravitate to non-traditional jobs and training to meet the demands of life.

Hispanics

From 2000 to 2010, according to the federal census, the Hispanic population for Tennessee increased more than 50% while the state's overall population only increased by 11.5%. In 2000, 123,838 (or 2.2% of the state's population) were Hispanics; by 2010, that number and percentage had increased to 290,059 or 4.6%. The One-Stop Career Centers have a bi-Lingual staff who provide interpretation and translation services. Depending on the individual's needs, the Career Center staff will refer the individual to Adult Education within the Career Center to help him/her learn English as a second language.

Veterans

Veterans' employment, re-employment, and training are priorities at the Career Centers in accordance with the law as directed through the Jobs for Veterans State Grants (JVSG). The role of the Local Veterans Employment Representative (LVER) and Disabled Veteran Outreach Program (DVOP) staff in the One-Stop Career Center is separate and distinct from each other as outlined in 38 USC §4103A (DVOP) and §4104 (LVER). The LVERs primary responsibility is to provide outreach and discuss benefits of hiring Veterans to Employers; however, the DVOPs duties focus on providing individual services to Veterans and assist them in overcoming barriers to employment in the form of intensive services or case management.

State policy ensures that Priority of Service is provided to veterans who meet the eligibility requirements. Once eligibility is met, several services—registration, interviewing, counseling, testing, referral to supportive services, job development, referral to training, job referral, and placement—are provided to the Veteran. WIA priority of services will also apply should seating be limited. Priority of Service is the responsibility of all staff at the One-Stop Career Center, with compliance and oversight provided by either the LVER/DVOP representative and/or the local Office Manager. Additionally, the Office Manager and the LVER/DVOP are responsible for reviewing/monitoring veteran services through reports and on-site reviews to ensure adherence to mandated legislative requirements.

Priority of Service is provided in the following order:

1. Service-connected disabled veterans;
2. Veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge or expeditionary medal was authorized;
3. Recently separated veterans;
4. Other eligible veterans;
5. Eligible spouses.

Job orders are placed on hold status until released by an LVER, DVOP or other staff persons assigned veterans file search responsibility. However, a job order is not held over 24 hours, which will include at least one business day, without the documented consent and approval of the local office manager. If additional resources are warranted, then the Veteran will be referred to the appropriate partnering agency such as Vocational Rehabilitation, Adult Education, or other organizations as required.

Re-employment Services Assessment (RESA)

The Re-employment Services Assessment (RESA) program will continue as a major area of emphasis to serve employment, re-employment, and the training needs of unemployment compensation claimants as well as long-term unemployed and the under-employed. RESA uses a modernized statistical model that focuses on general variables to reflect a number of economic

and motivational aspects of the unemployed. The newly-expanded method of selection concentrates on those claimants most likely to exhaust benefits and an intermediate level of those more likely to do so. Assessments are initiated once a targeted claimant receives the 1st payment of benefits.

RESA clients are referred to intensive services to facilitate an early return to employment, resulting in a decrease in expenditures of trust-fund money. RESA collaborates with WIA and other One-Stop partners to deliver supportive activities and services through a comprehensive and integrated delivery system. The claimants targeted for these services are referred for: initial and comprehensive assessments; employability development plans focusing on potential barriers to employment; training opportunities; supportive services, and/or job service referrals (if deemed to be job ready by the initial assessment). The intensive reemployment services offered to such unemployment insurance claimants are further enhanced through the use of Jobs4TN.gov (a comprehensive solution to job searching and labor market information), O*NET, and the agency's automated notification system for job referrals.

Funding received for RESA supports staffing in 55 locations across the state, providing reemployment services to UI claimants identified as mandatory participants. RESA funding also trains One-Stop staff in using technological tools such as skills transferability, ability profiler, labor market information, and initial and comprehensive assessments.

To improve the scope and depth of reemployment services to UI claimants, the review team evaluates these activities as part of the local office review process. In addition, review staff analyzes applications to determine compliance with work test requirements. If deficiencies are identified, the review team makes recommendations for improvement, and the local office develops a corrective action plan that is monitored by management until the desired improvement is achieved.

Employment and Training Needs of Individuals with Disabilities

While Tennessee's labor force has struggled to recover from the recession of 2008, those working with a disability have special challenges. In 2009, the American Community Survey indicated that there were almost one million Tennesseans (5-64 years of age) with a disability. Of this group (working age of 18-64), 29% were employed while 71% were unemployed. On a national level, in 2010 the Bureau of Labor Statistics estimated that approximately 85% of the Civilian Labor Force with a disability was employed. This would imply that the employment rate for Tennesseans with disabilities is almost one-third the national rate, a statistic that must be improved. Tennessee received the Disability Navigator grant for three years to ensure that individuals with disabilities would receive the full array of services in the Career Centers. Through this grant the state hired 12 navigators and a lead navigator to oversee the project.

The Navigators developed links within and outside the Career Centers to provide a higher level of collaboration, resource sharing and improved opportunities for job seekers with disabilities.

During the grant period the Career Centers were able to address issues that may create a barrier to individuals with disabilities. Some of these were: language and interpreter needs, physical disabilities, cognitive barriers, low-reading levels; and, economic disadvantages of people with disabilities. The state was fortunate to retain most of its navigators beyond the grant term since they were employed by the Career Centers. The State Workforce Board has been involved in challenging LWIAs to enhance services to individuals with disabilities. The LWIAs are asked annually, during the planning process, to explain challenges and solutions to increasing services to individuals with disabilities.

In October 2011 Tennessee was awarded a Disability Employment Initiative which gives the state an opportunity to continue promoting economic development through the education and training of Tennessee's entire workforce. The overall approach of this project will be to provide cross-agency collaboration that facilitates employment and retention of individuals with disabilities by identifying pre-employment and service needs. TDLWD plans to collaborate with DHS Vocational Rehabilitation as well as with other disability service providers to achieve the below referenced goals. The state's long-term goals for Tennesseans with disabilities are to increase:

- Partnerships with Vocational Rehabilitation to develop a statewide referral system for persons being served by the Tennessee Division of Rehabilitation Services.
- Consulting with the Department of Human Services, Technical Assistance Program (TTAP) to determine the types of AT equipment/software needed to ensure Career Center computers are accessible for persons with disabilities. Partnerships and collaboration across systems provide effective and efficient employment or employment support services utilizing leveraged resources and funding from multiple systems.
- The use of self-direction in service and funding across various systems along with the use of self-directed career accounts to assist in achieving employment outcomes.
- Economic self-sufficiency through leveraging of all resources including tax incentives, financial education, social security work incentives, benefits planning, and other strategies to enhance profitable employment.
- The use of a universal design as a framework for the organization of employment policy and services in Tennessee.
- Customized and other flexible work options for individuals with disabilities.
- The assurance that the structural and technological accessibility of all Career Centers for persons with disabilities who are seeking employment services.

- Participation in disability awareness/sensitivity training to assist Career Center staff to understand how to provide quality employment services for this targeted population.

The Disability Program Navigator provided a bridge between the Career Center staff, private and public partners, and job seekers with disabilities. The concept immediately increased the use of Career Centers by persons with disabilities. Outreach and education also increased throughout the centers. With broadened collaborative partnerships with DEI, TDLWD expects to see heightened use of the Local Workforce Investment Board by jobseekers with disabilities. The state will continue to replicate and improve upon the experience of the Disability Program Navigator and to anticipate additional growth and understanding through the DEI project.

An important first step in re-engineering a seamless workforce system is creating uniform policies for all partners in the Career Center. The leaders of each full-time partner must collaborate to create the policy and implement from the top down. Policies should be drawn to reflect each Career Center as a business, as a franchisee of the larger corporation of the statewide full-time consortium partners. Right now, TDLWD has 13 areas with 13 different policies. These differences are difficult for a customer to understand when they access multiple sites and get inconsistent information. A consistent delivery of services under uniform statewide policies will aid in eliminating these types of barriers.

Youth

Since the implementation of WIA, Tennessee has initiated a variety of strategies to engage both mandated federal and state partners to streamline efforts and eliminate duplication. While many of these strategies have worked, Tennessee has learned numerous lessons that have added value to the state's success. Those lessons have also expanded the belief that each youth participant who wants help can find it. The Governor and TDLWD have learned that it is also imperative to initiate partnerships with private business industries and to improve educational and training attainment; and, in order to become competitive for the 21st Century, Tennessee must create a more seamless path between high school, post-secondary education or training, and the workforce. Tennessee has made access to college, along with success in college, a priority; and the state is also committed to helping every region raise educational attainment rates and enhance workforce development efforts through innovative public/private partnerships.

To achieve these goals, TDLWD has refocused its efforts regarding WIA Youth Services. During Program Year 2011, a comprehensive review of each Local Workforce Investment Area youth program design was completed. This process consisted of state staff working in conjunction with local area staff to ensure LWIAs were in compliance with all state and federal regulations concerning program design. This process helped to ensure that each area was positioned within its community to be a vital partner and resource to other organizations. The Strategic Planning Committee of the State Workforce Development Board provided key oversight for this process. All local areas ensured that WIA eligible youth could access any of

the ten program elements when deemed necessary by their assessments. Resource mapping, of existing organizations and resources within their respective regions, was completed and many of the local areas established new partnerships and strengthened those which currently existed.

This process also identified areas which illustrated that resources were lacking or difficult to access. Rural regions are facing decreasing resources as several public and private organizations have faced budget reductions and eliminations due to the economic decline. Rural areas face another challenge that is not as prevalent in urban areas, due to mass transit which is required to access services. Several such non-profit and public programs have been drastically reduced. This reduction burdens youth who need access to services and administrative entities that attempt to coordinate individual service strategies. To address this, Tennessee has applied for and received approval for a waiver during the past several years that has allowed local administrative entities to provide Support Services, Follow-up Services, and Paid/Un-paid Work Experience concerning youth. Approval of this waiver has allowed the flexibility local areas need to ensure that youth do not experience gaps in their service. As a result of resource mapping, local areas were able to identify agencies that could be used as referrals for WIA eligible youth at no additional cost to WIA youth funding. However, many of these agencies have limited funding and/or eligibility criteria; this limitation prevents all WIA youth from accessing services. For this reason, Tennessee would like to request additional waiver approval to allow local areas to provide: adult mentoring for a duration of at least 12 months; tutoring, study skills training and instruction that leads to secondary school completion; dropout prevention strategies; and, Leadership Development Opportunities. By closely monitoring implementation of additional waiver authority, Tennessee will be able to pinpoint where services are lacking and the state will be able to provide those youth additional assistance to successfully reach their goals.

Local Workforce Investment Areas have demonstrated unique approaches to garnering partnerships with private industries. Paid work experience and un-paid work experience, as well as summer employment opportunities, have allowed the Workforce Systems in Tennessee to provide these youth with direct connections to the workforce. Some local areas have recruited companies, to participate in the summer youth employment program, by receiving a match from the business. This match supports wages earned by youth participants. Other local workforce investment areas have partnered directly with the chambers of commerce to provide youth with training in employability and professionalism.

According to the Bureau of Labor Statistics, young adults have attained the highest unemployment rate on record since 1948. As overall rates of unemployment increase, inequalities between genders and races often become more apparent. For example, the difference between male and female unemployment rates for 16-24 year olds started 2010 at 7.5% percentage points; young men have a rate for 22.5% and young women 15.0%. The disparities between the unemployment rates of white, black and Hispanic young workers also demonstrate growing discrepancies. Black 16-24 year old workers had the highest rate, starting 2010 at 32.5%, followed by Hispanics (24.2), and then whites (15.2%). In addition to the high

unemployment rates, the median length of unemployment for young workers has increased from 6 weeks to 15 weeks nationally. While the data above applies to national calculations, they are helpful as they generally apply to the state level as well. To pinpoint significant differences at the local level, all LWIAs and youth councils are instructed to utilize data specific to their designated region to make data driven decisions in regard to program design and populations served. For example, Quarterly Workforce Indicator data can provide longitudinal employer-household data specific to each LWIA and can be segmented by age, race, and gender.

QWI Online [NAICS]

AgeGroup/Sex | **Education/Sex** | **Race/Ethnicity**

LEHD State of Tennessee WIA Reports - Quarterly Workforce Indicators
 Select Criteria below. A new report will be created below as selections change.

Year: **2011** | Geographic Grouping: **WIA** or **Information by Detailed Industry**
 Quarter: **Q3** | WIA: **01 Local Workforce Investment #**
 Sex: **Male and Fems** | Industry: **All NAICS Sectors**
 AgeGroup: **19-21** | Ownership: **All (1-5)**

[Download Dataset](#) | [Print Table](#)

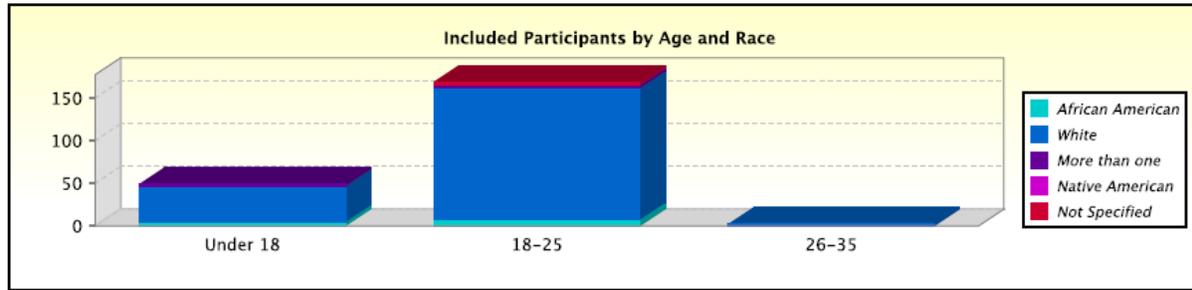
QWI Quick Facts	Local Workforce Investment Area (Q3)	Local Workforce Investment Area (Avg: Selected + 3 Prior qtrs)	Tennessee (Q3)	Tennessee (Avg: Selected + 3 Prior qtrs)
① Total Employment	11,905	10,033	134,624	123,283
② Net Job Flows	-78	616	-7,082	4,855
③ Job Creation	1,241	1,517	15,833	19,628
④ New Hires	4,976	4,172	55,386	50,406
⑤ Separations	5,509	3,989	66,939	51,645
⑥ Turnover	23.2%	21.1%	24.2%	21.4%
⑦ Avg Monthly Earnings	\$1,088.00	\$1,008.75	\$1,222.00	\$1,127.25
⑧ Avg New Hire Earnings	\$1,089.00	\$1,007.75	\$1,158.00	\$1,097.50

[View Detailed Comparison Reports](#)
[For more information](#)

TDLWD instructs LWIAs and youth councils to accurately track the numerous demographic and barrier characteristics of each youth enrolled in the program so accurate analysis of the system and its outcomes can be determined. Through making program design considerations which are focused around the demographics and needs of each local workforce investment area, and tracking those demographics to ensure objectives are met and goals are achieved, the youth within each local area will have access to programs which directly meet the needs of the community and individuals.

Example: Sample Demographics Report for LWIA 1

Basic Demographic Measures



Age by Gender and Race	Female					Total Female	Male				Total Male	Total
	African American	Native American	White	More than one	Not Specified		African American	White	More than one	Not Specified		
Under 18	2 0.9%	0 0.0%	25 11.4%	2 0.9%	0 0.0%	29 13.2%	3 1.4%	17 7.7%	0 0.0%	0 0.0%	20 9.1%	49 22.3%
18-25	4 1.8%	1 0.5%	88 40.0%	2 0.9%	1 0.5%	96 43.6%	4 1.8%	66 30.0%	1 0.5%	2 0.9%	73 33.2%	169 76.8%
26-35	0 0.0%	0 0.0%	1 0.5%	0 0.0%	0 0.0%	1 0.5%	0 0.0%	1 0.5%	0 0.0%	0 0.0%	1 0.5%	2 0.9%
Total All Ages	6 2.7%	1 0.5%	114 51.8%	4 1.8%	1 0.5%	126 57.3%	7 3.2%	84 38.2%	1 0.5%	2 0.9%	94 42.7%	220 100.0%

NB: Age is based on date of exit, or the end of the reporting period for non-exiters. Percentages are expressed based on the total number of participants included in this measure.

Race	African American	Native American	White	More than one	Not Specified	Total
Total	13 5.9%	1 0.5%	198 90.0%	5 2.3%	3 1.4%	220 100.0%

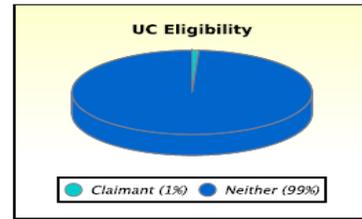
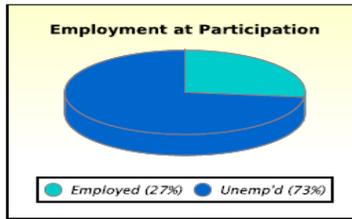
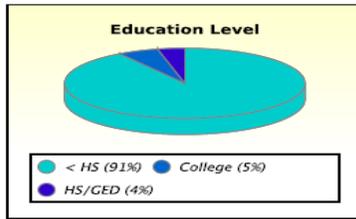
Ethnicity by Gender	Female			Total Female	Male		Total Male	Total
	Hispanic	Not Hispanic	Total Female		Hispanic	Not Hispanic		
Total	3 1.4%	123 55.9%	126 57.3%	4 1.8%	90 40.9%	94 42.7%	220 100.0%	

Program Participation

Program	Adult	DW	Youth	IW	RRAA	NEG
Participants	17	0	220	0	0	0

NB: Totals may not match participant counts above due to co-enrollment in multiple programs.

Education	Non HS-Grad	HS-Grad or GED	Some College	Total
Total	200 90.9%	8 3.6%	12 5.5%	220 100.0%



Emp/Partc	Employed	Unemp'd	Total
Total	59 26.8%	161 73.2%	220 100.0%

UC Status	Claimant	Neither	Total
Total	2 0.9%	218 99.1%	220 100.0%

Disability	Disabled	Not Disabled	Total
Total	45 20.8%	175 79.8%	220 100.0%

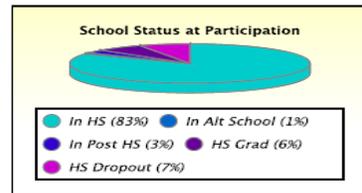
Veteran Status	Not Vet	Total
Total	220 100.0%	220 100.0%

Misc. Risk Factors	Limited English	Single Parent	Low Income	TANF	Homeless	Other Assistance	Offender
Participants	0	5	214	11	0	2	0

Youth Characteristics

School @ Partc.	In HS	In Alt School	In Post HS	HS Grad	HS Dropout	Total
Total	183 83.2%	2 0.9%	6 2.7%	14 6.4%	15 6.8%	220 100.0%

Youth Risk Factors	Pregnant or Parenting	Foster Care	Additional Assistance	Basic Skills Deficient
Participants	11	0	2	115



The continued efforts by each youth council to update resource mapping within each LWIA provide additional information to local areas when proceeding with strategic actions and planning. Each LWIA within Tennessee has differences among population and resources available. At the state level, policy determines the priority of service for those youth “most in need” as youth who are on public assistance. This policy directly addresses the cycles of poverty experienced by generations who have remained on public assistance and youth with multiple barriers to employment. Likewise, capturing these demographics and the multiple barriers within the eCMATS tracking system helps the state in its management and the accountability of LWIAs. Collaborations with the Department of Human Services may provide direct referrals to local youth programs. As well, youth eligible providers may directly recruit among youth who fit these characteristics within the community. Youth with multiple barriers often face the same challenges as youth who are disconnected. The increasing unemployment rate for youth, in addition to low educational attainment, provides a burden the workforce system must meet.

LWIAs consider all demographic data and reach out to the resources in their community during the competitive procurement process and in partnership building to leverage resources. Youth who are disconnected have immediate needs to return to an educational system, obtain employment, and/or become enrolled in post secondary education. Youth who are part of families who are migrant and seasonal farm workers also face many of the same barriers as disconnected youth. In order to help these youth and their families achieve economic self sufficiency, local areas offer support services to them while they work in agriculture or by

helping them to acquire new skills for jobs offering better pay. To address the additional needs of disconnected youth, LWIAs directly contract or collaborate with Adult Education partners across the state. In addition, other non-profits agencies are engaged, such as the WAVE program at the University of Tennessee, who actively engage the youth and help them improve remedial skills and achieve a high school diploma or GED. Several LWIAs have direct partnerships with Local Education Agencies to identify youth who are in jeopardy of dropping-out or becoming disconnected. Early identification allows the youth eligible provider to reengage the youth and help the youth remain on path to educational achievement and employment. Once a youth has obtained the basic skills necessary to succeed in post-secondary training, the youth are enrolled in in-demand training through utilization of the waiver which allows youth formula funds to be utilized for Individual Training Accounts. Youth are also connected with the other partners within the Career Centers, such as the Adult programs, to receive soft skills training and placement in education or job searches.

While many steps have been taken at the local level to pursue these partnerships, Tennessee feels it is important for TDLWD to play a leadership role in this effort. The most important way the state coordinates activity is through the State Workforce Board where each of the state agencies, involved in youth issues, is an integral part of the leadership team. Another effective strategy is the formation of a youth-lead team made up of Tennessee's 13 LWIAs. This team meets every quarter and also has input concerning this plan. Meetings may take place in person (such meetings usually last a full day); or, meetings may take place through conference calls that allow the state and local areas to address pressing issues in a more timely manner. During these meetings, segments of the agenda focus on partnerships. In the past year, the state has had intense meetings with staff from the Tennessee Commission on Children and Youth, the Department of Children's Services, Career and Technical Education, Job Corps and from several other initiatives. These meetings have assisted in identifying program staff throughout the state; all of this has led to better coordination and streamlining of efforts and resources especially at the local level.

In addition to the local initiatives, youth-lead teams and the State Workforce Development Board, comprehensive services for eligible youth are available to youth with significant barriers to employment. All of these efforts are made possible by working collaboratively with state and private agencies to streamline services and ensure that the network of services is accessible. Tennessee's WIA youth program manager and a Career Center representative sit on several partner committees and are included as resources in their own department's plan. Also, Tennessee has several groups that focus their energy on children and youth issues. TDLWD serves as a valuable employment and training resource for many of these groups which include: local education agencies, Community and Faith Based organizations, and Children's Services including foster care and the juvenile detention programs and facilities.

In order to remain effective in the workforce community, each of these collaborative members plays an integral part in providing for all the needs of eligible youth. TDLWD has a long history

of sponsoring and developing a variety of programs to enhance the workforce community. The state legislature allocates state dollars to the Tennessee Commission on Children and Youth which advocates for improvements in the quality of life for children and families; the commission also compiles and disseminates information about Tennessee's children. TDLWD's shares information with this group, participates in meetings, and serves as a resource.

The state legislature established in Public Chapter 415 a new group called the Youth Transitions Advisory Council. TDLWD is part of this group which includes all the Federal Strategic youth vision partners and many state and private stakeholders dealing with youth having the greatest barriers. The group meets quarterly and has grown to include staff from multiple state agencies and non-profits. Over the past four years, many entities have been identified and included. The Jim Casey Foundation, through Vanderbilt University, developed a list serve to assist in the dissemination of information around at-risk populations for the benefit of the group. The Department of Children's Services now serves as the lead agency for The Jim Casey initiative.

In 2011 a major accomplishment of the council was securing passage of the Fostering Connections Act. This legislation increased the age, from 18 to 21, for youth (in state custody) to receive services from the Department of Children's Services. This allows youth to continue to receive the support and stability they need to make successful transitions into adulthood. This also increases the amount of Federal IV-E funding from which the state can draw to help serve this population. The additional Federal IV-E funding provides youth with housing support, independent living services, life-skills instruction, and leadership training. In addition, youth can receive Chafee-funded Education and Training Vouchers to fund their post-secondary education. By increasing the funding available to the Department of Children's Services, Local Workforce Investment Areas can leverage WIA funding to help address the barriers that these at-risk youth have. Success in this partnership has been seen specifically when Federal Chafee dollars provide Training Vouchers; this allows local areas to partner and to provide support services to address transportation needs.

In 2008, the state legislature passed legislation requiring the Tennessee Commission on Children and Youth to complete resource mapping of all funds used in the state budget to serve youth. Thus, Public Chapter 1197, TCA 37-3-116 states: "The commission shall design and oversee a resource mapping of all federal and state funding sources and funding streams that support the health, safety, permanence, growth, development and education of children in this state from conception through the age of majority or so long as they may remain in the custody of the state." TDLWD has been an active member of the User Group for this project which is responsible for the planning and data gathering of this report. This report has been highlighted by the National Conference of State Legislatures (NCSL) as a best practice. NCSL has reported that it is an effective practice for states to identify the following as they consider policy and budgetary matters:

1. Do funding levels reflect the state’s priorities for children and youth? Are enough resources dedicated to these results?
2. Is the state spending equitably or adequately to address the needs across age groups, programs or geographic areas?
3. Is the state spending resources on effective programs that offer quality and cost-effective interventions?
4. What kind of duplication exists? Are there ways to streamline services, pool resources, and align eligibility and program requirements across departments?
5. Is the state taking full advantage of federal and other external resources?

The following is a list of agencies and organizations that are currently meeting on a regular basis to address cross-agency collaboration and planning.

Youth Serving Agencies	Snapshot of Activity
Tennessee Department of Children’s Services	<ul style="list-style-type: none"> • Foster Care & Juvenile Offender representatives attend quarterly meetings as part of Tennessee’s strategic vision team. • TDLWD staff served on the Chaffee oversight committee and is an active part of the Chaffee foster care plan. • Part of Core Group Team
Tennessee Commission on Children and Youth	<ul style="list-style-type: none"> • Part of the strategic vision team and provides data related to at-risk youth • Serves on several LWIA youth councils and provides support for Tennessee Suicide Prevention Network (TSPN) with an emphasis on teen suicide prevention • Part of Core Group Team • Responsible for coordinating and compiling the Resource Mapping report to analyze all state programs which provide services to youth • Coordinates grant applications among departments • Serves as lead for Youth Transitions Advisory Council • Provides administrative support for the Council on Children’s Mental Health, a statewide stakeholder group working to implement a more coordinated system of care for children’s mental health, including services to facilitate successful transition to adulthood • Collects data for and publishes and disseminates an annual KIDS COUNT: The State of the Child in Tennessee report that includes county-by-county data on youth unemployment and other factors that impact the workforce
Department of Education	<ul style="list-style-type: none"> • Commissioner serves on the State Workforce Development Board. • TDLWD included in planning Counselor’s Institute • Vocational/Technical Education partners with TDLWD on the Jobs for Tennessee Graduates program • TDLWD staff participates in evaluating Lottery Education After School Program grants (LEAPS) targeting dropout prevention and increase in SAT/ACT exam • Partners with Special Education on the Tennessee Transition

	<p>Leadership team</p> <ul style="list-style-type: none"> • Commissioner of TDLWD serves on the Vocational/Technical Oversight Committee • Part of Core Group Team
Job Corps	<ul style="list-style-type: none"> • The Tennessee Job Corps Consortium meets quarterly. Meetings are attended by both representatives from WIA youth and the Career Center System • Job Corps representatives serve on a majority of LWIA Boards or Youth Councils
Human Services	<ul style="list-style-type: none"> • Provides expertise in serving youth with disabilities through its Vocational Rehabilitation Division and participates on the Tennessee Transition Leadership Team with community based organizations and the Disability Law and Advocacy Center of TN
Youth Transitions Advisory Council	<ul style="list-style-type: none"> • Includes many of the same agencies already listed with strong ties to the foster-care system • Meets quarterly • Efforts are coordinated by the Tennessee Commission on Children and Youth
Department of Mental Health and Developmental Disabilities	<ul style="list-style-type: none"> • It has also invited Career Center and previous Disability Navigator staff from local Career Centers to speak at town hall meetings and other outreach opportunities

Job Corps (JC) participants are 16-24 years old. CHP International provides Admissions and Career Transitional services (career, education, and military placement) as well as a 12-month follow up for JC graduates. Coordination with JC has been on-going and often challenging. Currently Job Corps Centers are located on opposite sides on the state (one in Memphis and the other in Jacobs Creek near Bristol). Both WIA youth and Career Center staff have been long-time members of the Tennessee Job Corps Consortium. Through this collaboration, Tennessee has made sure that JC was represented on either the local board or on the local youth council in every local workforce area. Other than in areas geographically close to the Memphis and Jacobs Creek sites, it is difficult to maintain high levels of participation.

To combat this, Regional Youth Lead meetings have included segments of the agenda which allow staff of CHP International to update what the JC system is doing. These meetings help to ensure LWIAs have current knowledge of the JC programs and are able to develop more meaningful JC partnerships. During the last West Tennessee Regional Youth Lead meeting, staff from CHP informed WIA youth program staff of the changes in in-take and follow-up contractors. Previously these services were delivered by different contracts which produced a barrier to the youth. The contracting change helps to ensure that youth have a single point of contact when entering and exiting the program; hopefully, this new approach will lead to a more successful tracking of progress. While LWIAs will continue to invite representatives and assist when possible, the most effective communication flow for TDLWD with JC comes through their

contracted marketing firm which is the point of contact for the JC Consortium. TDLWD will continue to support the JC Consortium.

Local Workforce Areas will be provided technical assistance and training through courses at the newly established State Training Institute that will assist them in ensuring all ten program elements are available if needed in each local area.

WAGNER-PEYSER AGRICULTURAL OUTREACH

Agriculture accounts for about half of Tennessee's economy. USDA reported:

“Tennessee's top 10 agricultural commodities, in terms of 2010 cash receipts, are cattle and calves, soybeans, broilers, greenhouse/nursery, corn, cotton, dairy products, tobacco, hay and tomatoes. Agricultural production alone, excluding forest products, now generates more than \$3.08 billion annually in farm cash receipts. Forestry related industries, value-added manufacturing, marketing and distribution, equine, and other agricultural related products also add significantly to the State's economy.

Farming continues to dominate Tennessee's landscape with 78,300 farms producing and selling crops, livestock, and/or forest products. Although over 70 percent of Tennessee farms had sales of less than \$10,000 during 2010, the State is still a major producer in the U.S. of a number of commodities. The State ranks number two in meat goat numbers, three in all tobacco production, one of the top five states in production of tomatoes and snap beans, and sixth in all equine. Farmland in Tennessee, at 10.9 million acres, accounts for over 41 percent of the State's total land area. Tennessee had \$288 million in timber sales generated on farm and non-farm acres in 2010. This level of production typically keeps Tennessee within the top five hardwood producing states. International trade has a significant impact on Tennessee agriculture as well, with exports of raw agricultural products totaling \$980 million in 2010.

Crop cash receipts totaled \$1.75 billion and were led by soybeans with \$518 million. Cash receipts for Livestock and Products totaled \$1.33 billion and were led by cattle and calves with \$545 million. Tennessee cash receipts for all commodities totaled \$3.08 billion in 2010.”

(Source: <http://www.tn.gov/agriculture/publications/annualreport/annualreport.pdf>)

By any standard of measurement, Tennessee is a large state geographically. Extending from Kingsport on the northeastern border with Virginia to Memphis on its southwestern edge, the State is approximately 440 miles long – longer than the majority of states including Florida. The majority of its agricultural production takes place in rural parts of Tennessee. Generally, the State's workforce centers (Comprehensive and Affiliate One-Stop Centers) are in fixed locations somewhat distant from these farm worker communities. Outreach for the centers is conducted by the 167 grantee Tennessee Opportunity Program (TOP). In program year 2011-12 the 167 grantee TOPS provided service to 359 MSFW's.

Proposed Outreach Activities

Service Plan. Tennessee is considered a non-significant state for Migrant Seasonal Farm Workers (MSFW), meaning that the state is not considered to have a large MSFW population. Due to being a non-significant MSFW state, TDLWD has not been allocated with a large array of resources for MSFW outreach. Thus, the majority of outreach is

implemented by the 167 TOP grantees. The following portrays the various steps leading to an active enrollment in the TOP:

1. Case managers reach out into farm communities and identify prospective candidates for the TOP.
2. Once farm workers are identified, and they demonstrate a compelling interest to obtain new skills and pursue a different and more productive career track, intake applications are completed.
3. Eligibility documents are sought – including birth certificates, selective service registration documents, driver’s licenses, work visas, etc.
4. Interviews are held, eligibility is confirmed and skill needs along with ABE and other service needs are identified. Additional interviews are conducted and testing of cognitive abilities is established. An IEP is developed and training and services are secured.
5. Core services are cooperatively arranged and training providers as well as service providers are identified.

If additional services are needed that are beyond the scope of TOP training and employment and supportive services, the clients are given referrals to other programs such as Vocational Rehabilitation, Veterans Services, or Senior Corps Programs.

TOP performs most of the outreach, but in addition to the outreach described above, TDLWD’s staff plans to meet with TOP Directors and case managers to coordinate MSFW registration and the receiving of services from TDLWD’s One-Stop Career Centers by working with TOP. The One-Stop Career Centers will work with TOP to complete TDLWD Job Services registration and, by utilizing TDLWD’s mobile career coach units, to bring TDLWD services to MSFWs in their home communities.

Planned Outreach Activities

TDLWD has over 200 H-2A farm labor job orders each year. Later in 2012 TDLWD plans to work with TOP in recruiting MSFWs to fill H-2A farm labor jobs in areas where both job openings and MSFWs are available, or where MSFWs are willing to relocate for a period of employment. TDLWD currently shares all H-2A orders with TOP in an effort to recruit MSFWs to fill the open H-2A job orders. TDLWD has shared with TOP the registration form required for job service registration with the One-Stops and has encouraged Case Managers to work through the local One-Stops to pre-register MSFWs for job services. TDLWD will provide services to MSFWs at least qualitatively equivalent and quantitatively proportionate to services provided to non-MSFWs in the provision of services at all Career Centers. TOPS Case managers plan to spend 260 work days for each of their 8 case workers conducting outreach to MSFWs in hopes of serving the 359 MSFWs registered along with identifying other possible MSFWs.

For program year 2011-12 TOPS 167 Grantee had \$458,385.00 for outreach.

Tennessee is considered a non-significant state and outreach is provided and funded through the 167 grantees of the Tennessee Opportunity Program. TDLWD and TOPS meet several times a year to ensure supportive services are provided to them through our TN Career Center system. There is no separate line item funding stream for the Migrant Seasonal Farmworker program. Services provided by the Monitor Advocate through the MSFW program are charged to the W-P funding.

Outreach to Employers. Over the years TOP Case Managers have developed relationships with employers in their respective service areas, and, in so doing, have created a resource bank for continued placement of clients as job openings occur. Work Experience (WE) has always been used as an activity to provide individuals with exposure to and experience in employment positions with which they have had little exposure. For instance, WE allows displaced homemakers to experience the demands and daily activities of the work place. Youth, who have not yet entered the work place, are also provided with this experience. For farm workers, employment in an office setting or venue outside of agriculture presents an alien environment. Everything from workplace dress code to the hours of employment, the manner in which supervision occurs, and how co-workers and management are addressed are foreign to some agricultural workers.

Employers who agree to work with TOP in Work Experience contracts have also proven to be effective placement tools for the TOP program. The employers have enable TOP to place individuals into training sites that have led to fulltime employment, when these placements could not otherwise be accomplished. TDLWD refers MSFWs and other potential candidates to agricultural employers. TDLWD offers employers access to Career Centers to use services, resources, and arrange a place to interview applicants. TDLWD also plans to work more closely with TOP this coming year on referring MSFWs to H-2A job orders.

The MSFW program will be part of the local business service teams under the planned reengineering of functional alignment.

Goals

TDLWD plans to work with TOP's case managers to register more MSFWs with our system so that they may receive TDLWD's full array of services. TDLWD plans to use TDLWD's new Job4TNWeb site, to collaborate with mobile units, and to provide a process for TOP case managers to pre-register MSFWs with our Wagner-Peyser system, prior to their arrival at the One-Stop, to ensure that all services are offered to as many MSFWs as possible.

SERVICES TO EMPLOYERS

Limited resources and continued limited funding forces an emphasis on a streamlined, concentrated effort. The focus on demand occupations continues to be at the core of TDLWD's

limited investments. Through the Governor's Jobs4TN plan, ECD has pushed towards a regional approach by creating nine economic regions. Over the past year each of the 13 LWIAs has participated in joint planning with the nine ECD regions. With a reduction from 15% to 5%; the state's ability to support economic development has been pushed to the LWIAs.

The state has supported the connections of dislocated workers with job creation projects by using limited Rapid Response funds with an emphasis on OJT. Similarly, the state implemented new legislation, "The Tennessee Works Act of 2012." This legislation, with a 0 state fiscal note, asked TDLWD to work to connect first-time UI recipients with available labor. This act calls for an initial screening period of up to eight weeks, followed by a transition from UI to OJT upon a commitment from the employer to hire those that best match the skill requirements and culture of the company. Legislation takes effect on January 1, 2013, and targets both the use of Rapid Response and Trade Adjustment Assistance funds to support the OJT of eligible participants. Currently planning has been intensive and extensive. Brief project timelines are:

July 2012	Work on process/data collection and streamlined reporting between the programs
August 2012	Information sheets, brochures, Web site, etc. product development
October 2012	Staff training in local Career Centers and across the LWIAs
January 2013	Launch
January 2014	Report to State Legislature.

Through business engagement and company locations/expansions, additional demand has been created which has had a significant impact on job seekers and available labor. While available labor has been plentiful, the skill requirements for jobs continue to fall short. Several LWIAs are or have moved to a sector strategy to better target limited funds in high-growth areas. Others have started to assess stackable credentials as the way to create and emphasize the necessary building blocks needed for growth and the attraction of necessary skills.

Data show that most of new business growth is coming from businesses that employ fewer than ten people. There has also been some interest in obtaining and identifying the necessary assurances to serve these small businesses. This identification is often referred to as the job creation engine. While job growth is good in small businesses, skill requirements are rather specialized; also, customized training seems to be the best way to accomplish supporting these industries. Unfortunately "one size does not fit all," and limited resources cannot serve many of these industries. As a result, the skill gap continues to widen between available labor and job requirements.

Employer needs, in consideration of the Governor's FastTrack Initiative, are communicated through outreach efforts on the part of Economic and Community Development. These objectives are accomplished by one-to-one employer visits and community-based meetings. The Workforce Employer Outreach Committee (WEOC) is a statewide network of local business representatives which provides input concerning employee and employer needs. This

organization promotes customer-focused service, provides educational opportunities on employment-related issues, and coordinates all of these activities with Job Service staff.

In addition to WEOC-directed activities, Job Service and WIA staff members visit employers onsite or contact employers by telephone to seek information regarding their personnel needs as well as their needs in other areas. Such areas may include a need for labor market information or assistance through other workforce programs. By asking employers about their needs, the state is able to determine what services may be rendered locally to assist employers. On a statewide basis, TDLWD will depend on labor market projections and input from various entities, such as employer organizations, to determine the overall needs of the employer community.

TDLWD is currently working on reengineering the service approach to meeting the needs of Tennessee employers. Detail is provided under Section 1 – State Strategies – Business Services Alignment.

Nationally, employers have expressed frustration and confusion over the access points for various assistance regarding tax credits, business incentives, worker-training programs, recruitment, screening, assessment, and job matching. Tennessee will functionally align business services through the creation or enhancement of Local Business Service Teams that will support an integrated approach to helping our employers. Each local team must provide a plan for moving toward a single point of contact for a business customer and must provide a tiered approach to recruitment, screening, assessment, and referral that meets the needs and expectations of its business customers. Local Business Service Teams will receive training and technical assistance to help with the transition to a more integrated approach in assisting Tennessee's businesses to grow and prosper. The training will be coordinated and managed through the newly established State Training Institute. Business Service Team training will include skill development in the areas of Sales Techniques, Conflict Resolution, Service Mapping, and Customer Service. Team members will spend time understanding the services provided by each partner agency and the details associated with target populations, eligibility, specific activities, cost factors, and access of each service. Local workforce plans will address how coordination will occur between each partner and that partner's subject matter experts.

Through its single point of contact approach, business customers will be able to work with one representative who will be their primary resource who will facilitate securing the subject matter expertise for all of the services from other agencies needed by employers. This will assist employers through the maze of available resources.

Local Business Service Teams will provide a customer flow concerning how they will assist hiring recruits from targeted groups that are trained and currently underused:

- Disabled
- Ex-Offenders
- Federal Bonding Program

- Mature Workers
- Returning Soldiers/Veterans
- Youth

As part of Tennessee's commitment to helping business customers, there are some specific services available:

- Job Postings
- Recruitment Services
- The Rapid Employment Initiative
- Layoff-Aversion Assistance
- Training Programs
- Tax Credit Programs
- Employment Laws Awareness
- Unemployment Insurance
- Research and Information
- Seminars

Most skills gaps are addressed in partnership with the existing structures and departments. At the core is a high school diploma or GED. Utilizing the existing ITA and Pell grant system many are able to access training beyond the basic k-12 educational system. Oftentimes other objective assessments are needed to further be able to identify and communicate skill sets beyond a high school diploma or GED. One of the many tools used in Tennessee is the National Career Readiness Certificate (NCRC). While the state funded portion has been eliminated with the funding change from 15% to 5%, many of the LWIAs have used their extra funds received to continue to offer the NCRC as a common language between an education level and the employer. Research has shown a clear gap between skills of our nation's and Tennessee's workforce and the basic skills needs of the employers. To reduce the cost of remedial training and lost efficiency, more employers are implementing pre-employment assessments to identify these skills prior to hiring.

The NCRC is a credential based upon the WorkKeys assessments that substantiate to employers that an individual possesses the basic workplace skills required for 21st century employment. Getting an NCRC will allow an individual to show prospective employers that he or she possesses the basic skills they are seeking.

Even if an individual has a high school diploma (or GED) or a post-secondary degree, the NCRC further verifies that he or she can handle tasks that are common and vital in today's workplaces – such as finding information, reading instructions and direction and working with figures.

Under this Job and Economic Development Priority, the Governor's Jobs4TN plan was developed through interviews with more than 300 stakeholders, community leaders, and national experts as well as through seven roundtables across the state. The plan includes four key strategies:

- Prioritizing the strategic recruitment of target industries
- Assisting existing Tennessee businesses in expanding and also remaining competitive
- Supporting regional and rural economic development strategies
- Investing in innovation and reducing business regulation

By meeting with business leaders and including them on workforce boards at both the State and local level, feedback is often immediate. Many business leaders continue to express the need to support training for both their incumbent workers and better training of existing labor pools that help to attract business growth and new business investment; however, public funds are always limited. Approaches that include assessments of labor sheds, identification of demand occupations, stackable credentials, short term training and on the job training are all examples of efforts undertaken to address employer needs, but the demand far exceeds available funds and resources. Many training programs at state post-secondary institutions remain at capacity and the volume of graduates does not come close to meeting the overall demand of the business community. A strategic alliance does exist between many training providers, employers and the business community but the supply in high skill areas remains a challenge to overcome as indicated by the current demand of advanced information technology skills, advanced manufacturing and many healthcare occupations. Another challenge is that many occupations need training not currently in demand as a prerequisite for entry into an advanced occupation. An example of this is Registered Nursing where basic LPN, home health care principles are necessary to enter the field but the training is extensive and many exit points exist within the occupation. Thus investments to address a shortage are made but the numbers are never realized. Largely the workforce system is very much in tune with the business community but funding limitations, excessive reporting, eligibility and performance expectations become barriers to service as opposed to an answer to addressing a problem.

TRADE ADJUSTMENT ASSISTANCE (TAA)

TAA works as a partner with Wagner-Peyser (W-P) and Workforce Investment Agencies (WIA) to provide a seamless path from dislocation to gainful employment for trade-impacted workers after the announced layoff and trade petition has been certified. TDLWD believes that it is vital that the Dislocated Workers are provided with early intervention through Rapid Response. When notification of a petition for Trade Adjustment Assistance is received by the department, it is cross referenced with all existing records to determine if assistance efforts are already underway.

If this proves to be the first notification received, immediate contact is made with the employer to commence the process of providing the full array of services and benefits provided through Rapid Response Services to all employees covered under the petition filing. The USDOL website is consistently monitored by Rapid Response staff to ensure the most timely response possible is afforded in these events should no other notification be provided to the department. Mass Meetings are scheduled as soon as a WARN notice and/or a Certified Trade Petition is received. Rapid Response Coordinators schedule and facilitate these meetings. During the meetings information is provide regarding re-employment services through WIA, WP, Unemployment Insurance (UI), TAA services, and Trade Readjustment Assistance (TRA). This early intervention ensures workers are fully informed and able to request assistance sooner, which will ultimately lead to gainful employment much quicker. The taking of mass claims may also be scheduled when there are large numbers of displaced workers.

WP, WIA and TAA are co-located in Tennessee Comprehensive Career Centers across the state. Co-location provides a cohesive and consistent way for WP staff to provide core services and WIA staff to provide intensive services in a One-Stop Shop environment. Dislocated and TAA affected workers are always co-enrolled with WP and when appropriate, maybe co-enrolled with WIA. TDLWD will provide guidance and technical assistance to Local Workforce Areas related to co-enrollments. Dual-enrollments assure early assessment of the trade worker, and may offer not only re-employment services through Wagner-Peyser, but also employment counseling, the Test of Adult Basic Education (TABE) assessment, subsistence/transportation cost, and other services deemed appropriate through WIA. Together, these agencies work to provide the dislocated worker with the services leading to gainful employment.

Early assessment is a priority for TAA affected workers. It is important to determine whether the worker has the skills necessary to re-enter the workforce or is in need of further training to assist with future employment. TAA relies on the Workforce System's partners to assist with this assessment and recommendation of training. Training may include occupational, customized, or On-the-Job (OJT) training. These assessments are conducted within the Career Center, in most cases. Co-location of the partners prevents the workers from traveling from one location to another to obtain these services. All workers recommended for training are further evaluated by merit staff in the TAA Unit against the six TAA training criteria as identified in Federal Regulations 20 CFR 617to ensure eligibility.

Pending participant eligibility, OJT is a service strategy identified to connect dislocated workers to available employment. TAA OJT targets eligible Trade affected workers and Rapid Response funds are used to support the LWIAs in supporting OJT when a skill gap exists between an eligible dislocated workers skill set and what the job requires. Recent legislation has been approved through the Tennessee Works Act which further emphasizes an OJT program connected to these funding resources, as appropriate

In an effort to promote a more consistent framework for maintaining and reporting data collected between the partners, eCMATS was developed. This system allows for linking between all partners. It provides common ground for storage of documentation it provides; fiscal integrity and reliable performance reporting. It also reduces duplication of services and provides a central location for all information storage. TDLWD Fiscal Division continually tracks TAA funding and the University of Memphis has also been contracted to compile Trade Adjustment Assurances and Workforce Investment Act information gathered from eCMATS for the Trade Act Participant Report (TAPR). The report will indicate if performance goals have been obtained.

Goal Alignment

TAA supports the Workforce System share goal of working in a seamless Workforce System. Through a seamless Workforce System, TDLWD should be able to use partnerships and expertise to educate and empower trade impacted workers. The following will help TAA to reach this goal.

1. **Early Assessment of Trade Affected Workers.** Information, gained through Core and Intensives services, should reveal more details about the worker (skills, needs, goals) and thus help TAA to assist the worker to return more quickly to work.
2. **Cross-Training of All Staff.** It is imperative that these workers get needed aid to regain employment more quickly. The cross-training of partner staff, in all programs, will assist in better counseling of these workers concerning their needs and where services are available to meet these needs. Currently most staff members are assigned by the program.
3. **Shared Resources.** Funding is essential to provide services to workers involved in the seamless Career Center System; and, leverage funding, when possible, can better ensure that workers receive necessary assistance. Thus, sharing Case Management Funds with Wagner-Peyser and WIA can enable a full assessment of trade-dislocated workers and also can ensure reemployment services for gainful employment.
4. **Experts Within the Program.** It is essential that TAA and TRA use trade experts because of their program knowledge. Such expertise continues to ensure consistency and accuracy and thus ensures higher outcomes in reemployment and employment for program participants.

Co-location of Partners. Co-location of partners, particularly, Wagner-Peyser, WIA, and TAA, is essential for a successful program. Trade is a complicated program with three different programs operating “under one umbrella.” Workers should never be expected to know all program details or even all service deliverers. With co-location, workers may obtain necessary services in one place where teamwork presents a seamless and competent organization.

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP)

Tennessee has taken a position to help seniors continue maintaining a sustainable life. One way the state is doing this is by providing useful community services and employment opportunities through the Senior Community Service Employment program (SCSEP) for seniors across the state. SCSEP fosters economic self-sufficiency through training, job placement, and guidance in unsubsidized jobs.

The TDLWD's SCSEP plan serves as the road map for the implementation of the program among its stakeholders; this ensures compliance with the U.S. Department of Labor (USDOL) rules and regulation. In addition, the plan will serve as a means of accountability to our participants, community, and funders. The SCSEP Plan will account for PY 2012-2015.

The Older Americans Act (OAA) is the primary funding vehicle for organizing, coordinating, and providing community-based services and opportunities for older Americans and their families in the United States. The OAA set out specific objectives for maintaining the dignity and welfare of older people. Listed below are two parts of Tennessee's infrastructure for administering the OAA and opening avenues to help leverage and maintain the health, lifestyle, and independence of seniors in the state:

- Tennessee Commissioner of Aging and Disabilities or TCAD (a partner of the Tennessee Department of Labor and Workforce Development) administers a system of services for those age 60 and over in their respective Planning and Service Areas (PSA). TCAD oversees multi-purpose senior center activities. This comprehensive and coordinated system of services is described in the Area Agencies on Aging and Disability's Plans. These services include Information and Assistance, Senior Centers, Nutrition Program for the Elderly, Disease Prevention and Health Promotion, National Family Caregiver Support Program, Aging and Disability Resource Center (ADRC), Elder Rights, Long-Term Care Ombudsman.
- Tennessee Department of Labor and Workforce Development's *Senior Community Service Employment Program (SCSEP)* is the only federally-sponsored, job creation program targeted to low-income older Americans. The program subsidizes part-time community service jobs for low-income individuals age 55 years and older, who have poor employment prospects. The participants are often placed in schools, hospitals, economic development initiatives, weatherization activities, law offices, conservation programs, and other sites. These sites translate into positions such as nurse's aides, and teacher's aides, library clerks, clerical workers, adult and child daycare assistants, campground recreational coordinators, maintenance workers, and many more occupations.

The U.S. Department of Labor (USDOL) funds and monitors SCSEP through the Older American's Act Title V Program. Currently, there are three (3) administrators or grantees—Tennessee Department of Labor and Workforce Development (TDLWD), National Council of Aging (NCOA), and Senior Service of America, Inc. (SSAI), in Tennessee. TDLWD currently has six (6) sub-grantees that implement the SCSEP program. They are located in part of West, Middle, and East Tennessee. NCOA and SSAI are assigned several counties and co-manage the program with the state in several counties. SCSEP's sub-grantees are represented on state and local business-led boards (Workforce Investment Boards) that provide strategic planning and oversight of workforce development activities established under the Workforce Investment Act of 1998 (WIA).

According to the 2011 employment status of the civilian non-institutional population for Tennessee, the labor force participation rate of the 55+ population has increased from a low of 34.1% in 2009 to 39% in 2011. During the same period, the overall labor force participation rate increased less than one (1) percentage point. (See Table for details of unemployment rate.)

Employment and Unemployment Rate: 55+										
Year	Age	Civilian Population	Labor Force	% of Population (Participation Rate)	Total Labor Force Participation Rate	Employed	% of Population Unemployed	Unemp Rate	Unemp Rate - Total Labor Force	
2011	55 to 64	847	533	62.9		500	59	33	6.2	
2011	65 +	814	128	15.7		118	14.4	10	7.8	
2011	55 +	1661	661	39.8	63.1	618	37.2	43	6.5	9.2
2010	55 to 64	731	457	62.6		430	58.9	27	5.9	
2010	65 +	846	127	15.1		122	14.5	5	4	
2010	55 +	1577	584	37.0	62.6	552	35.0	32	5.5	9.4
2009	55 to 64	706	407	57.6		377	53.4	30	7.3	
2009	65 +	846	122	14.4		110	13	11	9.4	
2009	55 +	1552	529	34.1	62.2	487	31.4	41	7.8	10.8
2008	55 to 64	712	430	60.4		412	57.9	18	4.2	
2008	65 +	798	123	15.4		117	14.7	6	4.8	
2008	55 +	1510	553	36.6	63.2	529	35.0	24	4.3	6.6
2007	55 to 64	670	408	60.9		397	59.3	11	2.7	
2007	65 +	767	125	16.3		123	16	2	1.9	
2007	55 +	1437	533	37.1	64.7	520	36.2	13	2.4	4.6

Source: Geographick Profiles

Data also shows that this population will continue to grow as the baby-boom generation reaches age 55. In 2010, Census estimated that 16.1% (over 1,000,000 individuals) of Tennessee's population had income levels below poverty. There were 65 of the 95 counties in the state that recorded higher poverty levels than the state average. Twenty-four counties have poverty levels

at 20% or higher. All twenty-four of these are rural counties. Grundy County has the highest poverty level at 30.9%. The table below shows the highest 5 counties:

County	Total population	# below poverty level	% below poverty
Grundy	13,910	4,305	30.9%
Hancock	6,782	2,005	29.6%
Haywood	19,010	5,017	26.4%
Cocke	35,473	9,169	25.8%
Meigs	11,581	2,856	24.7%

Statewide, the age 55+ group had 10.9% (169,400 individuals) below poverty in 2010. There were 67 counties with higher poverty rates than the state average for this group. Six counties had poverty rates of 20% or higher and Hancock County had the highest poverty rate for age 55+ at 28%. The top five counties with the highest 55+ poverty rates are included in the table below:

County	Total population Age 55+	# 55+ below poverty	% 55+ below poverty
Hancock	2,114	592	28.0%
Clay	2,864	715	25.0%
Pickett	1,686	381	22.6%
Haywood	4,870	1,075	22.1%
Van Buren	1,762	365	20.7%

As the baby-boom generation ages, as the economy continues on the verge of improvement, and as more older workers postpone retirement, the demand for employment and training services, as well as income support for low-income older people, will increase.

Long-term Projections for Jobs

According to the TDLWD’s Occupational Data Unit, the top five industries and occupations in the state that may provide employment opportunities in Tennessee are: 1) Education and Health Services, 2) Trade Transportation, and Utilities, 3) Professional and Business Services, 4) Manufacturing, and 5) Government. ([Click here to view Annual Workforce Report.](#)) Healthcare and social assistance, professional and business services and construction, and education sectors are projected to gain the most jobs. (Source: Bureau of Labor Statistics News Releases, 2012.) Education, and Professional and Business Services are the two industries in which older workers are expected to gain employment. Several occupations are prominent in Tennessee; however, the

occupations that are the most prevalent among seniors in Tennessee are: office and administrative support, education, training, and library support, community and social Service occupations. During 2012, the state received calls from several governmental agencies requesting information about being a Host Agency for SCSEP. In addition, due to the high demands of older workers requesting employment, unmatched education levels, and interest to venture into a new trade, the state is determined to work closely with the One-Stop Career Centers to make sure that adequate resources are available for seniors.

Long-Term Job Projections and Strategies for Unsubsidized Employment

As stated, healthcare, personal and social assistance, and construction are projected to have the fastest job growth between 2010 and 2020. This could translate into career opportunities for SCSEP participants. Tennessee understands the importance of creating an atmosphere where participants have multiple, career-sector opportunities and training opportunities needed to enter into attractive sectors. Therefore, the state and the national grantees are engaging in discussions that will organize a taskforce, which will include business leaders from selective sectors for current and future participants. A goal of the taskforce is to have a structure in place for leveraging opportunities and best practices that will flourish full-time unsubsidized employment.

Any participant of SCSEP is required to develop an Individual Employment Plan (IEP) at the time of enrollment. The IEP serves as a personal road-map to success and is designed to specifically assist the participant in meeting both personal and program goals. Each participant receives specialized training that fits under his or her IEP and is assigned to a host agency to develop or improve skills. The plan also determines if the Host Agency has met the participant's requirements. In addition, the Host Agency provides services to low-income older persons, to the economically disadvantaged, and to organizations offering services which provide positive contributions to the welfare of the general community. Opportunities to serve other groups will also be provided through placement in schools, day-care programs, health and hospital programs, and agencies serving individuals with physical and developmental disabilities.

Employment Opportunities and Skills

According to labor market information that was developed by the Tennessee Department of Labor, 553,000 older workers were reflected in the 2008 Labor Force population compared to 661,000 (or a 16% increase) in 2011. With the projection of continued growth of the population 55+ entering the workforce, the labor force will place added strain on workforce investment resources and on the One-Stop system. The current job opportunities or occupational trends in Tennessee have shifted to the service industry in recent years according to the Non-Agricultural Employment Report provided by TDLWD. This includes healthcare, social assistance, leisure and hospitality jobs. By 2016, the projected occupation for individuals who are 55 and older will be in the professional and service occupations.

SCSEP is designed for those who are not job-ready, but are low-skilled, and have a family income that falls under 125% of the Federal Poverty Guidelines. Individuals enrolling in the SCSEP program have a need for further education or training to perform work that is available in the local Tennessee labor market. Examples of skills possessed by eligible individuals upon enrollment include: limited or no computer skills, outdated clerical and bookkeeping skills, custodial and homemaker skills, heavy-equipment operators, or no job skills. Often, the participant can no longer physically do the same type of job that he or she has done in the past. Health and medical issues eliminate jobs that require tasks such as standing and/or sitting too long, lifting, bending, and walking. TDLWD, National Council on Aging, and Senior Services of America, Inc. collaborate with their respective host agencies (or work sites) to ensure that participants' and employers' needs and access to services are met. In addition, the One-Stop Center system, under the WIA, is a single point of contact for job seekers and employers seeking information about local workforce development activities. The OAA Amendments require improved integration with WIA. This integration will not only support SCSEP's innovative approaches, but will help the workforce investment system prepare for a greater number of older workers it will serve outside of SCSEP.

In addition, SCSEP participants are mandated to develop an Individual Employment Plan or IEP with the guidance of their Project Director. This plan serves as: 1) a personal road-map to success, 2) assistance to the participant in assessing barriers and skill gaps to generate detailed IEPs with tasks and timelines, and 3) an aid to meet program and personal goals. IEPs are referred to often throughout participation to ensure goals are being met. In addition, any IEP identifies the need for vocational, GED, or computer training. All of these require attendance in a "classroom" environment where the participant may have workbooks, exercises, and reading assignments. Tennessee believes that it is vital to strengthen initial assessments of participant skills, knowledge, interests, aptitudes, and qualities to assist participants with defining career objectives that are relevant and which meet employer needs.

Localities and Populations where Services are Most Needed

SCSEP services are helpful to all Tennesseans who are eligible for the program, especially individuals who are forced to retire or who continue to face age discrimination. SCSEP participants bring the following to the program when they start: dependability, loyalty, a strong work ethic, transferrable skills, childcare skills, customer-service skills, a desire to learn and contribute, and maturity. In exchange, SCSEP provides these participants with updated job-skills training and work experience as well as much-needed income from part-time work at community service assignments with local government or 501(c) (3) nonprofit agencies. SCSEP also helps participants, with low literacy skills and low organizational skills, through referrals and through work experience, respectively. SCSEP tries to provide participants with skills needed to obtain an unsubsidized job helping them maintain self-sufficiency and engagement in their community.

Program Collaboration

WIA requires SCSEP grantees to be partners in each local one-stop system and to enter into a Memorandum of Understanding, describing how services will be provided with the Local Workforce Investment Board. In Tennessee, the U.S. Department of Labor allocates funds (to operate SCSEP) to TDLWD and to two national organizations. The national organizations are NCOA and SSAI. Tennessee is divided into 13 Local Workforce Investment Areas (LWIAs). SCSEP participants are referred to one of the fifteen one-stop Career Centers, across the state, providing comprehensive, workforce development-related activities, including updating interviewing skills, resume preparation, and job placement services.

In rural areas, SCSEP participants and other individuals 55 and older may also access services from one of TDLWD's Mobile Centers with services similar to those found in a Tennessee Career Center. These vehicles provide a mobile computer lab with Internet access, and they create a venue for workshops including résumé assistance and interviewing skills; the vehicle also serves as a recruitment center for employers. SCSEP Project Directors represent the Title V Program on each of the LWIBs. The cooperation of grantees on local boards has resulted in improved coordination between workforce agencies and has reduced "turfism."

SCSEP grantees reach out to organizations that administer programs, under other titles of the Older Americans Act, to offer them the opportunity to become host agencies. SCSEP participants and other older workers will be directed to one of the local information and referral hotlines (administered by the Tennessee Areas Agencies on Aging and Disabilities offices), when these workers are seeking services or information. In addition, referrals will be made to congregate nutrition programs, transportation services, health and wellness programs, etc.

Tennessee prides itself for being engaged in actionable partnerships. These include:

- Coordinating with Career Centers, Vocational Rehabilitation Services, and other members of the local disability community regarding activities, resources, and services for seniors with disabilities.
- Participating in meetings, as appropriate, with senior service providers, both public and private.
- Coordinating with local service providers and community stakeholders to assess needs and develop solutions for local transportation services.
- Using 2-1-1 and other directories of service and supporting organizations to identify entities and programs in the community that provides referrals and support services to seniors. These directories are especially helpful for transition services when a participant's durational limit is approaching and project staff is working with him/her to develop a Transition Assessment & IEP.
- Networking with area faith-based organizations to conduct outreach to SCSEP-eligible individuals.

If assistance is needed for training and employment services with the deaf and hard of hearing, interpreters and other communication-access services will be scheduled. Other partnerships include organizations providing assistance with subsidized housing, healthcare and medical services, transportation, the law, food, personal and financial counseling, interviewing, clothes, etc.

Coordination of SCSEP with other labor market and job training initiatives

SCSEP sub-grantees actively seek job training opportunities leading to jobs available and offered by Community Colleges, Tennessee Technology Centers, non-profit organizations, such as Goodwill Industries, Adult Education programs, and other training institutions.

SCSEP will be an active member of the local business service teams.

One-Stop Delivery System Partnership and Coordination

The partnership with SCSEP and the One-Stop Career Center delivery system is essential to the success of SCSEP in Tennessee. A Memorandum of Understanding (MOU) is developed to coordinate activities among SCSEP and the one-stop delivery system. The state will encourage One-Stop Career Centers to hold regular partner meetings that include all SCSEP grantees operating in each local area to improve coordination with the One-Stop delivery system. Sub-grantee strategies include:

- Listing all participant openings with the Career Centers.
- Listing all staff openings with the Career Centers.
- Encouraging co-enrollment in WIA, where possible, for participants seeking full-time employment.
- Where feasible, requesting that Career Center(s) in service areas serve as host agencies for SCSEP participants so that participants can provide administrative support to these offices while learning valuable job skills.
- Requesting guidance from the Career Centers on relevant skills required by local employers.
- Participating in Tennessee Career Center offices' partner meetings.
- Collaborating appropriately with Career Center offices on employer outreach on behalf of senior Tennesseans and collaborating on continuous improvement of senior-service strategies.
- Providing brief updates to Board staff and Tennessee Career Center offices' staff on SCSEP activities in the local workforce development area.
- Where applicable, attending Board meetings regularly in the service area.

- Using local labor market information and staff information to identify occupations and industries with most promise for older job seekers, employers that are hiring or will soon be hiring, and employers moving to the local area.
- Referring participants who are ineligible for SCSEP to the closest Career Center for job search assistance.

Coordinating SCSEP with other private and public entities

- Coordination with the nine regional Tennessee Area Agencies on Aging organizations that provide curb-to-curb transportation for older Americans (60 and older) is vital in the rural areas to provide access to individuals to participate in SCSEP.
- Partnerships with various community and faith based organizations that provide food to older Americans to ensure SCSEP participants have access to proper nutrition such as Second Harvest Food banks, Senior Centers for congregate meals, and local Help Centers is on-going.
- Coordination with community and faith based organizations that serve older Americans such as Senior Centers, Meals-on-Wheels nutrition sites, and senior transportation, serve as host agencies across the state.
- Coordination with programs that serve individuals with special needs or disabilities such as Vocational Rehabilitation and employers such as Goodwill Industries to ensure a successful outcome with SCSEP.
- Use Tennessee's 2-1-1 and other directories of service and support organizations to identify entities and programs in the community that provide referrals and support services to seniors.
- Negotiate community service assignments for participants at Career Center offices where feasible. Participants' training positions include greeters and resource assistants, administrative assistants, file/records clerks, custodians, office assistants, job developers, case managers, and computer assistants.
- Negotiate for participant staff to be co-located at Career Center offices where feasible. If participant assistants are trained as job developers or job developer assistants, they will be able to assist Career Centers' older job seeker customers to find employment and enable Career Center staff to address other customers or service delivery needs. Participate in meetings, as appropriate, with senior service providers, both public and private.
- Provide information and referrals to the services of Career Centers and SCSEP, respectively.
- Continue to utilize computer, adult basic education (ABE), GED, continuing education, and other targeted training courses at community colleges, taking advantage of course discounts for individuals 55 to 64 years of age and free classes for individuals 65 years of age and older at community colleges. Libraries and community-based organizations also offer ABE, GED, and ESL classes.
- Work with LWIA Boards to encourage community colleges to create short-term education and training programs that are relevant for local targeted industries and high-priority occupations.
- List participant openings and staff openings on www.Jobs4TN.com.

- Assist job-ready participants to register online in www.Jobs4TN.com
- Include Career Center's job seeker workshops and Job Clubs, when feasible, in Individual Employment Plans for participants who live near or have their host agency assignment near a Career Center office.
- Attend Board meetings when feasible.
- Provide updates to Boards on SCSEP activities and successes in the LWIA.

Long-term Strategy for Achieving an Equitable Distribution

Title V of the Older Americans Act promotes geographical distribution of SCSEP positions so that all eligible persons have reasonable access to SCSEP. For Program Year (PY) 2011-2012, the U.S. Department of Labor allocates 20% of SCSEP funding to the TDLWD's 188 positions with the remaining 80% going to two national organizations— National Council on Aging (154 positions) and Senior Service America, Inc. (582 positions). As a result, Tennessee received \$8,036,761 or 924 authorized positions. Beginning October 1, 2012, the national SCSEP contractors and/or number of positions may change pending the outcome of the Solicitation for Grant Application (SGA).

To measure the collective progress made by these state grantees toward an equitable distribution of program positions, an annual [Equitable Distribution](#) (ED) Report is developed in collaboration with all state grantees and sub-grantees. [Please click link to view](#). Each grantee operating in the state was contacted and asked to help develop the report. Telephone conversations provided a venue for the group to affirm a return to the regular practice of annual, Equitable Distribution meetings to achieve equality as indicated in the OAA Amendments. In addition, state operators meet on the national level to alleviate the disproportion noted.

Movement of positions from over-served to underserved locations within the state

The Program Year (PY) 2012 Equitable Distribution List [will be](#) developed in conjunction with the recent 2010 Census Report and Employment and Unemployment statistics from the U.S. Bureau and Labor Statistics. This list showed that the Tennessee counties that were greatest in need were: Shelby, Davidson, Knox, Hamilton, Sullivan, Washington, Sumner, Rutherford, Madison, and Greene counties. These counties also house the majority of the state's population. This allocation and other allocations are based on data from the U.S. Census Bureau and data from the Bureau of Labor and Statistics.

Equitably serves rural and urban areas

Tennessee has 95 counties. According to the 2009-2011 USDOL's SCSEP Persistent Unemployment Report, 48 out of the 95 counties were reported as poor employment attainment counties. The majority of these counties are located in rural areas; therefore, the population tends to have low-literacy and low-skilled workers. Tennessee is working toward:

- Identifying the inequities in resources to equitably serve SCSEP participants in both rural and urban counties across the state.
- Identifying those inequities, specific to rural areas, that can be changed or addressed, and those which promote the development of new training sites and employment opportunities for participants.
- Identifying tools and resources to rally communities in helping with the needs of the eligible population.

Rural areas that have inadequate resources will have access to the WIA services. Rural-area employers with SCSEP training include: custodial, food service, lawn care, department store greeters, librarian assistants, and childcare providers. In order to develop the types of jobs listed above, sub-grantees will make connections with businesses, local employers, schools, childcare facilities, nursing homes, and healthcare facilities. After rapport has been established with these entities, host agencies will be determined. Sub-grantees will maintain a relationship in an effort to supply host agencies with SCSEP participants as needed.

Like the rural population, Tennessee's urban population has its shares of challenges, which includes low skills, background, health, access, transportation and other barriers to employment. For example, Shelby County's challenges are similar to other urban counties in the state. Many of the state's older workers lack a sufficient work history and/or experience in industries relevant to today's labor market. This can be attributed to the tradition of retiring from one company, which means a participant would only be employable for that particular position that they held for 15 to 20 years. The realization is that the individual may no longer be physically fit or because of technological advancements possess the knowledge or skills to use advanced machinery and/or equipment. For this reason, many of SCSEP participants' lack relevant skill set(s) for other industries including high growth industries for which they have not worked or have received training. Another consequence that stems from the age old tradition of maintaining loyalty to one company or job is the lack of education required for that job. The majority of Shelby County SCSEP participants' only have a high school diploma or less. All of these issues, including others that will be mentioned, comprise the older population in Shelby County that is eligible for SCSEP.

Second, criminal background and/or credit check significantly impacts the number of participants that program staff is able to move into employment. There are applicants living in the large urban—Davidson and Shelby— areas are ex-offenders. This results in limited host agencies and employers that will agree to work with ex-offenders thus limiting the ability to offer services to these individuals. At best, these are the participants that are most likely to be promoted and encouraged by Host Agencies to hire.

In addition, although many of the SCSEP participants need or want to work they may be long term consumers of government assistance programs for income or other supports. The finding is

recipients of these government assistance programs such as Supplemental Security Income (SSI), Disability Insurance or Housing and Urban Development (HUD) never leaves, especially for employment, once on these programs. Even when there is an opportunity for the individual to move off government assistance into economic self-sufficiency, there is fear that if government assistance is needed again the process is so long and tedious it will not be available. SCSEP then becomes just a program to supplement the income of those participants receiving benefits from these programs.

Thirdly, another issue that is prevalent in both rural and urban areas is persons with health and mental illness, some undiagnosed. There have been a number of participants enrolled in Shelby County suffering from serious health or mental illness. While the two are grouped in this narrative they are very different, one more recognizable than the other. Both consequently, prove to be a trial for job retention.

Lastly, Davidson County like Shelby County still faces many issues with public transportation. Although public transportation is available in the large urban areas, there are still challenges to successfully overcome when assisting participants who use this method of transportation. These challenges include rising costs of bus tickets, finding appropriate host agencies for assignment on the bus route, the length of time it takes to get to and from the host agency, the cost and time it takes to job search and finding employers located on the bus route once the participant becomes job ready. One way Davidson County is dealing with this issue is by having staff rides the bus routes to become familiar with non-profits, public entities and businesses located on the public transportation routes located in the participants' neighborhoods. Once research has been completed, new relationships can be formed to meet the needs of the participants.

Priority for service

Several participants are given priority status under the SCSEP program. SCSEP sub-grantees work to continue enrolling older workers using this priority of service: first, individuals who are veterans and their qualified spouses; next, individuals who are 65 and older, or:

- Have a disability
- Have limited English proficiency or low literacy skills
- Reside in a rural area
- Have low employment prospects
- Have failed to find employment after using services under Title I of WIA
- Are homeless or at risk of homelessness

Outreach to local organizations, serving individuals with barriers (such as veterans and the homeless), will be used to recruit individuals 55 years old or older meeting SCSEP guidelines.

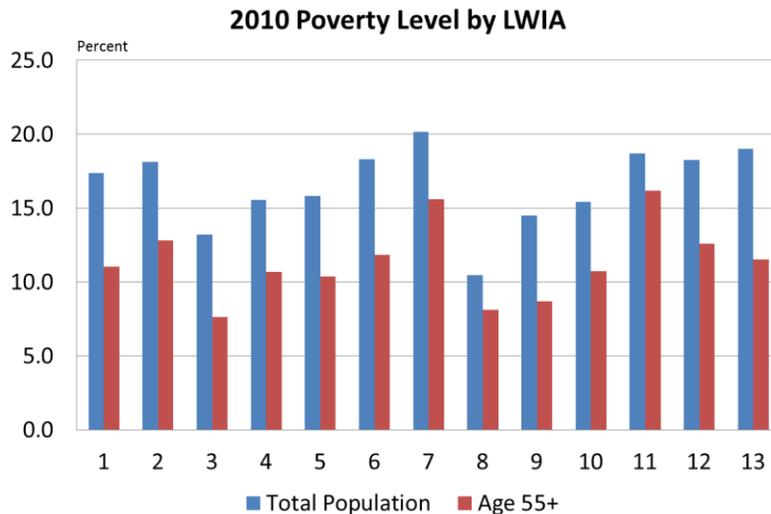
These statutory preferences apply to the following individuals: 1) those that have incomes below the poverty line; 2) those who have poor employment prospects and who have the greatest social

and/or economic need; and 3) those who are eligible minorities, Limited-English speakers, or Native Americans. These preferences should be considered within the context of statutory priorities. For example, among eligible veterans and qualified spouses age 60 and over, to the extent practical, preference should be given to individuals within these three categories.

Also, the Quarterly Progress Report indicators include the number of SCSEP persons served along with the demographics and characteristics of those participants. This U.S. Department of Labor-required report is another vehicle to track the number served, the distribution, the employment situation, and the population where community service projects are located.

Ratio of Eligible Individuals to the Total Eligible Population

Throughout the inception of Tennessee’s SCSEP program, the demand has been greater than the supply. See table below which shows the poverty rate of individuals 55+ by its LWIA population.

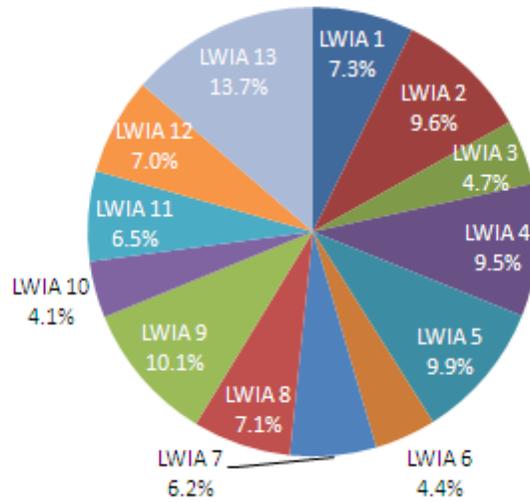


LWIA 7, commonly known as the Upper Cumberland area had the highest poverty level for the total population at 20.2%. Seven of the thirteen LWIAs have poverty levels for the total population that are higher than the state average.

For the age 55+ group, LWIA 11 has the highest percentage below poverty at 16.2%. LWIA 7 ranked second with 15.6% of age 55+ below poverty.

LWIA 13 has the greatest number of age 55+ individuals below poverty level. There are 23,181 age 55+ below poverty in this LWIA and represents 13.7% of the total statewide. LWIA 9 has 10.1% of the statewide total with 17,128 of age 55+ below poverty. These two LWIAs include the two largest cities in Tennessee.

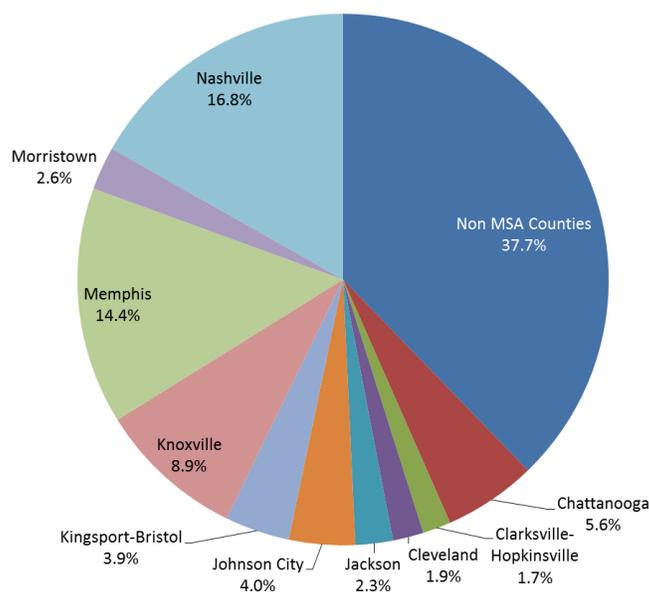
**Age 55+ Below Poverty Level
Statewide Distribution by LWIA**



LWIA	Total population	# below poverty level	% below poverty	% of State total	Total population Age 55+	# 55+ below poverty	% 55+ below poverty	% of State total
1	369,740	64,279	17.4%	6.4%	111,393	12,327	11.1%	7.3%
2	440,361	79,924	18.1%	8.0%	127,371	16,327	12.8%	9.6%
3	423,748	55,989	13.2%	5.6%	103,496	7,887	7.6%	4.7%
4	480,105	74,801	15.6%	7.5%	150,514	16,114	10.7%	9.5%
5	592,596	93,707	15.8%	9.3%	162,243	16,850	10.4%	9.9%
6	230,170	42,133	18.3%	4.2%	63,221	7,485	11.8%	4.4%
7	238,707	48,179	20.2%	4.8%	67,270	10,515	15.6%	6.2%
8	685,158	71,802	10.5%	7.2%	147,544	11,977	8.1%	7.1%
9	980,715	142,248	14.5%	14.2%	197,276	17,128	8.7%	10.1%
10	241,111	37,210	15.4%	3.7%	64,192	6,885	10.7%	4.1%
11	251,825	47,168	18.7%	4.7%	67,489	10,935	16.2%	6.5%
12	340,578	62,187	18.3%	6.2%	93,570	11,810	12.6%	7.0%
13	960,154	182,840	19.0%	18.2%	201,079	23,181	11.5%	13.7%
State Total	6,234,968	1,002,467	16.1%		1,556,658	169,421	10.9%	

Comparing urban and rural areas shows non-metro counties have almost 38% of the total population age 55+ below poverty level. The Nashville area has 16.8% of the statewide total.

Distribution of Age 55+ Below Poverty Level by MSA



Recently, sub-grantees participated in a survey that focused on capturing the total number of individuals on the waiting list, current enrollment, total allocation, and the range of average income upon entering the program. The table below shows the results of the state's three sub-grantees:

Grantees	Total Waiting List	Current Enrollment (As of April 2012)	Total Allocation	Average Income (At Entrance)
NCOA	201	186	188	\$0 - \$27,060
SSAI	199	144	154	\$0 - \$17,000
TDLWD	1050	578	582	\$0 - \$26,268
TOTAL	1,450	908	924	\$0 - \$27,060

Note:

- Average income calculation is based on total family household income
- The total number of participants served (or enrollment) is greater than the total allocation due to entered employment, breaks (health issues), and exits (non-compliant or at-will)
- Earnings are based on includable income such as survivor benefits, pension, 75% of Social Security Act, etc.

The total number of individuals on the waiting list and average income of participants are priorities for the state. The state, through the SCSEP program, is working to place 30% or more

of its participants in unsubsidized full-time employment. This will allow eligible participants on the waiting list to enter the program and receive the training necessary to be among the individuals who are placed in full-time permanent employment.

Relative Distribution of Eligible Individuals

The Equitable Distribution (ED) report is prepared by USDOL using 2010 U.S. Census data. Each county in Tennessee is assigned allocations based on population and unemployment rates. Because the ED is driven by data, it is not easy to move slots or relinquish slots. However, when events such as massive layoffs occur, USDOL is likely to consider negotiations. Other factors such as “Most-In-Need” play a special role in recruitment strategies and performance measures. The categories include individuals who:

- Reside in urban and rural areas
- Are minorities
- Have limited English proficiency
- Have the greatest economic need
- Have the greatest social need

The greatest economic need is for those at or below 125% of the Department of Health and Human Services Poverty Level. In Tennessee, according to 2010 Census Data, 1,639,177 people account for the age group 55+; TDLWD estimates that 188,505 are eligible for SCSEP services. To be eligible for SCSEP, an individual must be 55 years old or older, have a total family income of less than 125 percent of the Federal poverty level and be unemployed. For Tennessee, 11.5% of the individuals 65+ fall at or below 125% of the poverty level, according to the Census ACS. Likewise, the greatest social need is defined by USDOL as a need caused by noneconomic factors. This includes persons with physical disabilities and mental disabilities, language barriers, and cultural, social, or geographic isolation brought about by racial or ethnic status. In Tennessee, approximately 121 or 13% of the eligible individuals were identified as having a disability at the end of PY 2012. This indicates that Tennessee SCSEP is reaching out and serving eligible older residents with disabilities.

The Most-In-Need outreach includes services from WIA, community outreach, assistance in providing transportation, Career Center referrals, promoting area businesses in an effort to increase host agency assignments. Each sub-grantee holds a position on the local board, that includes members of the community, business owners, representatives, and those from other state agencies. The sub-grantee is assigned to the Career Center one day a week to recruit participants qualified to participate in the program. The state’s objective to improve these resources is an ongoing effort.

Overall, recruitment endeavors in Tennessee have been successful in reaching and serving the SCSEP-targeted special populations. The use of Disability Program Navigators throughout the

Career Center system is a great resource. Navigators assist individuals, with special needs, with Career Center staff in the recruitment and selection process. Navigators bridge the gap between the business and human service communities by organizing forums for discussion, etc.

Below is a chart of recruitment strategies:

Most-In-Need Population Group	Sub-grantee Recruitment Method
Are age 65 or older	Senior centers, aging agencies, build local community-based partnerships and collaborations
Have a disability	Senior centers, aging agencies, disability service providers, build local community-based partnerships and collaborations
Have limited English proficiency	Have access to Spanish speakers; utilized local community partnerships
Have low literacy skills	Partner with GED and ABE providers; work with seniors who present this barrier
Live in a rural area	Focus on the 48 counties in Tennessee that are classified as rural
Are veterans or their spouses eligible	Partner with agencies that serve veterans
Have low employment prospects	Promote SCSEP with safety net organizations (like food banks) and other types of host agencies to get the word out
Have failed to find jobs after using WIA Title I services	Partner with local TN Career Centers
Are homeless or at risk of homelessness	Partner with agencies that serve the homeless
Have income at or below poverty level	Do not recruit for this specifically other than ensuring that participants are income-eligible for SCSEP
Are minorities	Have access to Spanish speakers and other members of minority community. Build local partnerships to address this.
Are socially isolated – have physical or	Some territory in TN yields pockets of isolation;

mental disabilities, language barriers, and cultural, social, or geographic isolation including isolation caused by race or ethnicity	also sub-grantees partner with disability organizations for supportive services and other referrals
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Disruption Avoidance

When a new census or other reliable data becomes available or when there is over-enrollment for any other reason, every effort is made to ensure that there is no disruption in service by ceasing new enrollments until authorized levels are met. Individual Employment Plans are reviewed and any remaining barriers to employment are addressed; also an aggressive job placement strategy is put in place to achieve authorized levels.

In the case of any transition of positions, whether caused by a shifting in census data and the location of SCSEP positions or sub-grantees moving within the state, the grantee designated point of contact will serve as the team leader whose responsibilities will include: serving as a coordination point of contact for participants, host agencies, other grantees, state SCSEP Offices and USDOL. The Federal Project Officer will be consulted and will subsequently approve any movements of positions. No movement or transfer of positions will be initiated until the State Agency is notified. After approval, the file transfer process begins. Records include, but are not limited to: most-recent eligibility; contact information; assessments or latest IEP review; current community service work-based training description; host agency contact information; safety record of most-recent monitoring; and the most-recent offer of a physical examination.

Sub-grantees ensure that files are kept confidential in several ways: (1) contact will be made with sub-grantees about the confidential treatment of files; (2) participant files will be kept in a secure location accessible only to authorized persons; (3) sub-grantee will monitor onsite file security; (4) neither grantees nor their sub-grantees will use volunteers for any transition activities that require access to records; (5) grantees will transfer only encrypted files to maintain confidentiality of electronic data; and, (6) at the time of enrollment, each participant will sign the Privacy Act Statement based on the Privacy Act of 1974, which allows release of specific confidential information, including Social Security numbers.

In a case where there are new offices, SCSEP grantees and their sub-grantees will use existing offices and staff for immediate startup and they will ensure seamless services during the transition. If grantees are awarded funds to serve counties not included in their current grant, they will identify and train staff of a new sub-grantee, or if necessary, will operate in these counties with their own staff on an interim basis. Through any transition process, grantees will ensure that participants are paid. Grantees will convene meetings with affected participants, the incumbent and new providers, to process participant payroll information. As part of the sub-grantee sponsor agreement, all sub-grantees have acknowledged in writing that they “agree to assist grantees in transitioning SCSEP participants and related files to the new SCSEP sponsor

with minimum disruption.”

To ease the transition, participants will be encouraged to take advantage of other available assistance programs. Onsite help will be available as needed. Since necessary financial information will be transferred, there should be no interruption in payroll. Final payroll payments will be made according to a payment schedule agreed upon by the two grantee agencies.

Long-term Strategy for Serving Minority Older Individuals

According to the PY 2009 SCSEP Minority Report that was released by the Charter Oak Group, LLC., in 2011, Tennessee overall exceeded the Census minimum expectation for the African American and American Indian populations; however, there is room for growth in serving the Hispanic and Asian populations; several strategies will be put in place to increase the awareness of SCSEP for these two populations. These include:

1. Monitoring of minority participations to assure performance negotiated goals are met.
2. Reaching out to community and faith-based organizations that serve minority populations to recruit eligible individuals.
3. Seeking eligible minorities by outreach efforts with One-Stop partners such as Vocational Rehabilitation and Social Service agencies.
4. Using multi-lingual brochures and fliers to reach non-English speaking minority groups.
5. For Hispanic and Asian population,
 - Determining the cause(s) for the minority group’s lower enrollment.
 - Setting specific targets for the number of minority enrollees expected.
 - Identifying the steps that will be taken to increase the enrollment of each minority group.
 - Beginning monitoring minority enrollments on a quarterly basis.
 - Prioritizing bilingual service delivery whenever possible to encourage full participation.

Needed Community Services and Localities

SCSEP participants across Tennessee need a wide range of community services to meet their needs. Because they are economically insecure, they struggle with issues such as having enough food to eat, paying for medicine and out-of-pocket health expenses, housing, transportation, legal issues, and daily living expenses. Participants in need of assistance are referred to organizations such as food stamp offices, the Salvation Army, the Legal Aid Society, senior centers, and food banks. There are limited organizations with funding to provide these resources in rural areas. Therefore, SCSEP staff research and provide community service information available in both rural and urban areas for SCSEP participants.

In addition, TDLWD engage in partnerships with Tennessee Human Resource Agencies. These agencies produce community-needs assessments as well as use other assessments produced by

groups such as the local United Way office or Community Action Agencies. These assessments are used to identify priority community needs.

Long-term Strategy to Improve SCSEP Services

Tennessee seeks to be the top-performing state in the nation, and it understands that there are necessary steps which need to be taken to achieve this goal. These steps include:

1. Coordinating an annual meeting with local One-Stop Career Centers and career coaches/front-line staff to educate One-Stop staff about SCSEP and about serving older workers.
2. Conducting a state-wide training for all SCSEP sub-grantees and national organizations. (Topics may include data validation, Most-In-Need, Achieving Performance Goals, etc.)

Continue to analyze the Participant and Host Agency Supervisor Satisfaction Surveys for information about how to improve SCSEP services.

3. Re-activating the Older Worker Taskforce. This taskforce is composed of representatives from SCSEP grantees operating in Tennessee. This group works diligently to strengthen the coordination of SCSEP with services for older workers in the WIA one-stop system. The taskforce also develops goals and it also responds to recommendations established in the annual state-planning process.
 - a. Communicating and collaborating with SCSEP providers in Tennessee to share: best practices; alternative solutions to challenges; and coordination of specific initiatives such as outreach with employers.
 - b. Capturing feedback to improve SCSEP that may require an amendment to the Older Americans Act.
4. Exploring the creation of an Older Worker Navigator position at each One-Stop Career Center in Tennessee by using some of the allocated positions to assist the centers with serving individuals 55 and older. This includes making referrals to training and community services.
5. Creating action plans which outline monthly and quarterly goals to meet performance measures.
6. Maintaining efficient communications with the Federal Program Officer and with USDOL.
7. Developing recruitment and marketing plans to attract individuals of the “Most-In-Need” population, and Asian and Hispanic populations.
8. Conducting quarterly meetings between state and national grantees.

Employer-Engagement in unsubsidized employment

As stated in the plan, Tennessee has a goal to place at least 30% or more of its funded slots into full-time unsubsidized employment. Cooperative arrangements will be

established between the local Career Centers of the Tennessee Department of Labor and Workforce Development, community service work-based training assignment agencies, and with public and private employers. Coordination and co-location of services, at the Career Centers, will identify suitable job openings in high-demand occupations. Strategies for reaching the state's placement goals include:

- Ensuring that every effort is made to establish rapport with employers which have reliable career pathways and who are willing to develop and maintain a working partnership.
- Creating an on-going process that will consist of scheduled employer visits in the public and private sectors, of telephone contacts, and of using local news media. Contacts will also include the local Department of Economic Development and the Regional Chamber of Commerce; they will be asked to assist in creating job opportunities in local growth industries for SCSEP participants.
- Encouraging local employers to participate in job fairs and in meetings to learn how older workers contribute to all aspects of our economy and to America's leadership in the world marketplace.
- Holding sub-grantees accountable for contacting employers in their respective areas to increase employment opportunities. A focus on these sectors will include those providing opportunities for engineering, information technology, manufacturing, healthcare, and providing opportunities for other industries and occupations critical to the success of the regional economy.
- Providing additional training through WIA resources. These resources include: basic learning skills, upgrading computer skills, enrollment with WIA for Vocational Education, resume writing, and assistance with full-time job placement.

Through the assistance of employer contacts, WIA and other Aging and Disability Resource Connections will make every effort to place participants into unsubsidized employment. Follow-ups will be captured on retention activities once a participant has entered the workforce the first quarter after exiting the program. This will be accomplished by the sub-grantee contacting the employer about the exited participant's employment status. Once the participant's status has been identified, the 2nd retention phase begins. The 2nd follow-up is completed six months after the first quarter of exit, and then the last follow-up is completed one year after the first quarter of exit (Quarter definition in SCSEP Data Collection Handbook). Strategies to transition participants into unsubsidized employment will include:

- Job development which will be an on-going process and will consist of scheduled employer visits in the public and private sectors, telephone contacts, and use of local news media.

- Cooperative arrangements which will be established between the local Career Centers, community service, work-based, training-assignment agencies, and public and private employers.
- Coordination and co-location of services at the Career Centers will allow identification of suitable job openings in high-demand occupations.

Strategy for Continuous Improvement and Performance

High performance is a priority for the state on every level—grantee, sub-grantees, host agencies, and employers. Several efforts are necessary in achieving these goals:

- Implementation of a taskforce that will leverage opportunities and best practices that will increase full-time unsubsidized employment.
- Provision of tools on each grantee’s Web site for sub-grantees and older worker jobseekers. Tools may include resources and supportive services targeted for older Americans, resume help (tips, templates), information on starting a business, interviewing aids, job-search strategies for older workers (highlighting employers who hire older workers), etc.
- Continuous training of sub-grantees, with topics including: performance measures, data validation, budget management, Most-In-Need barriers, job search strategies, etc.
- Encouragement of One-Stop Career Centers to hold job fairs targeted for older workers during Hire Older Worker Week in September.
- Encouragement of SCSEP sub-grantees to reach out to employers to educate them on the value of hiring older workers.
- Encouraging the use of sector strategies to assist lower-skilled workers with skill attainment and job placement.
- Encouraging further education, such as GED, higher education, and technical training.
- Encouraging SCSEP sub-grantees to form local employer advisory boards.

Waivers Requests

Tennessee currently has eight active waivers and is requesting that all eight be extended through July 30, 2013. A summary of each is listed below with a complete description in accordance with 20 CFR 661.420(c) following.

1. Waiver of WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d) to exempt the state from the requirement to conduct evaluations. No requested changes.
2. Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) to exempt the state from the requirement to provide local workforce investment area incentive grants. No requested changes.
3. Waiver of the prohibition at 20CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth. No requested changes.
4. Waiver to permit the state to replace the performance measures at WIA Section 136(b) with the common measures. No requested changes. Request to increase transferability to 100%.
5. Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to the local area.
6. Waiver of WIA Section 123 that requires that providers of Youth program elements be selected on a competitive basis. Revised, requesting waiver for additional elements.
7. Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training. No requested changes.
8. Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training and other statewide activities. Resubmitted with a request to increase to 50% transferability.

Waiver # 1 – Evaluations

State of Tennessee

Workforce Investment Act

Waiver Request

Statutory or Regulatory Requirements to be Waived

The Tennessee Department of Labor and Workforce Development requests a waiver under the authority of the Secretary of Labor to waive requirements of the Workforce Investment Act (WIA) Title I (WIA Section 134 (a)(2)(B)(ii) and 20 CFR Part 665.200(d)) requiring the conduct of evaluations of workforce investment activities for adults, dislocated workers and youth.

State or Local Statutory or Regulatory Barriers

There are no state or local statutory barriers in implementing the requested waiver. Present regulations and policy statements are in compliance with current federal law. Upon notification of the approval of this waiver request, rules and policies will be amended to comply with the terms of the waiver.

Goals to be Achieved by the Waiver and Expected Programmatic Outcomes

The reduction to five percent in the WIA allotment for Program Year 2011 Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of evaluations. The state's reduced funds are being used to cover the following required activities:

- operating fiscal and management accountability information systems (WIA Section 134(a)(2)(B)(vi) and 20 C.F.R. 665.200(b)(1))
- submitting required reports (WIA Section 136(f))
- disseminating the list of eligible training providers for adults and dislocated workers (WIA Section 134(a)(2)(B)(i) and 20 C.F.R. 665.200 (b)(1)), and youth activities (20 C.F.R. 665.200(b)(4))
- providing technical assistance to poor performing local areas (WIA Section 134(a)(2)(B)(iv) and 20 C.F.R 665.200(f))
- disseminating training provider performance and cost information (20 CFR 665.200(b)(3)).

The goal in seeking this waiver is to ensure that the state may prioritize the use of the Governor's Reserve funds for the required activities deemed most essential to the basic functions of the workforce investment system.

Individuals Impacted by the Waiver

This waiver will provide the state agency with more flexibility in directing the Governor's Reserve funds to those activities that best preserve the basic functions of the statewide workforce investment system. This waiver is intended to waive the requirement to conduct evaluations of Workforce Investment activities for adults, dislocated workers and youth. Of the required statewide activities all but two of the basic administrative functions will continue. Based on the current spending for 5%, it is necessary to reduce the amount provided to one of our statewide contractors. This contractor was previously funded using the 10% statewide funds and in the development of quarterly and annual WIA participant and performance reports, compiles and analyzes Unemployment Insurance (UI) data to support WIA performance accountability, responds to LWIA requests for information on customer satisfaction surveys/performance measures issues, and assists TDLWD staff in the conduct of data validation of WIA participant data and any additional evaluations requested by the state. The state does not have ample staff to carry out these duties without the contractor. This leaves the state with an estimated amount of \$200,000 - \$300,000 in statewide funds to support the one statewide contract performance tracking and evaluations. Should the federal government reduce the amount allocated to the state, and we continue on the track of receiving 5%, the state would be left with providing only the essential administrative requirements of the Workforce Investment Act.

Process for monitoring progress in implementation

The state will monitor progress and ensure accountability for federal funds in connection with these waivers by reviewing monthly expenditures, performance, and other reports, through regular contact with ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Opportunity for State and Local Board and Public Comment on Waiver Request

The waiver request will be posted on the division's Web site for 30 days for public review and comment, and TDLWD will solicit additional, public input regarding this waiver request through notification to our state and local partners. This waiver was initially posted for public comment at the end of January 2012, followed by the request for waiver to USDOL on February 29, 2012. Public comment is solicited through website notification and direct emailing to all local area administrative entities and boards. In addition, the waiver was posted again on August 15, 2012 for comment along with the State Integrated Plan. Consistent with general waiver request requirements, the State is adhering to publication requirements to ensure the broadest participation including informing labor and community-based organizations, local workforce boards, and the Tennessee Workforce Investment Board. No public comments were received regarding this waiver.

Waiver #2 Local Incentive Grants

State of Tennessee

Workforce Investment Act

Waiver Request

Statutory or Regulatory Requirements to be Waived

The Tennessee Department of Labor and Workforce Development requests a waiver under the authority of the Secretary of Labor to waive requirements of the Workforce Investment Act Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) requiring provision of incentive grants to local areas.

State or Local Statutory or Regulatory Barriers

There are no state or local statutory barriers in implementing the requested waiver. Present regulations and policy statements are in compliance with current federal law. Upon notification of the approval of this waiver request, rules and policies will be amended to comply with the terms of the waiver.

Goals to be Achieved by the Waiver and Expected Programmatic Outcomes

The reduction to five percent in the WIA allotment for Program Year 2011 Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of local incentive grants. The state's reduced funds are being used to cover the following required activities:

- operating fiscal and management accountability information systems (WIA Section 134(a)(2)(B)(vi) and 20 C.F.R. 665.200(b)(1))
- submitting required reports (WIA Section 136(f))
- disseminating the list of eligible training providers for adults and dislocated workers (WIA Section 134(a)(2)(B)(i) and 20 C.F.R. 665.200 (b)(1)), and youth activities (20 C.F.R. 665.200(b)(4))
- providing technical assistance to poor performing local areas (WIA Section 134(a)(2)(B)(iv) and 20 C.F.R 665.200(f))
- disseminate training provider performance and cost information (20 CFR 665.200(b)(3)).

The goal in seeking this waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities deem most essential to the basic functions of the workforce investment system.

Individuals impacted by the waiver

This waiver will provide the state agency with more flexibility in directing the Governor's Reserve funds to those activities that best preserve basic functions of the statewide workforce investment system. Of the required statewide activities all but two of the basic administrative functions will continue. This waiver is intended to waive the requirement of providing incentive grants to local areas. Based on the current spending for 5%, it is necessary to reduce the amount provided to one of our statewide contractors, This contractor was previously funded using the 10% statewide funds and in the development of quarterly and annual WIA participant and performance reports, compiles and analyzes Unemployment Insurance (UI) data to support WIA performance accountability, responds to LWIA requests for information on customer satisfaction surveys/performance measures issues, and assists TDLWD staff in the conduct of data validation of WIA participant data. Without the services provided by this contractor, the state would be limited on the amount of performance data that would be accessible for use in determining performance outcomes, etc. The state does not have ample amount of staff to carry out these duties without the contractor. This leaves the state with an estimated amount of \$200,000 - \$300,000 in statewide funds to support the one statewide contract performance tracking. Should the federal government reduce the amount allocated to the state, and we continue on the track of receiving 5%, the state would be left with providing only the essential administrative requirements of the Workforce Investment Act. The state is not requesting to waive performance gathering and reporting requirements, only the award of incentive grants to local areas.

Process for Monitoring Progress in Implementation

The State will monitor progress and ensure accountability for federal funds in connection with these waivers by reviewing monthly expenditures, performance, and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

Opportunity for State and Local Board and Public Comment on Waiver Request

The draft waiver request will be posted on the division's Web site for 30 days for public review and comment, and TDLWD will solicit additional, public input regarding this waiver request through notification to our state and local partners. This waiver was initially posted for public comment at the end of January 2012, followed by the request for waiver to USDOL on February 29, 2012. Public comment is solicited through website notification and direct emailing to all local area administrative entities and boards. In addition, the waiver was posted again on August 15, 2012 for comment along with the State Integrated Plan.

Local Incentive Grants

Pg. 3

Consistent with general waiver request requirements, the state is adhering to publication requirements to ensure the broadest participation including informing labor and community-based organizations, local workforce boards, and the Tennessee Workforce Investment Board. No public comments were received regarding this waiver.

Waiver #3 Individual Training Accounts (ITAs) for Youth

State of Tennessee

Workforce Investment Act

Waiver Request

Statutory or Regulatory Requirements to be Waived

The Tennessee Department of Labor and Workforce Development requests a waiver under the authority of the Secretary of Labor to waive requirements of the Workforce Investment Act (WIA) Title I (WIA Regulation 29 CFR §664.610 prohibits the use of Individual Training Accounts for youth). This waiver requests the use of Individual Training Accounts to access occupational skills training as needed for WIA youth, especially out-of-school youth and/or older youth.

State or Local Statutory or Regulatory Barriers

There are no state or local statutory barriers to implementing the requested waiver. Present regulations and policy statements are in compliance with current federal law. Upon notification of the approval of this waiver request, rules and policies will be amended to comply with the terms of the waiver.

Goals to be Achieved by the Waiver and Expected Programmatic Outcomes

- Ensures local areas have the flexibility needed to design and deliver programs based on the needs of their customers, rather than on restrictions based on the age of the customer.
- Provides access to the required youth element of occupational skills training without the need to dual-enroll a youth as an adult to provide this element.
- Allows training opportunities for youth in demand occupations that can enable the youth to become self-sufficient.
- Provides youth access to training needed instead of only the training opportunities that might be available through an RFP process. Training institutions have little interest in developing and submitting a proposal for youth training in response to an RFP.
- Allows more efficient use of resources by allowing youth dollars to be spent on youth and adult funds to be spent on adults.
- Eliminates the need to dual enroll a youth just to be able to provide the specific training needed by the youth to attain an occupational goal as is currently necessary for a youth to access occupational skills training through the Adult Individual Training Account (ITA) and Eligible Training Provider List (ETPL) process.
- Offers youth the customer choice and informed decision making opportunities specified in Section 129 of the Act through use of the ITA/ETPL process.

Individual Training Accounts (ITAs) for Youth

Pg. 2

- Allows youth to be counted only in the appropriate youth measures instead of in both the youth and adult measures. (This can be especially critical when serving challenging populations such as Older Youth.)

Description of the Goals of the Waiver and Expected Outcomes

The implementation of WIA brought a shift from short-term approaches in providing youth training activities to a comprehensive, year-round program. The legislative intent of WIA was to provide more comprehensive services to youth with both in-school and out-of-school youth being served. Tennessee fully agrees with the intent of the legislation but does not feel that the contracted year-round services method is the only way or always the best way to serve the state's youth population.

Youth may currently access Individual Training Accounts (ITAs) through co-enrollment into the adult program. Approval of this waiver would allow flexibility in using youth funds to provide training services to youth while retaining limited adult funds to be used on adult training services.

Co-enrollment would still be a viable option if the needs of the customer warrant co-enrollment. Being able to access the Eligible Training Provider (ETP) List would allow more comprehensive services to be provided to the WIA youth being served in Tennessee. The Tennessee Higher Education Commission (THEC) provides a consumer report available via the Web site that provides consumers with enrollment, completion and placement data for each program on the ETP List. Using the ETP List would enhance the local areas' ability to better serve youth by not having to issue a Request for Proposal for the single stand-alone training services that might be needed by one or a small group of youth.

§664.510 states, "in order to enhance youth participant choice, youth participants should be involved in the selection of educational and training activities." Receiving this waiver would provide youth customers with more opportunity to be strongly involved in the development of their service strategies. Each local area would outline a youth strategy through the local plan process. Receiving this waiver will allow the local areas in Tennessee to more efficiently and cost effectively, serve the youth population. The local areas could also better manage WIA Performance Measures by receiving this waiver. The ultimate outcome would be that individual needs of the youth will be better served.

WIA requires local areas to make available a menu of ten program elements, specified in 20 CFR 664.410, to eligible youth.

These required program elements include occupational skills training. Currently, it is difficult to provide that element to Tennessee's youth. TDLWD believes that the intent of this waiver request is practical and needed for successful outcomes for youth. TDLWD will, through the local planning process, require that local workforce investment areas outline a plan of action to ensure compliance with this regulation for those receiving occupational skills training through the use of an Individual Training Account.

Description of the Individuals Impacted by the Waiver

This waiver will impact all youth customers in a positive manner. These customers will benefit from having more opportunities for training activities available to them. This waiver will also have a positive impact on adult customers, since limited adult funds will not be needed to serve all youth customers accessing occupational training.

Description of the Process to Monitor Progress

TDLWD will be the entity responsible for monitoring the goals established in this waiver request. Criteria concerning implementation of this waiver are included in the Sub-recipient Monitoring Guide utilized to monitor fiscal and program activity within the LWIAs.

TDLWD staff will also be responsible for monitoring the local area process during annual on-site reviews of each local area. In addition, performance results of each individual LWIA utilizing the waiver will be reviewed to ensure positive correlation between participant outcomes and service strategies. Eligible Training Providers who are utilized under this waiver will be included in the same reviews and procedures the agency currently has established as part of the Eligible Training Provider List.

Opportunity for Local Boards to Comment on the Waiver Request

This waiver request was initiated based on needs identified by local area Youth Leads.

Opportunity for State and Local Board and Public Comment on Waiver Request

The public comment period for this waiver request was issued from August 15, 2012, through September 15, 2012. Public comment is solicited through website notification and direct emailing to all local area administrative entities and boards. No public comments were received regarding this waiver.

Additional Information

If this waiver is granted, the Tennessee Department of Labor and Workforce Development, administrator of the Workforce Investment Act in Tennessee, will issue, through guidance memorandums, authority for the thirteen Local Workforce investment Areas (LWIAs) to pursue the use of Individual Training Accounts (ITAs) for youth using the methodology outlined in sections 663.400-440 and 663.500-595 of the regulations. Each local area will be required to amend its local area plan to include the use of this process for youth. Each area will also be required to implement guidelines outlining how the ITA will be used, including the maximum length of training and the maximum amount of allowable funding. Each LWIA will follow state and locally-established policies and procedures governing the use of ITAs. The LWIAs will be encouraged to monitor the process through internal monitoring processes. The state will monitor the process during annual on-site reviews of each local area.

Waiver #4 Common Measures

State of Tennessee

Workforce Investment Act

Waiver Request

Statutory and Regulatory Provisions to be Waived

The Tennessee Department of Labor and Workforce Development requests a waiver, to be effective July 1, 2008, under the authority of the Secretary of Labor to waive requirements of the Workforce Investment Act (WIA), Title I, Subtitles B and E. Tennessee is requesting a waiver to reporting the 17 statutory measures required under WIA §136(b), and as required in 20 CFR §666.100(a) and §666.300(a), which specify the state and local performance measures currently required for WIA Title I programs. The Tennessee Department of Labor and Workforce Development will report performance using the federal Common Measures exclusively.

State or Local Statutory or Regulatory Barriers

There are no state or local statutory barriers in implementing the requested waiver. Nothing in this waiver is intended to prevent the state or the local workforce board from implementing additional measures to assess performance.

Goals to be Achieved by the Waiver and Expected Programmatic Outcomes

This waiver will allow Tennessee to continue its performance focus, facilitate system integration across partner programs, and enhance the state's flexibility to plan and implement innovative and streamlined service delivery-strategies. The waiver will also help to strengthen Tennessee's continuing work to provide strategic economic and labor market investments. The Common Measures provide a simplified and streamlined performance measurement system, consistent with the new WISPR (Workforce Investment Streamlined Performance Reporting) system. Tennessee's Cyclical Performance Management System, as further explained in the state's recently-approved WIA Strategic Five-Year Plan, is an excellent match with WISPR and the Common Measures, and already has produced a first draft WISPR file. A waiver to report Common Measures exclusively will provide cost effectiveness, better case management, and increased customer service. Customer satisfaction surveys have been conducted regularly with the objective to use evidence-based measurements and practices to facilitate and improve the transition to the common measures. Further, the customer satisfaction surveys, though not required under an approved waiver, will continue to be utilized in order to track our outcomes and experiences under this waiver.

Common Measures

Pg. 2

This waiver is viewed as a continuous-improvement measure which will have the following benefits and outcomes:

- Facilitate the goal of a fully-integrated Workforce System
- Provide clear and understandable information to stakeholders concerning the use of public funds and return on investment
- Improve case management integration, service coordination and information sharing
- Assist in the realignment of youth program designs to better implement ETA's New Youth Vision and targeting out-of-school youth
- Use a single set of measures for youth, thus eliminating the need to track younger versus older youth
- Reduce labor intensive data collection and processing

Description of the Individuals Impacted by the Waiver

All customers of the Workforce System will benefit from this waiver. The quality and quantity of services to participants will be enhanced by focusing on fewer targeted outcomes. State and local program administrators will benefit as the State progresses toward a fully-integrated Workforce System that concentrates on demand-driven accountability measures.

Description of the Process to Monitor Progress

The Division of Workforce Development (Division), TDLWD, will monitor the implementation and impact of this waiver, as well as the progress toward meeting expected outcomes. This will be accomplished as follows:

- Tennessee's eCMATS (Enhanced Consolidated Management and Tracking System) online database will be used for case management, tracking of services, follow-up and reporting. eCMATS will be used to monitor the data collection and reporting of Common Measures at both the state and local levels. eCMATS presently accommodates the new WISPR reporting system, and permits specialized reports to ensure accuracy of the data. This will enable state and local staff to identify technical assistance needs.
- The Division will review applicable policies, procedures, and manuals and then modify them accordingly.
- The Division will report performance on Common Measures to ETA quarterly and annually in accordance with the WIA Performance Reporting System.
- The Division will monitor the implementation of the waiver through quarterly reports and meetings with Local Workforce Investment Area (LWIA) administrators. The reports and meetings will serve as opportunities to address implementation issues.

- The state incentive and sanction policy will be revised around the Common Measures to reward success in exceeding performance and require timely corrective action to increase the performance of failed measures.

Opportunity for State and Local Board and Public Comment on Waiver Request

The proposed waiver would impact all 13 of Tennessee's LWIAs. Tennessee's State Workforce Development Board of Directors, representing the 13 LWIAs, has instructed the Division to submit this Request for Waiver to the Common Measures to the U.S. Department of Labor for consideration. The draft waiver request was posted on the Division's Web site for the required 30-day period for public review and comment, and TDLWD solicited additional public input regarding this waiver request through a Performance Business Meeting held on August 15, 2012, and through notification to the State and local partners. All comments received have been provided with full consideration, and when applicable have been incorporated into this request.

Waiver#5 Adult and Dislocated Worker transfer of funds

State of Tennessee

Workforce Investment Act

Waiver Request

Statutory and Regulatory Provisions to be Waived

The Tennessee Department of Labor and Workforce Development requests a waiver under the authority of the Secretary of Labor to waive requirements of Workforce Investment Act (WIA), Title I, WIA Section 133(b) (4) (2) and WIA Federal regulations at 20 CFR 667.140. Tennessee is requesting an extension of the Governor's waiver authority to approve local boards to transfer, between the two programs, up to 100% of a program-year allocation for adult employment and training activities and up to 100% of a program-year allocation for dislocated worker employment and training activities.

State or Local Statutory or Regulatory Barriers

There is no state or local statutory or regulatory barrier in implementing the state policy.

Goals to be Achieved by the Waiver and Expected Programmatic Outcomes

Since the previous approval of this waiver, Local Workforce Investment Areas have been aided by the waiver and have achieved the following:

- Increased flexibility and effective management of funding (including response to sudden increased service demands in the dislocated or the adult program).
- Benefits to customers who need additional services to be able to meet employer demands.
- Increased services to adults most in need.

One of the goals of TDLWD in 2012, is to strengthen services to vulnerable populations that have severe barriers to employment. Assisting these individuals will increase the need of flexibility in transferring funds between the adult and dislocated worker programs. In 2012, TDLWD plans to integrate program services and resources to assist all partner customers to be successful in their search for employment. It is anticipated that many TANF eligible adults will be served in the career centers and many will have to be provided skills training. Transferring unallocated dislocated worker funds to the adult funding stream at the local level will support funding shortages and have the desired outcome for TANF customers, people with disabilities and all WIA customers.

As a result of the reduction of overall WIA funding at the state level, LWIAs received the usual 10% state set-aside funds at their level. Even with these additional funds, the LWIAs lost a significant amount of dislocated worker funds (as much as 61% in one area), so this increases the need for the flexibility to transfer the funds between the two funding streams.

The Workforce Development goal remains the same and the extension of this waiver and goals will allow Local Workforce Investment Areas to provide services and also ease the impacts of the current economic situation on diverse groups of businesses and job seekers facing different obstacles.

Description of the Individuals Impacted by the Waiver

Adult and Dislocated Worker customers needing services, including those who have the most need for extensive services to enter the labor market, will be helped the most. As reflected on the ETA9090 WIA 4th Quarter Performance Report for PY2011, 70.5% served were adults, 29.2% served were dislocated workers, with the remainder of the AD/DW population served being National Emergency Grant participants. Of those adults served, 32.4% received training services, while 50.4% of the dislocated workers served (including NEG participants) received training services. These numbers reflect the four quarters beginning July 1, 2011 and ending June 30, 2012.

Description of the Process to Monitor Progress

LWIAs request a redesignation (transfer) of funds for the respective program (Adult/DW). LWIAs are capped at the 50% transfer (program funds only) and the respective expenditures are monitored by fiscal and Workforce Development staff on a monthly basis. The Division of Workforce Development, Tennessee Department of Labor and Workforce Development, will continue to monitor the implementation and impact of the waiver, as well as the progress toward meeting expected outcomes.

Opportunity for State and Local Board and Public Comment on Waiver Request

This waiver was previously posted on the Division's Web site for 30 days for public review and comment. This department plans to notify the public of the extension of this waiver when it receives a letter of approval. Send any comments or questions regarding the waiver request to Susie.Bourque@tn.gov or call 615-741-1031.

Waiver #6 Youth Program Elements (Revised, additional request)

State of Tennessee

Workforce Investment Act

Waiver Request

Statutory and Regulatory Provisions to be Waived

The Tennessee Department of Labor and Workforce Development requests a waiver under the authority of the Secretary of Labor to waive requirements of Workforce Investment Act (WIA), Title I, WIA Section 189 (i) (4) (B) and WIA Regulations at 661.420 (c). Tennessee currently has received an approved waiver which allows three of the statutory ten youth program elements to be provided directly through the administrative entities. The three elements are: Support Services, Follow-up services for not less than 12 months after the completion of participations, and Paid and unpaid work experiences including internship and job shadowing.

Tennessee is requesting to continue allowing the 13 Local Workforce Investment Areas the option of fulfilling the three previously listed required program elements for the youth services through administrative entities. Tennessee also request that three additional required program elements be waived. These are:

1. Leadership Development Opportunities
2. Adult Mentoring for the duration of at least 12 months
3. Tutoring, study skills training, and instruction leading to secondary school completion, dropout prevention strategies

This waiver request is to waive the competitive procurement requirement of the above listed six program elements when the elements are being directly provided by the local administrative entity.

State or Local Statutory or Regulatory Barriers

There is no state or local statutory or regulatory barrier in implementing the requested waiver.

Goals to be Achieved by the Waiver and Expected Programmatic Outcomes

Due to the loss of the ability to retain 15% Governor's Reserve Funds, the state no longer has the ability to fund pilot projects and other programs, such as Jobs for Tennessee's Graduates (Jobs for America's Graduates). In addition, due to the economic downturn, several Local Workforce Investment Areas (LWIAs) have experienced a decline in the available youth program providers and partnering agencies which were able to leverage funding.

Many of the remaining partners have limited availability for providing services based on funding and their required eligibility restrictions. Local Youth Councils have experienced the following scenarios: existing agencies are not responsive to a Request for Proposal; agencies approach the LWIA administrative entity and offer to provide funding for leveraging if the administrative entity can provide the framework and staffing for services.

As a result, LWIAs face a challenging task to ensure that all ten program elements are available to WIA eligible youth within their regions. One of the key challenges that the youth program currently faces is maintaining an integrated network of available services, which are offered within close proximity and without causing an undue burden on youth participants.

Due to the previous approval of waiver of competitive procurement for three of the ten program elements, administrative entities have been able to generate a larger pool of funds which has driven down the cost of providing services, thus allowing more youth to be served. This has resulted in:

- Continuity of services to youth when administrative entities provide support service and follow-up services.
- Rapid implementation of the summer youth jobs program
- Strong ties with work experience/internship host agencies and employers
- Reduction of administrative cost
- Follow-up services providing more stability of services including longer retention

The State of Tennessee will achieve the above mentioned goal, as well as ensure LWIA administrative entities have the flexibility they need to continue to help their regions address the loss of partners, programs, and services. The flexibility to directly provide youth program elements will increase the ability of partnering agencies to leverage funding. It will aid to coordinate existing programs ensuring at-risk youth in each area have sturdy program design and opportunities to address the barriers they experience. For example, The Tennessee Department of Labor and Workforce Development is discussing with the Department of Human Services to strengthen partnerships and establish strategies to improve workforce system enrollment of Temporary Assistance for Needy Families (TANF) participants. A possible approach by WIA Youth Programs is to focus on serving 2nd generation TANF recipients, and by targeting this youth population, while concurrently enrolling adult members of the family in other WIA programs, the department aims to directly address the cycle of poverty. The state and the local areas also are discussing how to provide work experience to these youth, when appropriate through an individual assessment.

The additional ability to deliver Leadership Development, Adult Mentoring, and Tutoring and study skills would allow the local areas the ability to improve the services offered to TANF youth.

Description of the Individuals Impacted by the Waiver

Eligible WIA youth, who require the above services, will be impacted by this waiver.

Description of the Process to Monitor Progress

The Division of Workforce Development, Tennessee Department of Labor and Workforce Development, will continue to monitor the implementation and impact of the waiver, as well as the progress toward meeting expected outcomes. This waiver will be incorporated into the Workforce Development Division's WIA monitoring procedures. A Policy will be established which requires LWIAs to have performed due diligence in Resource Mapping all programs and services within each respective area and to provide documentation demonstrating a history of the competitive procurement processes which have yielded inadequate response.

In order to demonstrate the local area has received insufficient responses to Request for Proposals, the local area must follow the instructions below.

1. Document that there are no viable youth providers or that current providers are underperforming and that all readily available services are being utilized.
2. Share local policy (or youth council/LWIB meeting minutes) showing steps have been taken to address deficiencies of local youth contractors.
3. Seek local board approval or Youth Council recommendation to develop new strategies to implement this waiver.
4. Provide the state with the above documentation and include it as an addendum to this year's local plan.

Workforce Development staff will be responsible for reviewing the documentation to ensure due diligence has been made to identify and allow for an open competitive procurement process prior to award approval for a LWIA to utilize the waiver. In addition, monitoring of this waiver will be included in the Sub-recipient Monitoring Guide utilized to monitor fiscal and program activity within the LWIAs.

Youth Program Elements (*Revised, additional request*)

Pg. 4

Opportunity for State and Local Board and Public Comment on Waiver Request

This waiver was posted on the Division's Website for 30 days for public review and comment.

No Comments were received.

Send any comments or questions regarding the waiver request to Susie.Bourque@tn.gov or call 615-741-1031.

Waiver #7 Incumbent Worker Training Utilizing Local Activity Funds

State of Tennessee

Workforce Investment Act

Waiver Request

Statutory or Regulatory Requirements to be Waived

The Tennessee Department of Labor and Workforce Development (TDLWD) requests a waiver under the authority of the Secretary of Labor to waive requirements of the Workforce Investment Act (WIA), Title I, WIA Section 134(d) (3) (A) to allow the Local Boards, at their discretion, to spend up to 10 percent of funds allocated under WIA Section 133(b) to carry out incumbent worker training programs. These funds should be utilized in the same manner as statewide activities funds. Subsequently, income eligibility (including self-sufficiency) and WIA performance measures would not be applicable; rather the state would develop and require local areas to collect and report program outcomes based on a set of predetermined criteria. The state requests an effective date for this waiver of July 1, 2009, through June 30, 2010. The state also and requests that, upon approval, this waiver should be incorporated by reference into the state's Grant Agreement and that it should constitute a modification of the state's approved Strategic Plan.

WIA Section 134(d)(3)(A) effectively prevents the use of formula funds for incumbent worker training. Approval of this Waiver Plan will reduce layoffs and closures by assisting companies in saving jobs and becoming more competitive through the provision of needed training to current workers. Through its implementation, this waiver will further the state's workforce investment system and will align with the state's strategic plan goals by addressing the need for a more skilled workforce and assisting in the retention of businesses.

Tennessee recognizes that this regulation prevents the Local Boards from spending up to 10 percent of funds allocated under WIA Section 133(b) to carry out incumbent worker training programs. This regulation is thus a barrier to using local funds to meet the needs of businesses and their existing workers. The state would like to encourage a local system to provide companies with assistance needed to retain jobs and to create new ones through incumbent worker training.

State or Local Statutory or Regulatory Barriers

There are no state or local statutory barriers to implementing the requested waiver. Present regulations and policy statements are in compliance with current federal law. Upon notification of the approval of this waiver request, rules and policies will be amended to comply with the terms of the waiver.

Goals and Expected Programmatic Outcomes

This Waiver Plan will provide Local Boards with the option to spend a portion of their WIA formula funding for incumbent worker training. With the current economic downturn, it is imperative that the Local Boards be able to respond more quickly and efficiently to immediate local needs. Each LWIA determines the target industries and economic sectors that they will serve depending on their own specific needs. The type of training must be lay-off aversion and be process improvement or skill attainment. The skills received vary with the type of training but often are process improvement such as ISO, Black Belt, Green Belt and Lean Manufacturing. Skills development is generally training like Programmable Logic Controls (PLC), welding, Manufacturing Maintenance and industry specific training. Incumbent worker training provides companies with the assistance they need to retain jobs in these difficult times and even to create new jobs. The training should result in a high probability of layoff avoidance and possible company growth through the economic recovery period.

Individuals Affected

This Waiver Plan will affect business in a positive manner by reducing the risk of a layoff or closure because workers have not kept current with new skills and technology. During this economic recovery period, when the company may be experiencing slow productivity, the company can fill those down times by providing training that will enhance existing skills or provide new skills that will create new job opportunities and avoid layoffs or closures. This Waiver Plan increases the role of Local Boards and the role of businesses in the workforce development system. It also increases local flexibility to respond to the business community, in keeping with the goals of WIA.

Description of the Process to Monitor Progress

All IWT applications using local formula funds are sent to the TDOL/WFD for final approval. When LWIAs get approval to set- aside funds from their Workforce Boards they are required to inform WD the amount of that set-aside and are required to do all reporting in e-CMATs reflecting on their performance. Quarterly reports are also required. TDLWD will encourage the Local Boards to implement the Waiver Plan to develop incumbent worker training programs and will monitor the performance results through the statewide management information system. In addition, TDLWD will issue a workforce development policy to define the requirements for the incumbent worker training program to include a 50 percent match from the business. The match could come from other federal, state, or private funding, or in-kind contributions. TDLWD will also monitor the implementation and impact of the waiver, as well as, progress toward meeting expected outcomes. This waiver will be incorporated into the Workforce Development Division's WIA monitoring procedures.

Opportunity for Local Board and Public Comment

Public comment was solicited through website notification and direct emailing to all local area administrative entities and boards. No public comments were received regarding this waiver. TDLWD will solicit additional, public input regarding this waiver request through notification to state and local partners. Any responses to this posting will be forwarded to the U.S. Department of Labor within thirty days.

Consistent with general waiver request requirements, the state is adhering to publication requirements to ensure the broadest participation including informing appropriate youth program partners such as schools, labor and community-based organizations, local workforce boards, and the Tennessee Workforce Investment Board. In addition, TDLWD has posted this waiver on its Web site for public review and comment, and has consulted local boards and other interested stakeholders.

Send any comments or questions regarding the waiver request to Pat.Bleecker@tn.gov or call 615) 741-1031.

Waiver #8 State Set-Aside Redistribution

State of Tennessee Workforce Investment Act Waiver Request

The Tennessee Department of Labor and Workforce Development (TDLWD), as the administrative entity for the Workforce Investment Act (WIA) in the state of Tennessee, is requesting a waiver of the regulatory requirements found in 20 CFR 665.310 and 665.320 that limits the use of State Set-Aside Rapid Response funds. In doing so, the state would like to use up to 50% of the funds set aside for rapid response to further the Governor's initiatives (funded under 20 CFR 665.200 and 665.210) to build partnerships with Economic Development activities under the Governor's Jobs4TN and TN Works Act of 2012. This waiver will provide increased incumbent worker training that will result in Layoff Aversion through process improvement or skills upgrade and also will provides new job opportunities.

In compliance with WIA Regulations 661.420, please accept the following as a request for this waiver.

Background

As the U.S. and Tennessee move through slow economic recovery, Tennessee is ready to take on the challenge of moving this economy forward. Tennessee companies, now more than ever, have a need to upgrade the skills of their incumbent workers in company-related, work-specific training that will result in layoff aversion and create new opportunities to create new jobs. USDOL Certified Apprenticeship Programs and Tennessee companies are prepared to take this time of slow productivity to provide training on company time that will result in company growth and new business opportunities. This will be done by upgrading the skills of the incumbent workforce and apprentices. TDLWD is requesting this waiver in order to reestablish these highly successful programs to the levels enjoyed in previous years and to build on the efforts of the State Board and Department to provide increased services to employers. This will be done through incumbent worker training, apprenticeship assistance, on-the-job training, and skills training. Being granted the flexibility to access one funding source (instead of multiple funding sources) with one set of rules would be less burdensome and a more efficient use of resources.

According to Section 665.300, activities can include the delivery of services to enable dislocated workers to transition into new employment as quickly as possible.

The best way to do this is through work-based learning opportunities supported by the LWIAs and include apprenticeship assistance, OJT and other training related activities. It could also be utilized for dislocated worker programs as further described in section 665.310 and 665.320.

Statutory Regulation to be Waived

Section 189(i)(4) of WIA provides the Secretary of Labor general statutory authority to provide waivers if it is determined that the requirements, requested to be waived, impede the ability of the state or local area to implement its plans. TDLWD believes that the approval of this waiver request will remove such an impediment and assist in the implementation and continued development of a cohesive delivery system. In addition, TDLWD understands, in submitting this waiver request, the statutory exceptions to the Secretary's authority to approve waivers. However, Tennessee is submitting a request for a waiver that does not violate or affect any requirements or provisions of WIA and its related federal regulations.

Tennessee requests a waiver of 20 CFR 665.310 and 665.320 to the extent that such regulations are not consistent with and do not allow for the delivery of services as outlined in 20 CFR 665.210. Specifically, the state is requesting to be allowed to utilize up to 50% of the funds set aside under Section 133 (a) (2) for allowable statewide activities described in 20 CFR 665.210. This will enhance flexibility to provide support to the local areas through a variety of strategies to include incumbent worker training that results in layoff aversion, on-the-job training, apprenticeship assistance, skill shortages, and customized training that assists the local employers meet their local employer training demands while saving and creating jobs.

Over the past several years, under the leadership of Governor Bill Haslam and Commissioner Karla Davis, the department has focused on one of the core principles of economic development, training the existing workforce. Because of the reduction of statewide set-aside funds from 15% to 5%, the state has relied on Rapid Response funds to provide Incumbent Worker Training and OJT through TN Works establishing greater capacity to increase the number of training programs offered through our public colleges and universities. In the past two years, TDLWD has trained more than 6,949 incumbent workers, with a projected saving of 3,599 jobs.

Companies projected saving up to 3,599 jobs. This has decreased the impact on the UI Trust Fund, due to the Incumbent Worker Training. The flexibility granted from this waiver will allow more implementation of layoff aversion and new-job development strategies rather than simply developing and overseeing the strategy as stipulated in 20 CFR 665.220.

Another matter to note is that all our grant programs under TDLWD require a match from the employer receiving the grant. This has doubled the return on investment and has leveraged significant contributions to accomplish industry-specific training at a more efficient cost to the Workforce System.

Goals to be Achieved by the Waiver

- Increase the enrollments to assist employers to prevent layoffs and retain current employees
- Help companies to develop new skills for their employees to attract new business that will save jobs, create new jobs, and lessen the draw on the UI trust fund
- Provide more employees with higher technical skill levels through training and increased employment potential
- Meet the demands of a changing economy and train individuals in demand occupations
- Promote partnerships between businesses and the Workforce Development System by leveraging available funds
- Strengthen integration of services and programs
- Increase enrollment in Incumbent Worker training, and encourage Apprenticeship Assistance training programs and OJT in a return to previous program years when the 50% waiver was in place.

The waiver will allow local boards to promote cost benefits of improved administrative efficiencies, encouraging increased leveraging of resources in workforce investment areas.

State or Local Statutory or Regulatory Barriers

Present regulations and policy statements are in compliance with current federal law. Upon notification of the approval of this waiver request, rules and policies will be amended to comply with the terms of the waiver.

Description of the Individuals Impacted by the Waiver

Tennessee Workforce Investment Boards that provide quality services will have access to additional resources to meet the needs of employers, incumbent workers, and demand-driven training services. This waiver will impact all eligible adult customers in a positive manner. These customers will benefit from having more training opportunities.

Description of the Process to Monitor Progress

All rapid response, dislocated worker activity will be reported quarterly through the LWIAs. Additionally grants are monitored annually by both the LWIA and the state Program Accountability Review (PAR) Unit. TDLWD will be the entity responsible for monitoring the progress in the IWT programs. TDLWD will also be responsible for monitoring the local area process and progress during annual on-site reviews of each local area.

Opportunity for State and Local Board and Public Comment on Waiver Request

Public comment was solicited through website notification and direct emailing to all local area administrative entities and boards. No public comments were received regarding this waiver. Consistent with general waiver request requirements, the state is adhering to publication requirements to ensure the broadest participation including informing appropriate labor and community-based organizations, local workforce boards, and the Tennessee Workforce Investment Board. In addition, TDLWD has posted this waiver on its Web site for public review and comment, and has consulted local boards and other interested stakeholders.

Send any comments or questions regarding the waiver request to Pat.Bleecker@tn.gov or call 615) 741-1031.

SECTION III. INTEGRATED WORKFORCE PLAN ASSURANCES

This section provides a "check-the-box" table of assurance statements and a single signature sheet to certify that the information provided by the state, and submitted to the Department, in the following table is accurate, complete, and meets all legal and guidance requirements. The table below contains the assurances, the legal reference that corresponds to each assurance, and a column for the state to provide a reference to the document(s) that it believes meets the stated assurance or where the statute requires documentation of a policy or procedure. Such a reference may be a hyperlink to an on-line document or it may be an attachment. Not all assurances require documents to be attached or referenced. Where an approved special exemption, waiver, or an approved alternate structure makes an assurance not applicable to your state, please insert the words "Not Applicable" in the reference column.

By checking each assurance, attaching the proper documentation or links, and signing the certification at the end of the document, the state is certifying it has met each of the legal planning requirements outlined in WIA law and regulations and in corresponding Departmental guidance. By checking each box and signing the certification, the state is also indicating that its supporting documentation meets all applicable Federal and state laws and regulations and is available for review. Any deficiencies in the documentation attached to each assurance identified during the State Plan review process may result in additional technical assistance and a written corrective action as part of the Department's conditional approval of the state's Integrated Workforce Plan. Assurances that are part of the state's grant agreement are not duplicated here.

ASSURANCES AND ATTACHMENTS – PLANNING PROCESS AND PUBLIC COMMENT

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
1.	X	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f), (g), (h), 20 CFR 641.335	<i>A summary of the comments is provided immediately following the assurance section of the plan.</i>
2.	X	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	<i>Posted draft for public comments; held stakeholder planning session to discuss and review information; met with key stakeholders to answer questions and review; reviewed and discussed public comments; provided info to State Board to prepare for approval process; met with Governor’s staff to discuss and get feedback</i>
3.	X	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		<i>Available on the TDLWD web site</i>

4.	X	<p>The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farm worker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.</p>	<p>WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20CFR 661.220(d) 20 CFR 653.107 (d) 20 CFR 653.108(f)</p>	<p>The State Monitor Advocate was included in the development of the Agricultural Outreach Plan. His comments were part of the original document. The Agricultural Outreach Plan went out for the required comment period on MSFW Partner Programs and the general public</p>
5.	X	<p>In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farm workers.</p>	<p>20 CFR 653.108(t)</p>	<p>MSFW plan incorporated into integrated State Plan</p>
6.	X	<p>The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.</p>	<p>WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207</p>	<p>http://www.tn.gov/labor-wfd/public_notices/2012/wfd_may17to18_2012.pdf .</p>

7.	X	<p>Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and local boards under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations</p>	<p>20 CFR 641.315(a)(1-10), 641.325 (f), (g), (h)</p>	<p>A participatory approach was used for the 2012 State Plan. The state worked with both the National Council on Aging and Senior Services of America, Inc. to discuss the process and timeline for the State Integrated Plan. All of the three grantees in Tennessee were involved in drafting of the plan. The State Plan process began on April 9, 2012, was completed September 15, 2012. All of the representatives contacted concurred and agreed that the State Plan has improved coordination between organizations serving older workers and has enhanced the awareness of their unique needs. Contacts were made with local businesses and groups to comments about the 2012 plan. Some of these included: participants, senior centers, local government, state parks, Tennessee Commission on Aging and Disability, local businesses, etc. They were asked to recommend ways SCSEP could improve community service to further benefit of the communities they serve, and how to better enhance employment and training services for older workers.</p>
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ASSURANCES AND ATTACHMENTS - REQUIRED POLICIES AND PROCEDURES

		STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
8.	X	The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public Workforce System, including policy for the use of WIA title I statewide funds.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	http://www.tn.gov/labor-wfd/WIA-Policy01-13-C2.pdf http://www.tn.gov/labor-wfd/WIA-Policy12-50.pdf
9.	X	The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	WIA Sections 112(b)(13), 111(f), 117(g)	http://www.tn.gov/labor-wfd/ConflictPolicy_Boards.pdf
10.	X	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	<i>Appeals Process (LWIA Designation)</i> <ul style="list-style-type: none"> • See below <i>LWIB Recertification Criteria for the State Board PY2010 and PY2011</i> • <i>Training and Employment Guidance Letter 37-10</i> http://wdr.doleta.gov/directives/attach/TEGL/TEGL37-10ACC.pdf
11.	X	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	<i>Training and Employment Guidance Letter 37-10</i> http://wdr.doleta.gov/directives/attach/TEGL/TEGL37-10ACC.pdf
12.	X	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	<i>See below LWIB Recertification Criteria for the State Board PY2010 and PY2011</i> http://www.doleta.gov/usworkforce/wia/finalrule.pdf CFR 661.325

13.	X	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	http://www.tn.gov/labor-wfd/TA_manual.pdf pages 16-18
14.	X	Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	http://www.tn.gov/labor-wfd/wfboard.html
15.	X	Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)	WIA Sections 111(b), (e) 20 CFR 661.210(c)	N/A
16.	X	When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html
17.	X	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	http://www.tn.gov/labor-wfd/WIA/Providers/CertificationProcess/index.html
18.	X	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	<i>Included in contract language and Monitoring Guide pages 12, 14, 18</i> http://www.tn.gov/labor-wfd/et_monitor_review2012.pdf

19.	X	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 29 CFR 37	http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html
20.	X	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	http://www.tn.gov/labor-wfd/WIA-Policy00-11.pdf
21.	X	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html <i>Policies E&T 00-05 Chg. 3 and E&T 00-06 Chg. 3</i>
22.	X	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185	http://www.tn.gov/labor-wfd/CMATmanual2.pdf
23.	X	For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	N/A

ASSURANCES AND ATTACHMENTS - ADMINISTRATION OF FUNDS

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
24	X	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	http://www.tn.gov/labor-wfd/et_monitor_review2012.pdf
24a.	X	For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	http://www.tn.gov/labor-wfd/et_monitor_review2012.pdf <i>Tennessee does not omit any data assigned by USDOL and WIA Regulations</i>
25.	X	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)	http://www.tn.gov/labor-wfd/et_monitor_review2012.pdf
26.	X	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	http://www.tn.gov/labor-wfd/WIA-Policy01-13-C2.pdf

27.	X	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html
28.	X	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html
29.	X	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html
30.	X	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	http://www.tn.gov/labor-wfd/et_monitor_review2012.pdf
31.	X	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections 112(b)(11), 127, 132, 184 W-P Sections 9(a), (c) 20 CFR 652.8(b), (c)	http://www.tn.gov/labor-wfd/et_financialsupguide.pdf
32.	X	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	WIA Sections 184(a)(3), (4) 20 CFR 667.200, .400(c)(2), 667.410	http://www.tn.gov/labor-wfd/et_monitor_review2012.pdf <i>page 51</i>
33.	X	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603	http://www.tn.gov/labor-wfd/WIA-Policy12-49.pdf
34.	X	The state will not use received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	http://www.tn.gov/labor-wfd/et_services_prog_mgmt_plng.html

ASSURANCES AND ATTACHMENTS - ELIGIBILITY

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENT
35.	X	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the “deficient in basic literacy skills” criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	http://www.tn.gov/labor-wfd/WIA-Policy00-07-C1.pdf
36.	X	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding “requires additional assistance to complete and educational program, or to secure and hold employment” criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664. 200(c)(6), 664.210	N/A
37.	X	The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.	WIA Section 134(d)(4)(E) 20 CFR 663.600	http://www.tn.gov/labor-wfd/WIA-Policy00-11.pdf
38.	X	The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's Workforce System. The state policies: 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: a. Their entitlement to priority of service; b. The full array of employment, training, and placement services available under priority of service; and c. Any applicable eligibility requirements for those programs and/ or services. 3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers.	WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125 Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310	http://www.tn.gov/labor-wfd/WIA-Policy09-44.pdf

ASSURANCES AND ATTACHMENTS - PERSONNEL AND REPRESENTATION

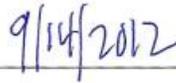
		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
39.	X	<p>The state assures that Migrant and Seasonal Farm worker (MSFW) significant office requirements are met.</p> <p>Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity.</p> <p>If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.</p>	<p>WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) W-P Sections 3(a), (c)(1)-(2) 20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)</p>	<p><i>See MSFW section of this plan</i></p>
40.	X	<p>Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Departmental regulations.</p>	<p>W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)</p>	<p>http://www.doleta.gov/programs/w-pact_amended98.cfm SEC. 3. (a), SEC. 5. (a), (b) and (c), 20 CFR 652.215, 42 USC § 4701</p>
41.	X	<p>The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.</p>	<p>W-P Section 8(b) 20 CFR 652.211</p>	<p>W-P Section 8(b) 20 CFR 652.211</p>
42.	X	<p>If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.</p>	<p>W-P Section 8(b) 20 CFR 652.211</p>	<p>W-P Section 8(b) 20 CFR 652.211</p>

STATEMENT OF ASSURANCES CERTIFICATION

The State of Tennessee certifies on the 14th day of September, 2012, that it complied with all required components of the Workforce Investment Act, Wagner-Peyser Act, Migrant and Seasonal Farm Workers, and Senior Community Service Employment Program. The State also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.

A handwritten signature in blue ink, appearing to read "Bill Haslam", written over a horizontal line.

Governor

A handwritten date "9/14/2012" written in blue ink over a horizontal line.

Date

Program Administration Designees and Plan Signatures

Attachment B

PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency:

Name: Karla Davis, Commissioner, Tennessee Department of Labor and Workforce Development
Address: 220 French Landing Drive, 4th Floor
Nashville, TN 37243
Telephone Number: 615-741-6642
Facsimile Number: 615-253-8903
E-mail Address: Karla.Davis@tn.gov

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):

Name: Karla Davis, Commissioner, Tennessee Department of Labor and Workforce Development
Address: 220 French Landing Drive, 4th Floor
Nashville, TN 37243
Telephone Number: 615-741-6642
Facsimile Number: 615-253-8903
E-mail Address: Karla.Davis@tn.gov

Name of WIA Title I Signatory Official:

Name: Bill Haslam, Governor
Address: 312 Rosa L. Parks Avenue, 27th Floor
Nashville, TN 37243
Telephone Number: 615-253-7712
Facsimile Number: 615-741-1416
E-mail Address: Hannah.Parker@tn.gov

Name of WIA Title I Liaison:

Name: Karla Davis, Commissioner, Tennessee Department of Labor and Workforce Development
Address: 220 French Landing Drive, 4th Floor
Nashville, TN 37243
Telephone Number: 615-741-6642
Facsimile Number: 615-253-8903
E-mail Address: Karla.Davis@tn.gov

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

Name: Karla Davis, Commissioner, Tennessee Department of Labor and Workforce Development
Address: 220 French Landing Drive, 4th Floor
Nashville, TN 37243
Telephone Number: 615-741-6642
Facsimile Number: 615-253-8903
E-mail Address: Karla.Davis@tn.gov

Name and Title of State Employment Security Administrator (Signatory Official):

Name: Karla Davis, Commissioner, Tennessee Department of Labor and Workforce Development
Address: 220 French Landing Drive, 4th Floor
Nashville, TN 37243
Telephone Number: 615-741-6642
Facsimile Number: 615-253-8903
E-mail Address: Karla.Davis@tn.gov

Name and Title of the State Labor Market, Workforce Information, or Research Director:

Name: Linda Davis, Director of Labor Market Information
Address: 220 French Landing Drive, 3rd Floor
Nashville, TN 37243
Telephone Number: 615-253-6922
Facsimile Number: 615-532-9434
E-mail Address: Linda.Davis@tn.gov

As the governor, I certify that for the State of Tennessee, the agencies and officials specified above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Later changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor Bill Haslam, Governor

Signature of Governor  Date: September 14, 2012

Comments from Public Notice

<p>April Curlin, Director of Human Resources, Tennessee Community Services Agency</p> <p>8/20/2012 10:40 AM</p>	<p>I read the plan and the only thing I really have to comment about is on pg. 84 “Sub-grantees will have Spanish speakers and other members of minority community on staff...”. Funding is not available for us to employ interpreters; however, we do have a contract with Language Line to provide interpreter services for all of our programs on an as needed basis. I would prefer the language in the plan not require us to have interpreters on staff.</p>
<p>Rick Layne, Director Career & Workforce Development, Southeast Tennessee Development District</p> <p>8/27/2012 4:07 PM</p>	<p>Stephen Dunn on my staff reviewed the TEICC verbiage that begins on page 43. Some of it was out of date, and he drafted the other document that is attached. I believe he forwarded it to Pat Bleecker, so it may have already made its way to you.</p> <p>The verbiage on Volkswagen that begins on page 44 is out of date. Volkswagen has completed their construction and currently have over 3,000 employees on site. If you want to replace that verbiage with another large East Tennessee project, you might want to refer to the Wacker Chemical Corporation project that is currently under construction in Bradley County. They will produce hyperpure polysilicone for use in the solar industry, and will ultimately hire between 650—680 employees. Their current employment level is 200 and there are currently over 1,000 construction workers on the site. Wacker’s total investment will be \$1.5 billion and they are on track to be operational by end of 2013 or early 2014.</p> <p>eCMATS is mentioned on pages 40 and 54, and it says that eCMATS stands for “Electronic Consolidated Management Activity Tracking System.” I had always thought it was (and I think the system refers to it as) the “electronic Case Management and Activity Tracking System.” Has the name changed, or am I incorrect? If the name changed, we were not aware of it locally.</p>
<p>Wanda Franklin, Families First Program</p> <p>8/16/2012 9:40 AM</p>	<p>Tennessee’s TANF Program (Temporary Assistance for Needy Families) called Families First, is in the midst of a Program re-design, with the goal of making the Program more employment driven. Because this is the Families First Program’s ultimate aim, it makes sense to align with, partner with, and leverage resources with the experts in the field. We anticipate collaborating with the Families First Program and our existing partners to help provide a wider range of services for TANF clients. These services could include, but not be limited to: WIA, Wagner-Peyser, Adult Education and Literacy,</p>

	<p>FastTrack Program, Career Center assistance, Re-employment Services Assessment, Senior Community Service Programs, and Rapid Response for Dislocated Workers. A number of collaborative discussions are taking place to access existing workforce system resources and to discuss an effective and efficient customer flow that is focused on work and achieving self-sufficiency.</p>
<p>Desi Franklin, Director, Workforce Investment Network 9/4/12</p>	<p>High demand sector based workforce collaborations and strategies should be a priority for TDOL, WIA and ECD partnership. There should be a discussion of how this works - p. 7, p. 13 (top paragraph), p. 18, p. 26?</p> <p>Jobs4TN.gov – LWIAs need thorough staff training and access same as WP staff to all features of the website and info, reports, etc. available – p. 8, p. 21, p. 44</p> <p>Statewide data on supply/demand – 1st chart - in LWIA 13, add to manufacturing maintenance mechanics and welders. 2nd chart – manufacturing – where is the oversupply of electric equipment repairers? Not in LWIA 13. Where can one access the interactive excel spreadsheet available to LWIAs referred to on p. 15?</p> <p>LMI training – needed by LWIA staff as well as Labor staff p. 15</p> <p>Meeting the skill needs of employers</p> <ul style="list-style-type: none"> • p. 18 – <i>“TDLWD will work with its education and economic development partners to clearly identify and forecast employer needs aligned with the industry clusters identified below.”</i> Where is this identified? • Also, <i>“outreach and promotion have a demonstrated success in developing relationships with employers.”</i> Should also add that LWIAs providing employers with time sensitive and effective customized screening and recruiting services have developed strong ongoing relationships with employers • Also, this is another spot (no. 7?) where reference to high demand sector based workforce collaborative with robust employer engagement should be made as one of the listed actions that will be taken. Gathering data from employers directly about their hiring plans, hard to fill positions and required skill sets, then convening training providers to develop curriculum responsive to employers’ needs is a crucial part of sector based collaborative. Feel free to mention LWIA 13’s Made in Memphis Workforce initiative currently underway planned to do just that for LWIA 13 manufacturing employers. • No. 6 – much work needs to be done, at least in LWIA 13, to educate employers and brand WP/WIA services in an integrated manner. Just using the TCC/AJN brands will not

	<p>eliminate confusion re roles and responsibilities, available incentives, etc. Further, I would suggest a rebranding of the TCC logo to bring it a more 21st century, business look. And just as TCC branding continues, with AJN attached, established LWIA identities should be maintained as “partner in the Tennessee Career Centers.”</p> <ul style="list-style-type: none"> • No. 8 – Change to “Continue the longstanding practice of assisting employers in recruiting skilled workers” • No. 10 – “Develop a plan to assure and manage participation in community events and promote services available through the Career Centers.” This comment is aimed at the onslaught of requests LWIA 13 receives from elected officials, governmental groups and CBOs to participate in numerous career and job fairs and other community events. These need to be managed to assure less fragmentation and staff time stress and better effectiveness. • Fast Track OJT – FYI - LWIA 13 is exploring a request to ECD to redirect a portion of Fast Track OJT funding or obtain new funding to augment WIA funding to prepare a pipeline of skilled workers in proven high demand sectors. • Prioritizing target clusters and existing industries – change “target clusters” to “high demand industry sectors”. Also, at the end of that paragraph, reference is made to a new existing business toolkit to be created. Who will prepare this toolkit? To be comprehensive, I would request LWIA involvement in preparing this toolkit. • <p>State strategies</p> <ul style="list-style-type: none"> • 4th paragraph – “By aligning the department marketing staff with the Governor’s Jobs Base Camps partnering with the [ECD]...” This should reference LWIA business services staff as well. LWIA 13 actively partners with local ECD and the Greater Memphis Chamber currently on existing business needs, economic expansions and economic development incentives for relocating businesses. • 5th paragraph – What is period of time for WEOC stat re 9,000 employers attendance. • I would suggest a short reference to LWIA 13’s partnership with local manufacturing employers and Southwest Tennessee Community College to develop the short term Industrial Readiness Training program to prepare low skilled, low wage WIA clients for entry level jobs in manufacturing and to meet the burgeoning employer need. <p>Adult Education</p> <ul style="list-style-type: none"> • the Working Together to Serve chart on pa 24 refers in several places to shared information, databases, and performance measures. I am not familiar with any of these. Also, this chart
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	<p>is a bit confusing in the heading – it doesn't appear comprehensive – is it really about AE partnerships?</p> <ul style="list-style-type: none"> • I would like to learn more about the 2 pilot programs referenced on p. 25 • May want to refer to blending and braiding of funds – AE's commitment of funding to LWIA 13 to fund short term academic remediation training tied to Key train • <p>Business Services Alignment</p> <ul style="list-style-type: none"> • 1st paragraph refers to collaborative effort to redesign the state and local workforce system...interested in details on this process. • 3rd paragraph refers to “will be done” regarding enhanced coordination between WIBs and ECD. This is already being done via regular meetings, coordinated employer outreach, sharing information, etc. • <p>Leveraging Discretionary and Formula Resources – 7th paragraph – WIA funding provides much more than just training support. Hard costs for resource room computers and FF&E, assessments, case management, workshops, etc. are all paid by WIA. NOT JUST TRAINING.</p> <p>Business scorecard – data collection systems – must also be convenient for employers to provider data. Will have to be locally customized based on local economies, urban vs. rural, etc.</p> <p>Workforce system – p. 37 – one sentence description of the WD division is inadequate. Needs additional meat on the bone. Ex. "Workforce Development is responsible for administering the WIA for the state, which includes delivering, at a single point of contact, customized screening recruiting and training services for employers, including incumbent worker and on-the-job training, intensive and training services for silt and dislocated workers and WIA youth services for low income youth."</p> <p>After chart of state workforce board chart, second sentence re "Tennessee Career Center System serves as the storefront" - this needs to be reworded as it reflects a gatekeeper mentality.</p> <p>Operating system - paragraph on State Policies - last. Sentence drops off...</p> <p>Program Alignment section - 4th paragraph - needs an intro or segue when it goes to jobs4tn.gov. Doesn't seem to follow.</p>
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	<p>Paragraph for apprenticeships seems to come out of the blue. Also needs some connective intro.</p> <p>Green jobs - large demand - doesn't bear out in LWIA 13 - where does it?</p> <p>American Job Center Network - 3rd paragraph - rewrite this. A) how do 7 people at state handle all of this? B) rewrite 4th sentence - "in addition, many of the local workforce areas habpve business services units that work regularly with economic development partners, ECD and state staff..." C) need a new more businesslike logo for TCC.</p> <p>Targeted populations - ex-offenders - non-traditional training - add comments re short term training and transitional jobs</p> <p>Services to employers -p 73 - 6th paragraph - "by asking employers about their needs, the state ADD and local WIA staff are able..."</p> <p>Bullet point list of specific services available to business services: add Customized Screening, Customized Assessments, National Career Readiness Certificate (WorkKeys) testing, Brokering development of training curriculum responsive to business needs</p> <p>Goal Alignment - no. 5- why is co-location discussed here? What about elsewhere?</p>
<p>Kovarik, Workforce Investment Network</p> <p>9/4/2012</p>	<p>Their answer to complexity seems twofold: form a statewide committee to confer and coordinate, and then cross train so everyone understands it</p> <p>Instead of less complication/duplication they encourage more committee partnership arrangements that try to learn, teach, and explain the complication (e.g., to an employer, 74 Local Business Service Team)</p> <p>TAA is what federal department?</p> <p>Is SCSEP under DOL?</p> <p>What is the cost per participant for OJT, IWT, youth, etc?</p> <p>Who runs RESA? 62</p>

	<p>Are we in the TN Jobs Corps symposium? 69</p> <p>Do we have a Board member representing Adult Ed? 23</p> <p>In what manner does DEI partner with VR?</p> <p>What is the actual relationship between WIA and WP at our Career Center? What should it be as proposed (in garbled form) on 28?</p> <p>Who are our regional partners?</p> <p>What is a competitive advantage of the Career Center system? 40</p> <p>Whom are we competing against?</p> <p>Suggested MOUs-</p> <p>Adult Education 23</p> <p>List of 11 partners that we should have MOUs (or combined document) 28</p> <p>SCSEP grantees 82 & 93</p> <p>Local Service Business Team (WIA and WP) 74</p> <p>Service providers for targeted populations (9 groups) 60</p> <p>Who are these people and should they be our partners?</p> <p>Tennessee Technology Development Corporation: INCITE Co-Investment Fund 7</p> <p>Adult Education (examine the range of services; route clients there pre-Bronze?) 8</p> <p>RESA, TAA, TRA, Workforce Support, Case Management Inc....</p> <p>Questions and observations</p> <p>The New Career Center (no sense of who owns)</p> <p>TDLWD is inviting additional partners into the nexus of three (UI, WP, WIA). They think it will save money and serve more, e.g., common assessments and intake will be easy, right? 29</p> <p>There is no clear delineation of who runs/owns/manages the Career Centers. Grammatically, they treat the CCs as an entity (= faulty predication if you do not identify the lead actor)</p>
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	<p>The state set aside sweeps</p> <p>The 10% of the 15% that the state normally receives was given to the locals.</p> <p>According to the state, these monies paid for: state priorities and IWT 27, apprentice assistance program 45, and economic development 73.</p> <p>Let's get this straight-</p> <p>The new rebranded WIN is now to be re-branded as an American Job Center operating a Jobs Base Camp at the Career Center, which is ours in reality only (the name belongs to ES?) 47</p> <p>Scorecards, Dashboards and Certifications</p> <p>I find the measurements suspect 34</p> <p>Note Bene: Performance measures are focused on outcomes for Job Seekers.</p> <p>Another layer of the good ole audit-able info and concern for items beyond job seeker performance. For what purpose? 30</p> <p>According to the description on 36+, ES does most everything, and WD is relegated to employment & training services, seniors, and "staff for State Board members." Do we turn down the sheets or leave them over the pillows? (See conflict with 40)</p> <p>Apprentice programs -</p> <p>"Remain a challenge." What happened to best practices? They seem to give them to Job Search and Vets? Eh? 44</p> <p>A pitch to Customized Training</p> <p>Good way to support range of industries though dollars limited. Therefore, limit the take on individuals and see what helps 73</p> <p>Marketing-</p> <p>Note that the CEWD of the TEICC predicts skill shortages in the energy industry (not in our sectors). Their efforts seem to be purely marketing. So who is in charge of marketing and who will pay for it in our own sectoral case? 46</p> <p>The New ES –</p> <p>State designated link between public resources and all items</p>
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	<p>“employer.” 54</p> <p>Odd ending paragraphs needing a subhead 64</p> <p>Good summary piece on the need for “no wrong door” and universal design, but it is written wistfully and tossed quickly without teeth. Seems to be an afterthought when it is the meat of the matter</p> <p>State Boards and separate realities-</p> <p>Oversight of all collaborative activities 37</p> <p>It is suggested the State Board, which is also setting policies and overseeing all partnerships, should coordinate youth activities. Can we get any further from local control and understanding of audience/client than a group of state appointed suits? Horrible idea. 66</p> <p>TN Commission on Children and Youth-</p> <p>Info here that WIN is supposed to have: Do we? 67 Plus a map of all youth funds spent by the state. TDLWD has been a part of this. How?</p> <p>Hiring a firm to facilitate communication.</p> <p>Evidently, Job Corps and TDLWD think the most effective way to communicate is through their contracted marketing firm, the point of contact for the JC Consortium. Is this not excessive and needless multiplication of entities? See Occam’s Law 70</p> <p>A Conflicted Business Services-</p> <p>The text of page 74 is an example of saying little through the use of verb packages: No one seems to be in charge nor responsible for activities. It identifies the core reason for alignment: business wants one contact only. This text does not help nor does it come close to understanding what all is afoot on the ground in our locale. What does it mean that WIA and WP will co-manage the team? This is a key piece of all our work and there is no guidance here how to make it aligned or efficient.</p> <p>Enrollment-</p> <p>This is one area where duplication is a mess and alignment is crucial. Yet read up on the TAA system on 75 and you see that a TAA client may be enrolled in as many as four (4) systems. Yuch. They should fold TAA into a little bundle and park it somewhere sane. TAA is 3 different programs requiring collocation and trade experts. Double</p>
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	<p>Yuch 77</p> <p>Their solution here is not to eliminate obvious redundancies, but to cross train staff to understand the different systems. Triple Yuch.</p> <p>Who Knew-</p> <p>We were supposed to be designing programs for seniors. See SCSEP</p> <p>The Mission Creep of “Harder to Serve”-</p> <p>In several places, WIN is charged to do more with less, rely on partners, and serve increasingly harder to serve populations. This is expecting better results while adding complication and go-it-alone solutions (framed by state priorities).</p> <p>SCSEP clients will be harder than TANF clients: they will be old as well as low income and low skilled.</p> <p>Priority of Service-</p> <p>There is a PoS under SCSEP. What happens when PoSs collide? 87</p> <p>Targeted anticipation-</p> <p>TDLWD “anticipates” Career Center partnership with community will resolve homelessness</p> <p>So no resources, no plan, no clue?</p> <p>Ditto on state activities for ex-offenders</p> <p>They segment the target population, but never say who (in DOL) does what? 63+</p> <p>The TN Works Act-</p> <p>Is it true that we soon entertain yet another program for screening beyond our current efforts? And this program will be in the form of private grants? And who will be in charge of this and how does it intersect with our work?</p> <p>On 73 it puts the onus of employing UI recipients on TDLWD (does this mean WIN?)</p> <p>So UI cuts off folks from their benefits, and then WIN has to serve them?</p>
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Henry Lewis, Deputy Director
of Education and Training,
Workforce Investment Network

9/ 4/12

Page 29 **Leveraging Resources:**

- Will the assessment of youth be part of this activity?
- Will there be an Assessment Team at each Career Center site?
- Will the assessment team be comprised of core partners?
- Will one of the core partners be assigned this assessment activity for all applicants/participants of the center? If so, there will be a need for a state policy to define the assessments as a core service if WIA is assigned to perform this activity.

Page 31 **Desired Outcomes:**

- Will WIA Performance Measures be adjusted the Aggression Model?

Page 32 **Performance Indicators and Goals:**

- What is the source of “evidence-based results”?
- What are the business measures not required by USDOL?
- Will local workforce areas be allowed to submit or refute data?

Page 44 **Program Alignment**

- Clarification is needed to address the alignment of procured youth services.
- How will the WIA ten elements provided by contractors be aligned?
- How will the WIA ten elements provided by the WIA Administrative/Workforce Board staff be aligned?
- What process will local pre-apprenticeship programs for youth follow if they have openings?

Page 65 **Services To State Target Population (Youth)**

This plan speaks to several topics that LWIA-13 will need to address on a continual basis. Some examples are:

- Assuring each youth access to the ten WIA program elements.
- Conducting Resource mapping of existing organizations and resources in LWIA-13.

	<ul style="list-style-type: none"> • Career and Technical Education coordination with local secondary schools. • Collaboration with Foster Care Transitional Advisory Council in Memphis, Shelby and Fayette Counties. <p>Page 74 <u>Services To Employers</u></p> <ul style="list-style-type: none"> • LWIA-13 should strive to be identified as the lead for the local Business Services Team for helping employers. <p>Page 101 <u>Waiver Requests:</u></p> <ul style="list-style-type: none"> • I support Waiver #3 – Individual Training Accounts (ITA) for Youth. • I support Waiver #6 Youth Program Elements (Revised, additional request)
<p>Vaughn Smith, Director, Knoxville-Knox County CAC, 9/5/12</p>	<p>Chartering Process-</p> <p>Since the career center system in Tennessee is WHERE PEOPLE AND JOBS CONNECT then let's keep it simple and measure that in two ways. One) people getting jobs and two) employers getting people.</p> <p><u>All Partners</u> in the center need to be participating/measured by this. ALL need to be working to one goal(s) AND have this tied to their individual performance ratings since all contribute to the success of the center.</p> <p>Sector Policies-</p> <p>While we support and promote sector policies in the region, we believe it is important to allow flexibility to deviate from the sectors based upon individual needs. Small, rural counties are unique and may have demands that do not fall into the sector concept.</p> <p>Uniform Policies-</p> <p>While consistency across LWIAs will improve customer service and understanding of the system, I believe that some flexibility should exist to accommodate business, individual, and financial considerations.</p>
<p>Margaret Prater, V.P. WFD, Northwest Tennessee Workforce Board</p>	<p>Rapid Response Framework, page 49-</p> <p>In LWIA 12, the Rapid Response Framework works very similarly to the State Model. However, because of the close relationships built</p>

	<p>between businesses and Local Workforce Board Members and staff responsible for Business Service Activities, many times the LWIA is notified by the company of a potential layoff or closure prior to notification to the State. If feasible, Incumbent Worker Training funding is explored as an option for layoff aversion, using local or state set-aside funding.</p> <p>LWIA staff housed in each Career Center are charged with working directly with the Rapid Response Coordinator and the company leadership on the following steps in the process flow:</p> <ul style="list-style-type: none">• Coordinating initial meeting dates with partners• Participating in the initial meeting with employers and employee representatives• Gathering and/or printing all Rapid Response packet materials from all partners.• Partnering with Rapid Response unit on presenting materials in packet• If appropriate, conducting an employment and training Needs Survey• Following up with employees through a variety of topical workshops offered at Career Centers and offering assessments for re-training in in-demand occupations. <p>Gathering Intelligence, Page 53-</p> <p>LWIA Workforce Boards are key partners in gathering intelligence and notifying WIA and Career Center staff about downturns and possible layoffs in local companies. Memberships on county Economic Development Boards, Chamber Boards, and Industrial Roundtables throughout the LWIAS enhance the relationships between local business leaders, WIA Staff and partners. Oftentimes, WIA frontline staff are the first to learn of a potential layoff through this community connection.</p> <p>Providing Information..., Page 53-</p> <p>A PowerPoint presentation is shared with the local LWIA office to include in the packet of materials given to employees at the Rapid Response Meetings. The information that is discussed during the meetings is included in this comprehensive packet.</p> <p>Connecting Affected Workers-</p> <p>Other services to workers include registering workers with Jobs4TN, offering job skills workshops covering topics such as resume writing, interviewing tips, how to complete a job application, how to cope with</p>
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a layoff, and topics specific to offenders and other employee populations. The LWIAs assess workers for educational attainment levels, career interests and aptitudes, and recommends taking the National Career Readiness Certificate test, which many local employers use as a hiring tool. The LWIA may also partner with service providers to offer special classes if funding is available to quickly transition employees into jobs after a short training period.

The state plan says that dislocated and TAA affected workers are always co-enrolled with WP and when appropriate, they may be co-enrolled with WIA.

It is our understanding that TAA affected workers are always co-enrolled with WIA. It might help for there to be specific criteria for when the TAA worker should be co-enrolled with WIA. I have a few suggestions on how to have a more seamless process for TAA and WIA co-enrollments. The plan talks about Goal Alignment and Early Assessment of the Trade Affected Workers, which should be completed by the WIA staff prior to completing the TAA referral form.

The co-enrollment process should be based on their total assessment process and not just the TABE test. These measures are put in place by WIA to determine if someone is a good candidate for training based on several different factors. A potential participant could pass the TABE, but still not be a good fit for training.

WIA has a really good assessment process in LWIA 12 service area. We believe that interviewing and career counseling helps determine if someone is a good candidate for training. WIA spends a lot of time assessing the candidates plan by seeking out any barriers that would prevent them for being successful in training. Here is an example of a situation and how WIA might work with the participant: (Case Scenario) A male, currently employed, but at a non-self sufficient wage. He is married and has 3 children under the age of 10. His wife works at a local medical office. He desired to attend training to be a railroad conductor in Kansas. This training would require he move from his current home in Tennessee for about 2 months of training. He had a long history of only maintaining employment for short periods of time, but he reported he had always “dreamed” of being a conductor. His training was on the state provider list and he met the economic guidelines to be eligible, but he had several barriers that needed to be addressed and resolved prior to WIA determining him to be a good fit for training. He was given several homework assignments to work on and if he completed those successfully then he would be eligible to receive funding for training. Homework assignments might be to

bring his wife back to discuss how on board she is with his current plan, to determine possible options for a leave of absence from work while he attends training, financial contingency plan for how the family will support themselves if he quits his job to attend training, and a plan for how will he pay living expenses in Kansas to attend this training. Several of the Goodyear TAA approved candidates were funded for truck driver training at various agencies. They completed the TABE test and were approved for training, completed their training but will not take a truck driving job because they only want local truck driving jobs. TAA researched demand and TABE scores and determined them eligible based on those factors for training. WIA approved the training also because the deciding factor for training was the TABE test. In the event, that all WIA assessments were applied to TAA then WIA could have given the candidate a homework assignment to search out potential local truck driving jobs and then recommended or not recommended the training based on those findings. If all barriers for training are worked out and the candidate is determined to have a good plan for training then WIA assesses the candidate on the following criteria:

TABE test- WIA schedules the TABE test and requires a 9.0 in Reading, Language and Total Math. Currently, TAA is not requiring a 9.0 in all subject areas as recommended by WIA.

We have the potential participant complete interest profiling to determine if the candidate is a good fit for the area in which they desire training. For example, if the candidate hates Math and working with their hands, but wants to attend training to be an electrician then they might not be a good fit for training. We currently use a computer based program that offers a series of questions on the candidates likes and dislikes and then career options are formulated based on their results. This program also allows the participant to research each career option on their list regarding the current demand for the position, average wages, physical demands of the job and a job description for someone working in their particular position.

ACT has profiled jobs and assigned scores a candidate should be able to achieve on the National Career Readiness Certificate to be a good candidate for training in a given field. For example, an LPN is required to score a 4 in Reading, 4 in Math and a 4 in Locating Information. WIA would NCRC test the participant and require that score before they are eligible for any TAA wrap around services.

<p>Guy Derryberry, State Workforce Board</p> <p>9/13/12</p>	<ol style="list-style-type: none"> 1. As to Rapid Response being provided through local workforce areas, when I had problems it was easier to get them resolved working with states with a centralized office, because they were more efficient and consistent. 2. Also, as to leveraging funding, has a cost benefit analysis been done? If so, what are the results? 3. The plan notes there will be a Functional Director and Rapid Response Technical Assistance Coordinator. Would they be coming from the current Rapid Response team? And if not, how will you replace all the institutional knowledge that will be lost? 4. At this time, do we have any feedback from the local workforce areas on this idea? Do we know what the push back is, and what would be the transition or implementation time line? 5. If the goal of the change is to offer a more integrated, seamless approach to helping the job seekers and business customers, and to reduce duplication, how is this accomplished when we acknowledge that the nine areas selected may choose sub-contract services or to establish a memorandum of agreement with neighboring local workforce areas? How is this an improvement over one Rapid Response team working with all the workforce areas? 6. Could you give me some examples of who the LWIA's might contract this service to, and what is their level of experience or expertise in Rapid Response? And are we sure that this would be cost effective? 7. In the plan, TDLWD's Response Functional Director will oversee the continuation of WARN Notices being processed at the state level, and referred to the respective local workforce area. Currently, about half of all dislocated workers served by Rapid Response do not come from a WARN notification. Will this 50% go unserved, and fall through the cracks? And if our customers served the numbers go down dramatically, will this not impact the future funding allotment from US DOL? 8. As part of the 'mission statement' in the 'Boards vision to deliver a workforce development system that generates opportunities.' And one of our eight (8) guiding principles is #4. Customer Focused Performance Based System. I don't think that this proposed change meets either of these criteria. I don't believe due diligence has been done on this Blueprint for Change. Therefore, I would make a motion to remove it from the plan at this time.
<p>Wallace Grills, Chairman, State Workforce Board</p> <p>9/13/12</p>	<ul style="list-style-type: none"> • Concern that some areas may outsource the RR services • Are all components of RR team available at the local area

<p>James Barnes, State Workforce Board</p> <p>9/13/12</p>	<p>Decentralized approach does not have much innovation</p> <p>What is the timeframe for centralizing RR</p> <p>How do we train people to understand what's necessary</p>
<p>Jean Schmidt, State Workforce Board</p> <p>9/13/12</p>	<ul style="list-style-type: none"> • Where is technology listed in the sector strategy? (Response-Business Sector) • The plan is brave but right

State Integrated Plan Team Members

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