



A predominately younger population with 82% being under the age of 59 and 87% having a high school education or higher the workforce is flexible and poised to provide a solid skill base for business and industry to compete in the global marketplace. These demographics set the stage to achieve the Governor’s vision as demonstrated by the recent announcements of the Hankook Tire, Berretta Firearms, and Mohawk Tile manufacturers opening plants within the LWIA.

LWIA 8	Demographics
Population 752,000	Growth Rate 9.7%
Jobs 283,923	Growth Rate 8.4%
Area Unemployment	6%

The North Tennessee Workforce Board has enacted a series of steps to functionally align the AJC network encompassing the regulatory guidance of Workforce Services Policies #6, 7, and 8. It has also established a framework to deliver the intended spirit of those policies. There are two comprehensive career centers with one being located in Montgomery County and the other in Sumner County. Clarksville houses the primary center. The two comprehensive centers are staffed by a variety of workforce partners broken down in to three functional teams.

Managed by a Consortium of partners, the three primary members are the Tennessee Department of Labor and Workforce Development, Workforce Essentials (the

Function Alignment Teams	
	1. Welcome
	2. Skills/Career Development
	3. Business Services

administrative entity of the NTWB and delivering partner of WIA services) and Vocational Rehabilitation. The partners have managers at both locations that are the site leads delivering day to day seamless service. The area managers for those partners are the hiring and firing authority, have overall supervision and direction and have entered in to a partner consortium agreement as directed in Workforce Services Policy 8. The seven affiliate centers deliver WIA services along with internal and external partner referrals of workforce services. See MOU chart. Affiliate Centers will deliver and mirror

comprehensive service delivery team concepts based on the needs of the center and community. The resource Sharing Agreement and the Memorandum of Understanding are the base documents which guides the site leads to functionally align staff, avoid duplication, provide seamless delivery, and maximize efficiency. The tip of the

Updated January 2014

Local Workforce Investment Area 8 Counties Served: Cheatham, Dickson, Houston, Humphreys, Montgomery, Robertson, Stewart, Sumner, Williamson	SERVICES												
	WIA – Workforce Essentials (WIA)	Tennessee Dept. of Labor and WFD*	Robertson County (AE)	Dickson County Adult Education (AE)	Montgomery County (AE)	South Central TN Workforce (AE)	Volunteer State C.C. (AE)	TDHS – Vocational Rehabilitation	NCOA (Title V)	TN Community Services (Title V)	TCAT Dickson (Perkins)	American Indian Center	CHP International (Job Corps)
Tennessee Career Center @ Clarksville	X	X			Y			X	X		Y	Y	X
Tennessee Career Center @ Gallatin	X	X					Y	Y	X		Y	Y	Y
Affiliate in Stewart (Dover)	X	X		Y				Y		Y	Y	Y	Y
Affiliate in Cheatham (Ashland City)	X	Y	Y					Y		Y	Y	Y	Y
Affiliate in Dickson County (Dickson)	X	Y		Y				X	X		Y	Y	Y
Affiliate in Houston County (Erin)	X	Y		Y				Y		Y	Y	Y	Y
Affiliate in Humphreys County (Warrenton)	X	Y		Y				Y		Y	Y	Y	Y
Affiliate in Robertson County (Springfield)	X	Y	X					Y	Y		Y	Y	Y
Affiliate in Williamson County (Franklin)	X	Y				X		Y	Y		X	Y	Y

X -- Indicates service is available on-site  
 Y – Indicates the service is available in the county through referral  
 \* TN Department of Labor & Workforce Development includes Wagner Peyser, Unemployment Compensation, Veterans Programs, Trade Act, Food Stamps & Labor Market Information, Migrant Farmworkers (CSBG & HUDE&T not present)

spear for functional alignment begins in each center with the quick “Needs Assessment” Survey delivered by the Welcome Team. All other services will then be tailored based upon the answers to those survey questions. The individual customer will then be placed on a pathway of service to highlight the strongest partner that can serve his or her needs.

The Welcome Function will be staffed by a shared customer service coordinator and assisted with mature workers and Vocational Rehabilitation work experience clients. They will deliver the needs assessment survey, determine if the customer is a first time or returning customer and based upon their answers will triage them to the correct center staff to best serve their needs. Customers may also be directed to the resource center to enter their skill sets in to the Jobs4TN data base.

The Skills/Career Development Function will be delivered by all staff partners depending on partner strength and whether an individual is self directed or requires additional assistance. Although the majority of skills analysis, assessment and testing, and occupational skills path exploration will be conducted by WIA staff, other staff or partners such as DEI or Job Corps will play an integral part.

The Business Services Function is staffed by members of TDLWFD, Families First, WIA and other partners who are engaged in activities such as: developing relationships to employers, identifying employment opportunities, and marketing the services of the center. The Business Services Team will promote all other agencies and services within the AJC. Any job opportunities will be brought back and shared by all partners and entered in to JOBS4TN. Any employers using the center to recruit, promote their business, interview and or hire will have those events totally coordinated by the Business team.

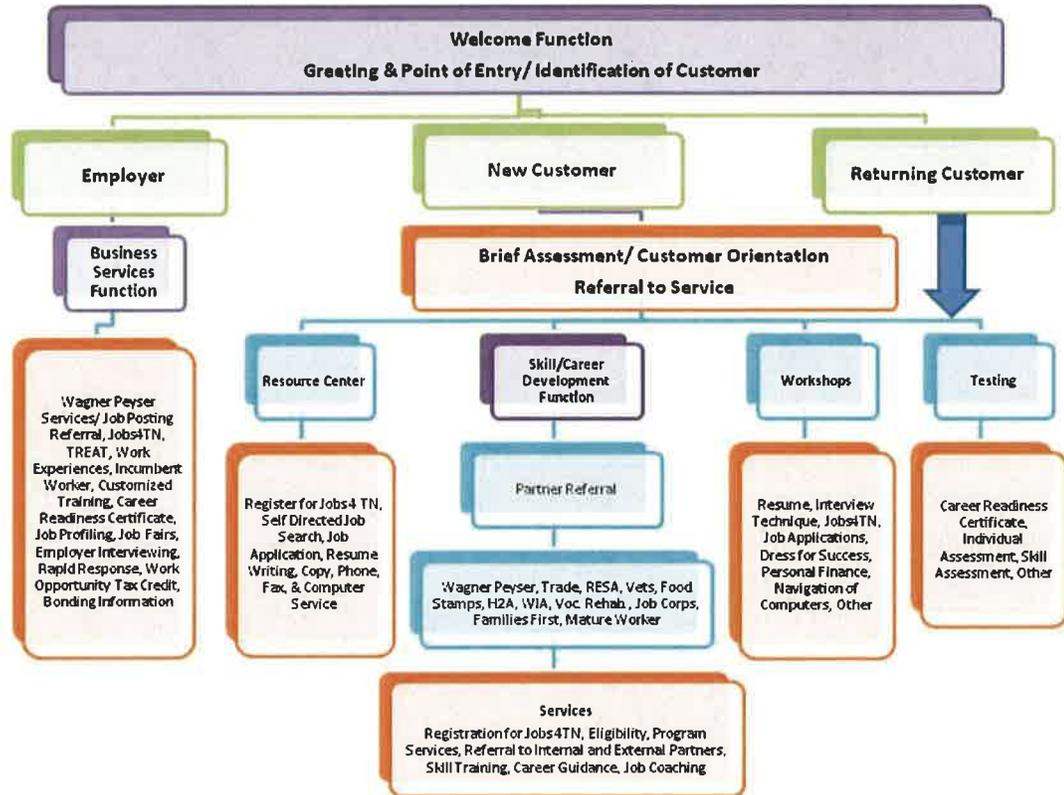
By functionally aligning the services of the American Job Center system, the NTWB aims to achieve an increase in customer satisfaction, reduced staff contact, reduced customer contact time in the center, reduced career training time, increased job placements and an increase in business and industry usage. These processes and functions will be monitored and measured by the site leads at the local center and also quarterly by area staff supervisors that can gauge changes in direction and thus adjust action items.

All centers in each of the nine counties have a computer resource center for the ability of job search activities via the internet. Additionally software programs exist for resume writing and interviewing skills as well in the resource center. Each resource center has computers that are ADA accessible and special needs are accommodated. Phones, faxes, printers and copy machines are all provided free of charge for individuals to use as their “job search office”.

<b>COPS Interest</b>	An Career Interest Inventory written at a seventh grade reading level and has norms for both high school and college.
<b>COPES Work Values</b>	Matches personal values with both job activities and workplace culture to improve job satisfaction and productivity
<b>CAPS Abilities</b>	Measures current ability levels across several job-related areas to provide a foundation for improvement

To provide a tailored approach to customer service, assessments will be used to build career paths. The assessments that can be given in any of the centers are: brief services assessment, Test of Adult Basic Education levels 9-10, Workkeys Career Ready 101, Career Readiness Certificate Math Reading and Locating Information (other CRC tests can be administered based on business needs), COPS COPES CAPS interest ability and skills assessment, the offender reintegration scale and the KeyTrain remediation program. Programs are administered via technology increasing accuracy in grading and response time.

### LWIA 8 Career Center Customer Flow & Services



**North Tennessee Workforce Board-LWIA 8  
Five Year LWIA 8 Baldrige Strategic Plan  
2014-2019**

**I. Leadership**

**a. How do you senior leader lead?**

The North Tennessee Workforce Board (NTWB) is comprised of nine middle Tennessee counties known as Local Workforce Investment Area 8 (LWIA 8). Stakeholders include the county mayors or chief local elected officials, private sector businesses, community and governmental based organizations, and required service partners.



Workforce Essentials, Inc. (WFE) serves at the administrative entity and fiscal agent for LWIA 8 at the pleasure of the Consortium of Local Elected Officials. The public workforce development system, known as the American Job Center Network (AJC) delivers a broad array of services to individuals and employers in a vastly diverse demographic region.

The local AJC leadership team works in concert with the State Workforce Board and its strategic plan which takes its lead from the Governor’s vision to make Tennessee the #1 State in the



Southeast for Jobs. The NTWB aligns its actions to support the Governor’s additional goals to create a seamless pathway from high school to post secondary education and training and then into the workforce and to eliminate duplication and leverage dollars to provide more opportunities to job seekers and the emerging workforce.

The NTWB has taken steps to keep pace with fluid marketplace conditions while ensuring the local area aligns itself to fully support the Governor’s vision. Additionally, the policy guidance from the State Workforce Board, especially the recently released Workforce Services Polices have been incorporated in the workforce delivery system for this local area. Functional alignment of partner process in the AJC, including the Welcome and Business Services Team are just two of the new improvements that are now intertwined with the Center as well as fully supported through a resource sharing agreement. The senior leadership accomplishes workforce delivery through its mission, vision and values. The senior leadership

<b>Mission</b>	To ensure a totally integrated workforce delivery system consisting of public and private partnership and coordination of resources.
<b>Vision</b>	An employer led career center delivery system providing employers with qualified and responsible employees
<b>Values</b>	Economic Development Streamlined Services Collaboration Universal Access Customer Service Accountability Performance.
<b>Brand</b>	American Job Center

Leadership Team	Team Leader
North Tennessee Workforce Board	John Zobl, Chair
Workforce Essentials Board	Roy Apple, Chair
Consortium of Elected Officials	Mr. George Clark, County Mayor
Director, Field Operations Middle TN	Deniece Thomas
Workforce Essentials, Inc.	Marla Rye, President
Career Center Consortium	Partner Members

deploys workforce services through an electronically linked career center system via two comprehensive centers in Clarksville and Gallatin and affiliate centers in the remaining seven counties. With its extensive makeup that reflects the local community, the business lead leadership team acts as a workforce multiplier for each and every community. The leadership team in LWIA 8 consists of the individuals listed:

**b. How do you govern and address social responsibilities?**

The NTWB addresses management and fiscal accountability while protecting the interests of stakeholders through a variety of checks, balances, policies, monitoring and audits that give performance feedback to the Board throughout the year. The Board

relies on Workforce Essentials, the administrative entity for LWIA 8, to account for WIA funding. The Career Center partners such as Vocational Rehabilitation, Job Corps, the Department of Labor and Workforce Development, and Senior Community Employment Program all deliver services and report to the NTWB. The fiscal agent, Workforce Essentials coordinates the efforts of these programs, gathers data and results and incorporates them into the strategic plan based upon the Board’s guidance and direction.

The Board’s guidance to the partners and fiscal agent complies with Workforce Policy #6 which enumerates the direction of the workforce system. The Board, following the Workforce Investment Act 117(d)(3)(B) has designated its fiscal agent, established its review process, elected officers, chosen its chief LEO and developed by laws to govern its direction and order.

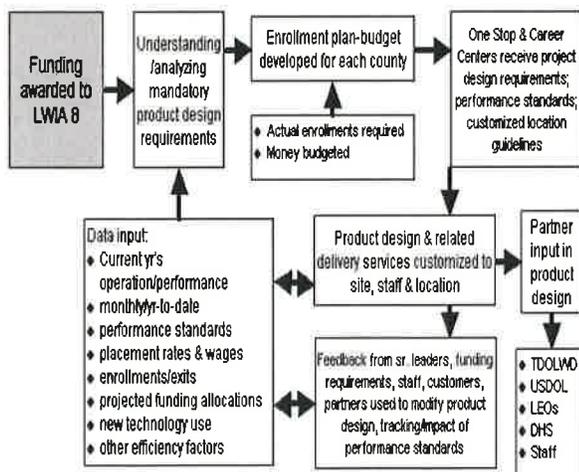
Performance measures via state requirements are reviewed quarterly by the Board and adjustments are made to ensure the highest level of performance outcomes are achieved, simultaneously ensuring expenses directly result in maximum efficiency. Written into the By-Laws, the Board maintains all meetings and information transfer in accordance with all state regulations and Sunshine laws to assure transparency throughout. Additionally, all plans and directives are posted via the internet for review and public notices of meetings and events also appear in local papers. Internal monitoring is conducted throughout the career center system with reports on performance passing through to the Board. Additionally external audits and monitoring are performed by state and federal agencies, as well as an independent agency on an annual basis, to ensure fraud waste and abuse as well as duplication of service is not occurring.

LWIA 8 had a clean monitoring report without findings this past year. Each agency has internal policies to ensure staff maintains strict customer confidentiality, and that conflict of interest, at

the staff and Board level are thoroughly maintained. Federal guidelines and rules also guide staff on Equal Opportunity, ADA requirements, Veterans preference, as well as state guidance under Workforce Policy #7 for service integration to ensure seamless service for all customers. The Board, through Workforce Essentials also retains a premiere law firm in Middle Tennessee to ensure that it maintains all direction and guidance are in keeping with state laws and statutes. Senior leadership within each partner agency also reviews performance data and key indicators on a monthly basis to include activity levels, training completers, and customers entering employment to make immediate adjustments to ensure efficiency and successful performance. Senior leadership within each partner of the AJC, maintains formal leadership and management structure with succession planning built in depending on internal procedures. An example of this would be Workforce Essentials in Montgomery County has a designated manager; however because of the size and complexity of the Center, a lead individual on staff is also named to ensure a chain of command is maintained in the leader's absence. Each partner has a similar option depending on their operational scope.

## II. Strategic Planning

### a. How do you develop your strategy?



The NTWB uses a defined strategic planning process to develop its strategies and corresponding action plans to set its short and long-term organizational direction. Each year the Board reviews labor market information, conducts a SWOT analyses and evaluates system performance information to align goals and objectives to ensure maximum effectiveness and efficiency. The strategic planning process requires the Board to understand and be proactive to

effectively deploy resources which engage positive economic impact from partners. Four key performance indicators have been established. The performance metrics must be measured and evaluated in the field on a monthly basis and through Board monitoring on a quarterly basis. Performance outcomes are established so that measurements and processes can be enacted to improve efficiency. Our key customers can easily be defined as job seekers and employers.

- Key Performance Indicators:**
1. Customers volume
  2. Service Activities/Delivery
  3. Job Placement & Earnings
  4. Customer Service

Workforce Services Policy #8, the One Stop Delivery System is the vehicle that guides the Boards actions as to the delivery of services within the workforce area. The AJC delivery system is the model the NTWB has adopted to ensure seamless delivery of workforce services to individuals and business. Enveloped in its strategic

plan the Board has designed its Partner Consortium, Lead personnel, and Center Delivery System design to enhance services as well as maintain seamless service through state direction. Wagner Peyser, along with WIA and Vocational Rehabilitation staff are the Consortium management team, however other required internal and external partners provide services and input to ensure efficiency and eliminate duplication. The Board collects the monthly results of customer interaction and analyzes quarterly to reflect labor market influences on service delivery. This data is received and analyzed through the state eCMATS system that provides timely and accurate analysis to measure effectiveness. LWIA 8 was awarded the highest percentage for incentive performance in the state this past year among its peers. This demonstrates how the NTWB's processes are extremely effective.

The Board has adopted the governor's vision for Tennessee especially his goal of making *Tennessee number one for creating jobs in the southeast*. The Boards composition, along within its guidance to partners is to utilize its assets to connect workforce development with job creation and growth. The partners ensure their assets are aligned with this concept. The Boards makeup of over 50% private sector, business leaders ensures that the AJC network will increase employer engagement and reinforces alignment with the Governors Goal 1, Objective 3. Additionally in using and fully enacting Workforce Services Policy #5, Eligible Providers List, the Board has ensured that the governors vision of brining a sequence career focused high school to post secondary pathway is realized and active in LWIA 8.

<b>LWIA 8 Job Creation</b>	Hankook Tire	1,800
	Beretta Firearms	300
	Mohawk Ind.	320

**b. How do you implement your strategy?**

The North Tennessee Workforce Board prepares its workforce to be competitive in a global marketplace through being proactive in its analysis, leveraging partnerships and aligning itself with state and federal guidance to ensure LWIA 8 maintains a competitive edge. The results are a low unemployment rate as compared to the remainder of the state

	Labor Force	Employed	Unemployed	Unemp. Rate (%)		Rate Change
				Dec.	Nov.	
<b>LWIA 8</b>	<b>357,440</b>	<b>336,430</b>	<b>21,030</b>	<b>5.9</b>	<b>6.1</b>	<b>-0.2</b>
Cheatham	20,360	19,250	1,110	5.5	5.5	0.0
Dickson	24,590	23,110	1,480	6.0	5.9	0.1
Houston	3,950	3,610	340	8.6	8.4	0.2
Humphreys	8,860	8,150	720	8.1	8.1	0.0
Montgomery	76,190	70,580	5,610	7.4	7.8	-0.4
Robertson	34,630	32,710	1,920	5.6	5.7	-0.1
Stewart	5,720	5,250	470	8.3	8.5	-0.2
Sumner	84,340	79,710	4,640	5.5	5.7	-0.2
Williamson	98,800	94,060	4,740	4.8	4.9	-0.1

and its projected growth with new business such as the recent announcement of the arrival Hankook Tire, Beretta Firearms and Mohawk Industries. The initiative of the Board to require those looking for work to only be placed in demand and growth occupations over the past year has resulted in LWIA 8 being ahead of the remainder of the state in job creation. Its ability to

remain flexible along with partner staff allowed the AJC system to be able to immediately adapt Workforce Policies #7 and 8 with seamless service integration and one stop delivery system processes that placed the local area to be competitive in a global economy compared to others within the state.

The Board has developed a subcommittee of its Planning Committee to further study in demand training providers in and out of our area to see which is the most effective in placement, time, and expenditures to further enhance effectiveness. This is based on the backbone of Workforce Service Policy #5, the Eligible training Provider list of which the board is actively pursuing which schools and programs result in producing graduates that quickly enter the workforce pipeline and ultimately provide the skill set needed by employers throughout the region. Labor market information, based primarily off the Jobs4TN website along with industry census data is analyzed to be proactive, instead of reactive, to employer needs.

Workforce	Strategy
Service to Job seekers	Demand Driven Customer Satisfaction Full Fill Employer Expectations
Skills Training	Aligned to ensure competitiveness Demand Driven Reduce Employer Skills Gap
Brand Awareness	AJC staff marketing systems and strategies Flexibility Exceed Employer Expectations

Then NTWB and AJC staff have firsthand knowledge of business needs due to its active participation in chambers of commerce, professional industry organizations, and interaction with schools and training centers to ensure that they remain on the cutting edge of career guidance and direction. Job Center staff and partners focus on the delivery of critical workforce needs so that strategic factors can be implemented. These are broken down into three categories. By achieving these baselines the Board and staff can align strategic objectives to ensure funding and resources are maximized.

**III. Customer Focus**

Always maintaining a vigilant focus on the needs of the customer and future needs of business and industry has allowed the NTWB to be poised to deliver workforce development services that are competitive in the global marketplace. The NTWB, being business led and tied to the Local Elected Officials are in tune daily with the needs of the business community. Membership in county Chambers of Commerce as well as direct involvement with Industrial Development Boards puts the AJC system in direct touch with community needs. Participation in industry recruitment, P-16 Councils, and Regional Employer Skills Panels also allows the Board to understand the needs of the business community. Labor Market Information from the Jobs4TN website reinforces this up as well.

Utilizing the Eligible Training Provider list as well as high growth industry sectors such as health care, transportation and logistics, and information technology; the Board through its ITA policy and Support Services policy along with its career center partners, channel those in need of skills upgrades to choose pathways that are in demand. Adults and dislocated workers who require skills upgrade training are oriented to services and then assessed. Using Work Keys Career Ready 101, the staff identifies candidate's likes and dislikes as well as strengths and weakness that lend credence to career pathways and training. The Board's ITA policy is in line with WIA Section 134 and allows a maximum scholarship for each individual. Under Workforce Services Policy #5, the Board has formed a subcommittee to further study training providers to ensure training institutions are performing at the highest level.

The NTWB has designated a lead Rapid Response coordinator in LWIA 8. The individual has been trained by state officials and has materials on hand for companies that require WARN announcements. The coordinator also handles all initial discussion, mass meetings and data management. To assist the dislocated worker, weekly reports of new claimants are disseminated to AJC employees so that Career Center information can be mailed to the individual informing them of our services. To assist employers, relationships have been developed in each local county and upon notification of layoff or plant closure, the rapid response function is initiated. The Rapid Response coordinator contacts the company official to coordinate an initial meeting to assess situation and schedule mass meetings with affected employees. The Rapid Response coordinator communicates with the AJC employees and State officials to provide wrap around services. The Rapid Response coordinator enters information into the eCMATs system. State Toolkits are distributed to all employees affected by the layoff as well as other vital information which will assist the employee in his or her job search.

The NTWB's direction to the administrative entity for ITAs is in keeping with WIA law as well as equal distribution throughout the nine county area based on census and demographic makeup. Allocations from state funds are distributed to counties through budgets. Approving authority processes are in place to ensure accountability and effective use on the ETPL (see Workforce Policy #5).

The NTWB has elected, through the use of Federal waivers to deliver four of the ten required elements to serve youth. RFPs were released to deliver the remaining six elements on competitive contracts or referral basis. Contracts have optional annual extensions. Currently nine subcontractors are approved through the RFP or referral process to deliver these

#### **Youth Program Waivers**

1. Work Experience
2. Support Services
3. Summer Employment
4. Follow-up

elements to eligible youth in LWIA 8. The Youth Council guides this process for the NTWB and has a proposal selection process in place to deliver and monitor youth RFP activity. The Youth Council has established priority to serve older, out of school youth in skill training activities to focus on the Governor's Dive to 55 initiative to increase educational attainment. In-school activities focus on the successful Jobs for Tennessee's Graduates model which transitions youth from school to work. The matrix below reflects LWIA 8's youth providers and services offered in the area.

PROGRAM ELEMENTS	Updated February, 2014 <b>Local Workforce Investment Area 8</b> Counties Served: Cheatham, Dickson, Houston, Humphreys, Montgomery, Robertson, Stewart, Sumner and Williamson Red X indicates competitive procurement Green X indicates In-House Services Black X indicates referrals Purple X indicates ITA (waiver)										
	Dickson County Board of Education	Houston County Board of Education	Williamson County Board of Education	YMCA Middle TN Robertson	Individual Training Accounts	Workforce Essentials-LWIA 8 – (Waiver)	Houston County High School - JTG	Centennial High School - JTG	Fairview High School - JTG	Springfield High School - JTG	Dickson County High School-JTG
	Tutoring, study skills training	X	X	X							
	Alternative Secondary School	X	X	X							
	Summer Employment					X	X	X	X	X	
	Paid/Unpaid Work Experience					X	X	X	X	X	
	Occupational Skills Training			X	X						
	Leadership Development	X	X	X	X						
	Supportive Services					X	X	X	X	X	
	Adult Mentoring			X							
Follow-up Services					X	X	X	X	X		
Comprehensive Guidance and Counseling	X	X	X	X							

YOUTH ELIGIBLE PROVIDERS LIST ENTITIES

In the AJC in Clarksville, Job Corps has a full time representative who coordinates Job Corp activities for each of the counties represented in LWIA 8. In addition, Workforce Essentials is applying for a Youthbuild grant to enhance youth services and opportunities in the Clarksville region.

The NTWB in accordance with Workforce Services Policy #8, aligns itself with the Tennessee Workforce Development Act of 1999 ensuring the local Board meets the roles and responsibilities of the Act. It has established a Comprehensive Career center along with Affiliate Centers to deliver partner services to business and individuals across the area. All counties have established offices to serve the needs of its customers. WIA, Wagner Peyser and Vocational Rehabilitation have full time presence in the comprehensive center. The NTWB, through consultation from the Chief Elected Official have established the operator, designated the consortium, developed the MOU of partners, negotiates the resource sharing agreement and has begun rebranding their outreach as part of the AJC network, all in keeping with Workforce Services Policy #8.

Welcome and customer triage processes are in place for all with the exception of priority of service for veterans and eligible spouses who always move to the head of the line and are seen by specially trained veteran's staff. Following the extensive guidance in Workforce Services Policy #7 and 8, the AJC in LWIA 8 has formulated its service delivery teams to work collaboratively and seamlessly in its delivery of services. The robust integration which will provide universal access, streamlined teams, linked referrals, and targeted training, allows the customer needs to be met and exceeded efficiently and effectively. The welcoming team has developed a customer flow that allows individuals seeking work to flow through a seamless process while being able to quickly access all partner functions. For new customers, they will receive an orientation of center services along with skills assessments to enhance career goals and paths.

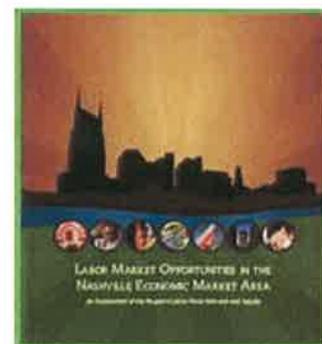
**a. How do you obtain and use customer and market knowledge?**

The Board has established industry sectors and has directed staff and resources to focus operations towards enhancing these sectors to achieve economic growth. In middle Tennessee the Nashville MSA is split between LWIA's 8 and 9. Additionally Montgomery County is a

- Target Sectors**
- 1. Healthcare**
  - 2. Advanced Manufacturing**
  - 3. Information Technology**
  - 4. Transportation & Logistics**
  - 5. Retail Trade**

member of the Hopkinsville, KY MSA. Sector strategies are highlighted in Labor Market Information that also reflects the make-up of the Board. Five growth industries or target sectors have been identified by the Board to focus workforce efforts toward. As reflected

in the State plan on page 33, LWIA 8 is scheduled to grow twice as fast as the state in trade and transportation at 1.9%. Locally, advanced manufacturing is set to expand with the addition of



Hankook, Mohawk Ind. and Beretta. Thus the NTWB focuses training resources and IWT grants towards these industry sectors to poise this area to continue its economic growth.

Economic development is regionally focused and does not recognize borders in LWIA 8. Thus staff and Board members are looking at a regional approach to promote workforce development. For the past five years LWIA's 6, 8, 9, and 10 have been working together to strengthen the middle Tennessee economy. Using sector targets, and through working closely with the Nashville Chamber of Commerce, workforce studies have been conducted to further identify growth and target industries. AJC staff and educators throughout the state have collaborated with industry leaders to form Skills Panels, to identify proactively the needs of three specific sectors. Those three sectors are Health Care, Advanced manufacturing, and Information Technology. These are the same sectors, along with a few more, that the NTWB has identified as crucial to keep the middle Tennessee economy moving. Through the ETPL and Workforce Services Policy #5, along with the Boards focus on targeted industries, there has been a steering committee formed to further assess skill upgrades through education. Specifically this committee will not only review success and placement rates but also volume to see if it is fulfilling the needs of the targeted industries. This analysis will be turned over to our education partners such as the Tennessee College for Applied Technology (TCAT) as well as other TBR institutions to reframe academic output to meet targets of industry.

A key player in the creation of new jobs in any area is the local and state Economic and Community Development representative. The NTWB has three representatives on the NTWB. The administrative entity is called upon weekly to participate in recruitment and retention efforts throughout its local area by these organizations. Workforce Essentials and Department of Labor staff actively participated in the recruitment of the Beretta manufacturing facility in Sumner County, Hankook Tire facility in Montgomery County and Mohawk Industries in Dickson. Workforce Essentials is currently participating in ECD projects in Cheatham and Stewart Counties as part of a layoff aversion strategy.

Staff from multiple Career Centers along the Kentucky boarder will be participating in an 8th grade career exploration fair for six county school systems to explore pathways to work. This project is being chaired by state ECD leaders. The NTWB specifically targets population clusters

- |   |
|---|
| <p><b><u>Target Populations</u></b></p> <ol style="list-style-type: none"><li><b>1. Individuals with Disabilities</b></li><li><b>2. Offenders</b></li><li><b>3. Veterans</b></li><li><b>4. TANF recipients</b></li><li><b>5. Mature workers</b></li></ol> |
|---|

for assistance through the AJC network and has staff on hand, along with technologies to assist those targeted populations. The Board has invested in staff who have received special training or it is their sole function to assist these population clusters. Partners have established Memorandums of Understanding to define

roles and responsibility under the guidance of Workforce Services Policies #7 and 8 to include service, referral, assessment and career planning for these individuals. Vocational Rehabilitation, with representation at the center and also as a primary partner within the consortium, serves a wide variety of individuals with disabilities in the center.

Workforce Essentials has a national Disability Employment Initiative grant which is administered through the AJC. They have established an Employment Network through the Ticket to Work Initiative resulting in assistance for people who are receiving Social Security Disability payments to go back to work. This initiative has been so successful that it is in the top twenty nationally in Ticket to Work success.

Disabled Veteran Outreach Program operators assist veterans in returning to the workplace specifically leveraging veteran benefits and programs for our wounded and disabled military. With the proximity of Fort Campbell, this program is not only successful but handles some of the largest volume of military personnel in the country. To increase effectiveness, veteran program managers have established an office on the military base as well as scheduled days in all the affiliate centers.

Wagner Peyser and WIA staff attend reentry meetings for incarcerated individuals through the Clarksville CARES program. The goal of the program is to bring the assets to bear for those being released from prison, as well as in rural jails by establishing career pathway workshops to include assessments for those that are soon to be released. Additionally in one county, the adult education faculty is teaching in the prison itself to ensure inmates are gaining their high school equivalency degree while being locked up.

All counties have staff on hand to assist TANF recipients find employment. This program is named Families First. Its focus is to establish a career plan for the TANF recipient, who have multiple barriers to employment, and guide the individual to self sufficiency. This program is also delivered in the AJC and affiliate centers. The Senior Community Service Employment Program along with the National Center on Aging operates the mature worker program in the comprehensive and some affiliate centers. The Welcoming function of each center refers individuals who meet program requirements as well.

**b. How do you build relationships and grow customer satisfaction loyalty?**

The One Stop delivery system and design outlined in Workforce Services Policy #8 is how the NTWB delivers outstanding customer service to its internal and external customer. It is a flexible system to place the assets needed at the point required whether it be for a new and

expanding business or a single dislocated worker looking for a new career pathway. The seamless system with all partner agencies bringing the resources to bear at the crucial point is the most effective way to assist its customer base. Technology is crucial in the outreach and relationship building process. The NTWB, along with the state has directed its agencies to utilize technologies not only for efficiency and paperwork reduction, but to conduct timely outreach and even quicker feedback between staff and customers. Computerized resource centers with computer banks are available at the comprehensive and all affiliate centers, along with copiers, and fax's to create for the employer or prospective employee a private "office like" setting so that they can operate using the latest technologies. The TDLWFD, along with Workforce Essentials, each have active websites and twitter accounts in which information, latest news, workshops, job search tips etc are posted on a daily basis. Additionally Workforce Essentials has a Facebook account, along with a blog on its website that further reaches out to employers and prospects alike.

The NTWB is implementing the Performance Management-dashboard that is outlined on the State Strategic Plan. This not only incorporates internal and financial perspectives but measures how employers and job seekers see and feel about our local workforce area. Surveys are conducted via telephonic and electronic means through the University of Memphis and feedback is given not only to the Board but the AJC staff as well. Leadership establishes best practices and sometimes corrective action to increase efficiency as evidenced by our 911 customer hotline. Other surveys are done via a web surveyor of programs and customer targets to get immediate feedback of the customer base. A recent three day disability workshop across the state was surveyed to gain feedback and lessons learned for improvement for next year's meeting. Survey results are included in Board meeting minutes to attain guidance from them as to new or enhanced direction for field staff and partners. Customer satisfaction results gathered by state agencies are also analyzed to ensure the senior leadership vision and values are being carried out by staff. Workforce Essentials operates a 911 hotline for customers to address the Executive management group with concerns or compliments. All are reviewed and recorded by the strategic action team. A goal has been set to achieve a 90% or higher customer satisfaction rate.

#### **IV. Measurement, Analysis, and Knowledge Management**

##### **a. How do you measure, analyze, and then improve organizational performance?**

The NTWB uses multiple database case management systems to gather information, report, and evaluate effectiveness. The multi pronged approach provides strategic and operational information for the Board and partner leadership so effective and timely decisions can be

made. Partners gather and report data on internal and external customers through the use of eCmats. The administrative entity gathers data on customers through the use of Salesforce and converts reports to data that will be entered in to the eCmats system through its administration office. Data is not redundant, each staff member only enters data into their system once and therefore duplication efforts are eliminated and data entry errors reduced. The Salesforce system, allows customized reports in real time allows the administrative entity the flexibility to analyze data as needed in its multiple programs: WIA, IWT, Families First, DEI, Business Services, etc. TDLWFD staff enter data into eCmats and activity reports are run and analyzed by the leadership as to service and activity levels. Such reports were recently used this past year to restructure operations across the state and LWIA 8 to streamline operations. To ensure that the performance management systems are providing the Board with information and data critical and timely to make decisions on workforce development, the administrative entity has on staff a full time Performance Management Director. This individual and supporting data team provides a monthly dashboard for the organizations performance measures. The Strategic Action Team of Workforce Essentials reviews the performance and adjusts processes and procedures as needed to ensure goals are met and exceeded. In addition, quarterly survey and performance data are produced for WIA customers exiting the program to determine the outcomes and impact on common measures. These results are evaluated as part of the state regression model and used to negotiate its overall performance standards with the state.

LWIA 8 has consistently been a top performer of WIA standards in the state and this year qualified for the highest incentive award due to its above average performance. Information is the key to making sound business decisions and all administrative agency personnel receive monthly performance data and all data is tied to their individual performance reports at the end of each year. With the states conversion from eCmats to VOS, the administrative entity is currently working with the state and its software vendor for Salesforce to ensure that the changeover of systems will result in no lost or inaccurate data. The Performance Manager for the administrative entity has been selected to be on the planning and rollout committee for the new VOS system. This will put the LWIA in a proactive situation as it prepares for the VOS conversion.

**b. How do you manage information, information technology, and organizational knowledge?**

Workforce Essentials, the administrative entity has instituted an internal monitoring system and dedicated personnel who review staff case load each month. This individual takes direction from the Performance Management Director and sets up a rotating schedule that ensures that all comprehensive and affiliate WIA AJC staff have a 100% audit of files every year. Each WIA

file is reviewed for intake, eligibility, data validation, career planning, training, support, exit and mandatory paperwork required by WIA. After each inspection a spread sheet is generated and reviewed by the Performance Director. Copies are given to field staff and reviewed as well. The Vice President of Workforce Services then reviews the outcomes and sets in to place corrective action as needed. Case notes and their review are an integral part of this inspection. Case notes are reviewed for accuracy and timeliness as well as content. If case notes on an individual or an event are inadequate the corrective spreadsheet highlights the issue and directs action to be taken. The AJC staff has 30 days to make corrections as per the spread sheet and send the action to the Performance Manager to ensure this data is corrected in a timely manner. The Performance manager also produces an exit report on a quarterly basis that is sent to center office staff to ensure that WIA customers are exited as per WIA and state directives. This additional report has allowed the administrative entity to be in compliance with the last state monitoring for performance metrics in WIA. The Salesforce data system also sends the Career Coach for WIA customers nearing exit threshold a 'tickler' that a specific customer is within the 90 day exit window due to lack of activity. The reports, the internal audit, and the system notification act as a triple reminder to exit customers in a timely manner in keeping with WIA guidance.

**V. Workforce Focus**

**a. How do you engage your workforce to achieve organizational and personal success?**

Within the nine county region of LWIA 8 there are two comprehensive career centers and seven affiliate centers that reflect the delivery of services for the AJC system. The primary comprehensive center is located in Montgomery County and the other comprehensive center is located in Sumner County. The remaining seven counties of Cheatham, Dickson, Houston, Humphreys, Robertson, Stewart and Williamson have affiliate centers. All are electronically linked and have an intensive network of referral systems in place to ensure coverage and service delivery throughout the area. Additionally, other than the three mandatory partners of WIA, Vocational Rehabilitation, and Wagner Peyser, other partners such as the National Council on Aging, Veterans Representatives, Adult Basic Education and Families First are some of the other agencies found within the delivery system. These partners and offices provide a seamless delivery system for businesses and job seekers alike avoiding duplication and increases collaboration while leveraging resources. The key to this highly effective delivery model for AJC is service integration. The intent, guidelines and directives of Workforce Services Policy #7 are intertwined throughout all offices led by the NTWB. Service integration by all partners is the key to organizational success and delivery. Required and optional partners working collaboratively will be able to maximize workforce delivery services. Universal access, streamlined business teams, linked referrals, targeted training in demand occupations, are only achieved through

service integration. The NTWB has embraced the guidance of Workforce Services Policy #7 and established processes to ensure that LWIA 8 delivers business and individual workforce procedures that are effective and timely. The process of functional alignment effectively organizes staff and facilities in a manner that streamlines delivery, but most importantly capitalizes the strengths of staff and technology to deliver services, reduce duplication and leverage dwindling resources. The comprehensive center silo system of old has been realigned into three functional teams: the welcome team, skills development team, and the business services team. Each function now has transformed a previously multi layer dysfunctional concept across numerous funding streams to one of single multi partner team focused on a single process to move individuals and employers forward quickly among partner functions. The welcome team triages customer needs immediately and puts them through a single intake and orientation process. The skills development team assesses the skill sets of individuals and places them on the correct career path. The business services team, listens to the needs of employers and refers them to the solving agency instead of the old process of numerous meetings with a wide variety of partner contacts.

Functional alignment also takes functional management. The NTWB has incorporated Workforce Services Policy # 7's concept of collaboration, with single customer flow and cross trained staff. The Partner Consortium agreement is the conduit to make this happen. Site leads in Montgomery County have been adopted and charged with the implementation of service integration. They have already developed the functional teams and have developed a single source customer flow allowing for co-enrollment when necessitated. Staffs of partner agencies have attended functional alignment training in Nashville and are attending partner training each month to further understand laws and regulations of partner funding streams to more effectively serve customers. Monthly meetings of AJC partners are held in each comprehensive center. A common activity calendar is in place for all partners and workforce related workshops. Workshops are shared by all so that customers receive workforce and career orientations with one session instead of attending numerous duplicative sessions. Additionally the center staff not only reflects the AJC logo, staff will be wearing similar name badges branding the comprehensive center as compared to separate badges reflecting individual partners. Thus customers will only see a single flow instead of numerous programs and partners delivering very narrow programs.

**b. How do you build an effective and supportive workforce environment?**

Workforce Essentials and its partners achieve effective communications and skill sharing across work units and office locations by: utilizing technology and resources such as the internet, group wise , web surveyor and web sites; conducting routine monthly and bi-monthly meetings

with partners and as called for specific purposes; maintaining adequate cross trained staff to deliver quality, customer services. Maintaining a customer focused structure requires a emphasis on being aware of ever changing customer attitudes, changing business environments, and aligning leadership delivery systems to ensure positive reaction to marketplace conditions. From senior leadership to staff team delivery, legal and ethical behavior and principles breed a healthy environment for open communication and discussion of ideas to establish best practices. At partner meetings, customer service and delivery team members meet to share information across work units, job locations, and partner integration. In addition, quarterly meetings of the Consortium are held to discuss strategic actions. Leadership requirements established by Workforce Services Policy #8 require networking to learn from best practices and deal with specific issues. Recently an affiliate center shared a best practice in a Rapid Response activity to develop resumes for dislocated workers that proved effective and less time consuming for staff at numerous locations. This raises the bar for the entire AJC network. The nine centers of LWIA 8 share information via guidance of the Board and the consortium partners on a monthly basis to increase effective service delivery to employers and prospective employees.

A reward system is in place to recognize staff members for outstanding customer service. Paper workforce bucks and wooden nickels are distributed to staff who are recognized for their contributions or service.

## **VI. Operation Focus**

### **a. How do you design your workforce system?**

The NTWB has designed and organized its staff, delivery processes and facilities in a manner that streamlines customer service, capitalizes on strong staff and technology, leverages resources through MOU's and RSA's and reduces duplication. The process is designed to align with the AJC system and incorporate all of the guidance outlined in Workforce Services Policy #7. The system is comprised of two comprehensive centers and seven affiliate centers. The partners are functionally aligned in teams that comprise a Welcome Function, a Skills/Career Development Function, and a Business Service Function.

The Welcome Function consists of a single point of contact at the front desk of the center who begins the triage of customers. New customers are sent for orientation, eligibility, enrollment processing, and initial skills assessment. New customers may also be entered via the resource center into the Jobs4TN system. Based on assessment results, new customers work with counselors to establish career goals and referred to career pathway. Returning customers are checked to ensure initial in processing is complete, and if so are sent to career advisors that

further evaluate job search progress and determine if additional workshops or training would be helpful to that customer. The Welcome Function is staffed by a shared customer service representative as well as mature workers and Vocational Rehabilitation customers.

Through the welcome process individual customers will be enrolled into applicable programs with a single intake form to avoid duplication. Participants will cross programs seamlessly to resolve and meet the needs of our customers. Prior to engaging services, the site management will evaluate program performance outcomes before finalizing data input. With limited and/or dwindling resources the NTWB realized the benefits of leveraging funding and co-enrollment where appropriate to accomplish seamless service while maintaining a high level of customer service resulting in economic growth. AJC site leadership has in place customer activity logs as well as dashboards showing case load and activity of partners. Current development plans are in place with all partners to expand on information sharing through the use of technology, Dolce Vita, and eCmats reports.

The Skills/Career Development Function will consist of skills analysis, facilitated assessments and testing, identify support needs, provide career guidance and coaching, arrange for soft skills training and refer job seekers to specific occupational training, if required. This is the center and lifeblood of the AJC system via all partner agencies. This function truly makes the One Stop System.....just that.... a one stop for employment. As customers progress in their career development plan, they will receive partner staff assistance based upon the partner strengths aligned for the particular customer. Referrals and assessments such as a TABE or CRC will be passed to partners ensuring seamless service without duplication. An example would be an intensive interview workshop that could have WIA adults, TANF and Vets all together possibly led by a Job Corps partner. State and Federal funding guidance will be maintained, however maximum flexibility will bring partnership success.

The Business Services Function is comprised of staff representing AJC partners. This mixture will result in building positive relationships with employers that are efficient and effective while eliminating duplication. Its sole focus is to establish the Human Resource needs of businesses and to meet and exceed those needs by building a strong economic base within the region. This function is the bridge or pathway that individual jobseekers will cross once completing their journey with the Welcome and Career teams within the American Job Centers. The team has developed an outreach plan, referral plan, and develops customized employment plans based on industry needs. The Business Services Team is led by the TDLWFD. The uniqueness of LWIA 8's area also encompasses business teams reaching across the state line into Kentucky. The team meets weekly to analyze business trends, economic flow, community meetings, marketing strategy, and information exchange with partners who have contacted businesses within the

community and established job orders. This information then flows to discussion of candidate requirements along with process development of candidate qualifications and referrals to business and industry openings. RESA workshops are linked to the Business Team to act as a conduit for openings and further defining individual qualifications for those openings. All businesses that are hiring will have their jobs posted on the Jobs4TN website. The teams listed above- Welcome, Skills, Business are in keeping with Workforce Services Policy #7.

### **How do you manage and improve your key organizational work process?**

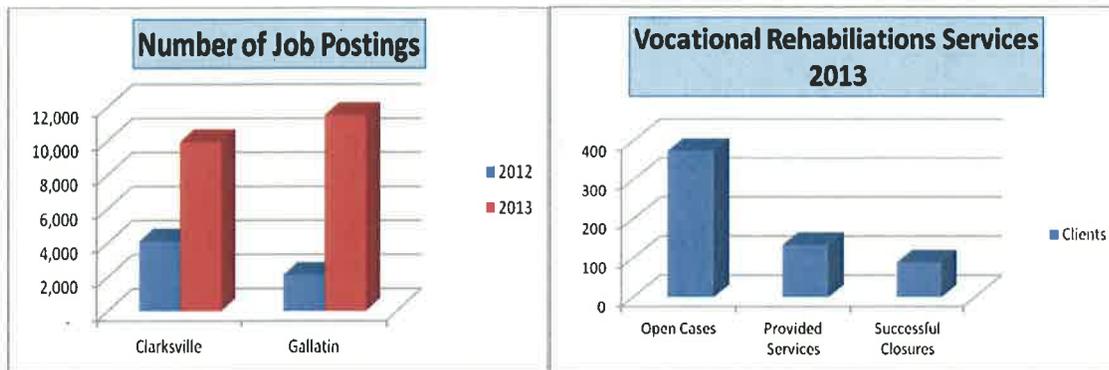
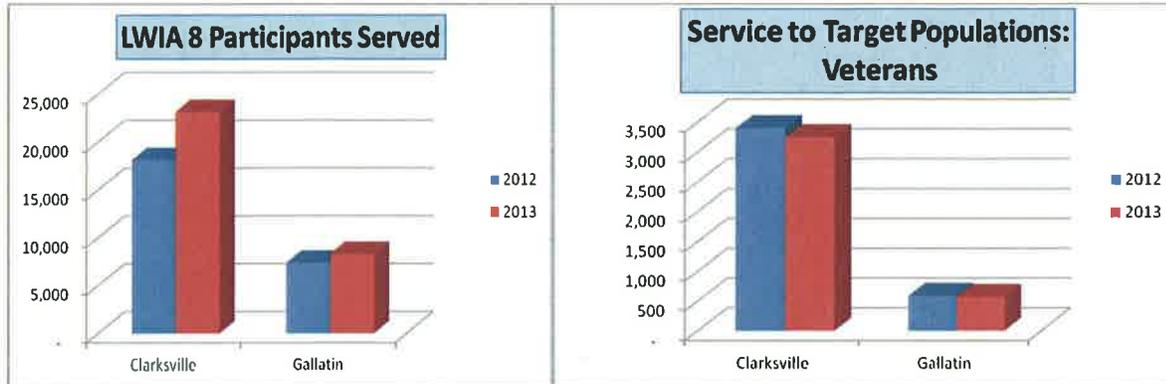
The NTWB manages and improves processes through the effective delivery of career center services based on the AJC model. It has entered into a Consortium agreement with partners, developed resource sharing agreements and adopted By-Laws and local governance agreements that maintain the seamless connection by partners and business throughout the LWIA. Each quarter the administrative entity, Workforce Essentials produces a dashboard of results that are briefed to the committees of the board who make recommendations to the full board as to directions, changes and/or initiatives that should be undertaken to increase regional economic competitiveness. The organization of the Board and partners along with the administrative entity fall under the guidelines of Tennessee's workforce policies. TDLWFD monitors, as well as external auditors have found no findings for LWIA 8 in the past year.

Training institutions provide results and follow up conducted to ensure that all partners are performing effectively throughout the region. Workforce Services product design is governed by Federal and State regulations under the Workforce Investment Act as well as annual funding allocations. Service delivery plans are addressed by the Board and delivered by partners ensuring maximum outreach as well as high performance delivered by state and partner leads. This is accomplished through an environmental scan to ensure maximum effectiveness with limited resources. Future numbers are generated and goals and objectives are assigned by county and region via staff at comprehensive and affiliate offices. The board reviews results quarterly. Continuous improvement is the cornerstone to LWIA's 8 success.

## **VII. Results**

### **a. What are your product performance and process effectiveness results?**

AJC success is measured in a number of factors including common performance measures, partner outcomes and volume of activity, job creation, service to target populations, and monitoring findings, etc.

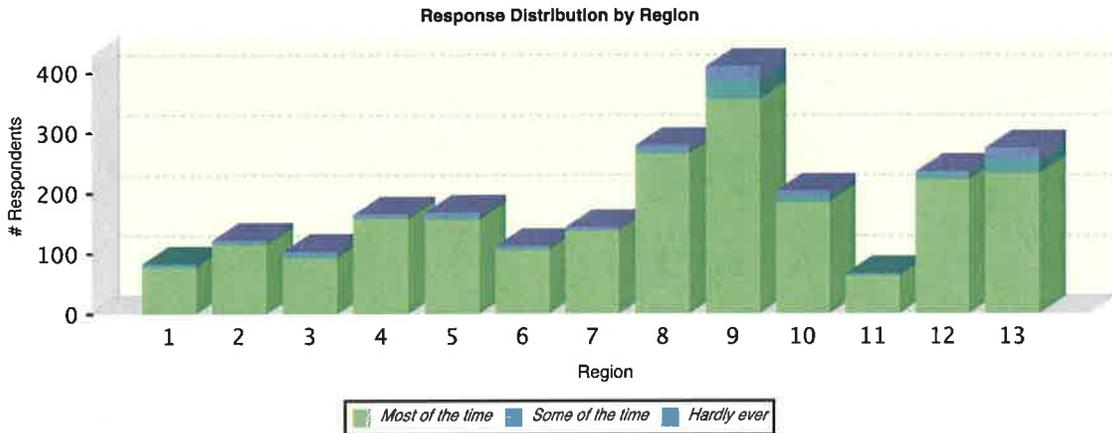


WIA Performance Targets						
Category	PY 11			PY 12		
	Goal	Actual	Percent	Goal	Actual	Percent
<b>YOUTH</b>						
Placement	61%	82%	135%	76%	87%	115%
Credential	63%	91%	144%	75%	91%	121%
Literacy	36%	38%	104%	48%	63%	130%
<b>ADULTS</b>						
Employment	80%	91%	114%	83%	80%	96%
Retention	84%	80%	95%	86%	84%	97%
Earnings	\$ 14,000	\$ 17,588	126%	\$ 15,508	\$ 15,302	99%
<b>DISLOCATED WORKER</b>						
Employment	80%	91%	114%	89%	95%	107%
Retention	84%	87%	104%	90%	92%	102%
Earnings	\$ 14,000	\$ 15,626	112%	\$ 15,000	\$ 15,795	105%

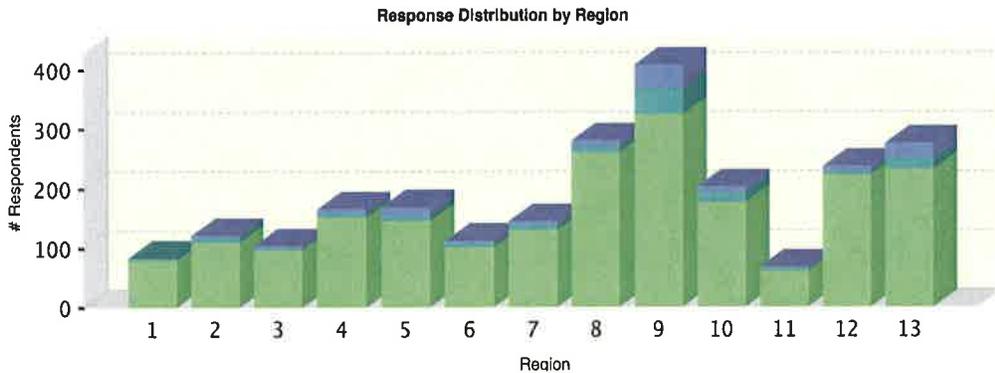
**b. What are your customer-focused performance results?**

The NTWB uses data provided by the University of Memphis to gauge success and benchmark customer satisfaction among LWIAs in Tennessee. Workforce Areas 8 and 9 have the highest level of customer enrollments and ultimately the most customers surveyed in the report. Information below is from the exiter survey as of June 30, 2013.

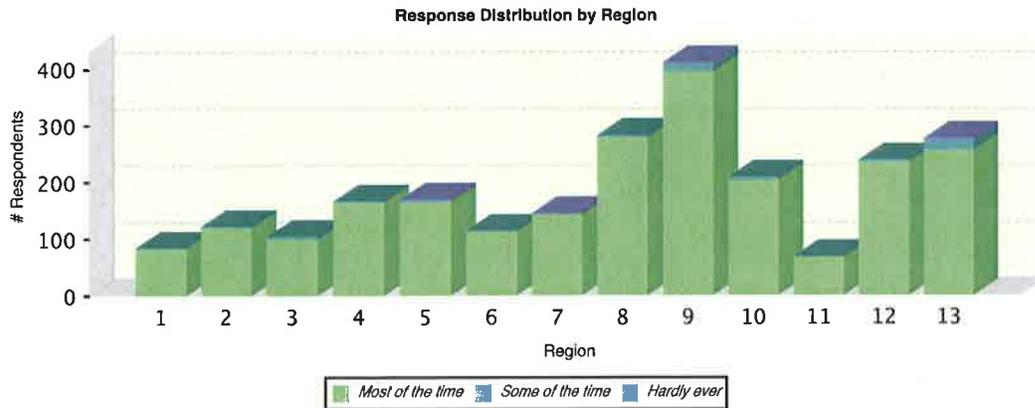
**Did the career center staff understand your problems and needs?**



**Did the services you received meet your needs?**



**Did the career center staff treat you with dignity & respect?**



**c. What are your workforce-focused performance results?**

Workforce focused results are measured through a web survey tool. Most recently, Workforce Essentials hosted a Forum for partners, employers and key stakeholders to address Diversity Issues. The following results indicate the measure of success in addressing issues related to one target population.



Sometimes more important than the charts is the personal feedback received from the surveys.

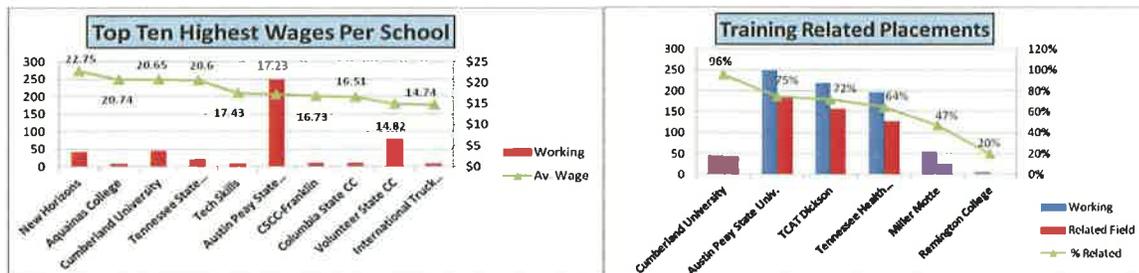
*The presenter was wonderful, and the topic was great because it directly correlated to our jobs, and taught us new ways to get our clients employed and work with the employment community as well.*

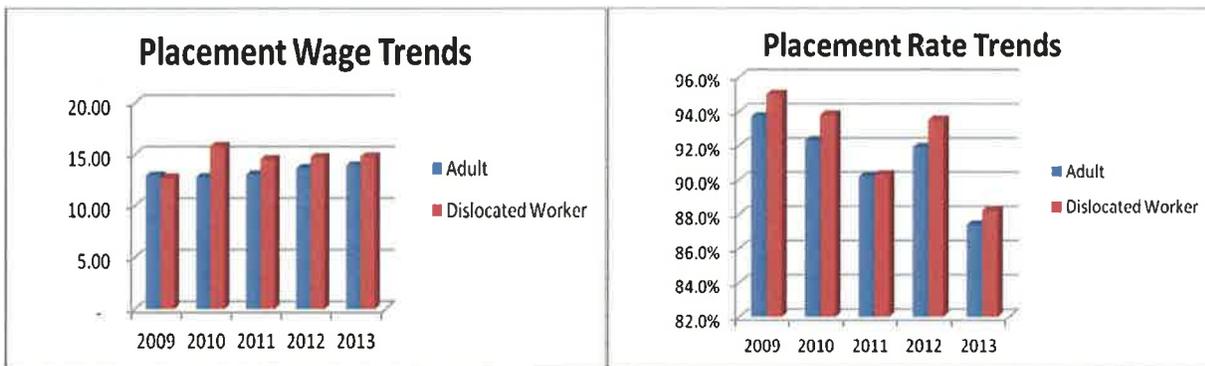
*As it related to clients, it was very useful but you have to be a great sales person and think out of the box. There things that can be applied just gives us another tool to use. I like the location. The answer for "anything, whatever, and what do you have" was a good way to approach the question in another way.*

*The approach to employers for the employee. The excitement and enthusiasm Denise presented the information.*

*Workforce focused results are measured by the number of individuals referred to training in targeted sector occupations.*

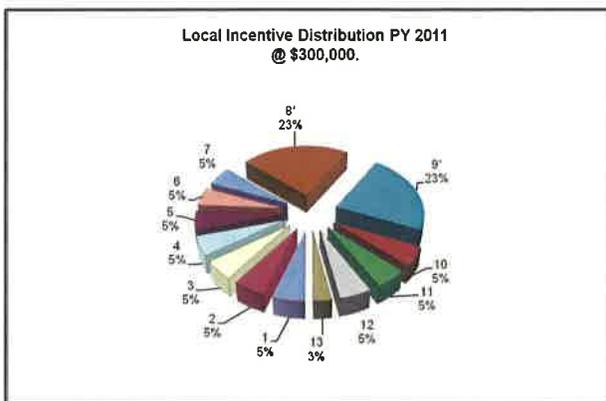
In order to verify that our eligible training providers are effective and are producing candidates that are going to work in their field of study and obtain a livable wage, we chart their performance outcomes to measure success which allows us to provide enhanced career guidance and direction. The following charts cover three years of program data.





**d. What are your senior leadership and governance results?**

Leadership and governance is best measured by the success of the organization. We benchmark against the other LWIAs in the state for performance measures as evidenced by the awarding of incentive funds. For the last two years, LWIA 8 has earned a top share of funding for outstanding performance. In addition, we monitor job creation and job loss to track progress to meet the Governor’s goal of being the best in the southeast.



<b>LWIA 8 Job Creation</b>	Hankook Tire	1,800
	Beretta Firearms	300
	Mohawk Ind.	<u>320</u>
	<b>Total</b>	<b>2,420</b>

**Job Loss in LWIA 8 over the last three years:**

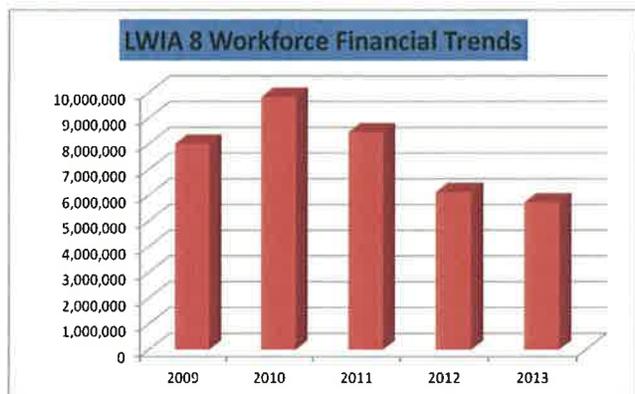
<u>Company</u>	<u>County</u>	<u>Affected Workers</u>	<u>Notice Date</u>
Septor	Humphreys	44	3/2014
Wellscare	Williamson	37	6/2014
Imperial	Sumner	75	4/2014
Sears	Williamson	47	6/2014
Hemlock Semiconductor	Montgomery	277	2/7/2013
Healthcare	Williamson	37	10/18/2012

The North Tennessee Workforce Board reviews exits to ensure compliance with the WIA and the TNDLWFD by monitoring case loads and exits.

<b>WIA Case Load Report</b>					
<b>Year</b>	<b>Enrolled</b>	<b>Exited</b>	<b>%Exited</b>	<b>Still Active</b>	<b>% Active</b>
2009	2123	2105	99.2%	2	0.8%
2010	1062	987	92.9%	6	7.1%
2011	989	806	81.5%	52	18.5%
2012	1098	490	44.6%	305	55.4%
2013	1014	11	4.6%	633	95.4%

**e. What are your financial and marketplace performance results?**

There is no better measure of process than by independent monitoring of rules and regulations prescribed by the federal government. Workforce Essentials and the NTWB are held to highest standards by multiple levels of oversight review. Annually, Workforce Essentials is subjected to state, federal, and third party independent review. Since 2000, Workforce Essentials and the North Tennessee Workforce Board have excelled in property disbursement and accountability in all funding streams. The independent review by Weatherspoon, Lowe, and Wallace, is conducted over three months of rigorous inspection, has resulted zero findings in the last 13 years. Equally impressive is the outstanding reports issued by the Performance Accountability Review Team.



Workforce Essentials and the NTWB have been progressive, thinking outside-the-box to leverage funding and solicit new grant opportunities. For the last seven years, Workforce Essentials has operated the Families First program through the Department of Human Services. By incorporating the program into the AJC, Workforce Essentials has saved the WIA

system over ONE MILLION DOLLARS (\$1,000,000)!

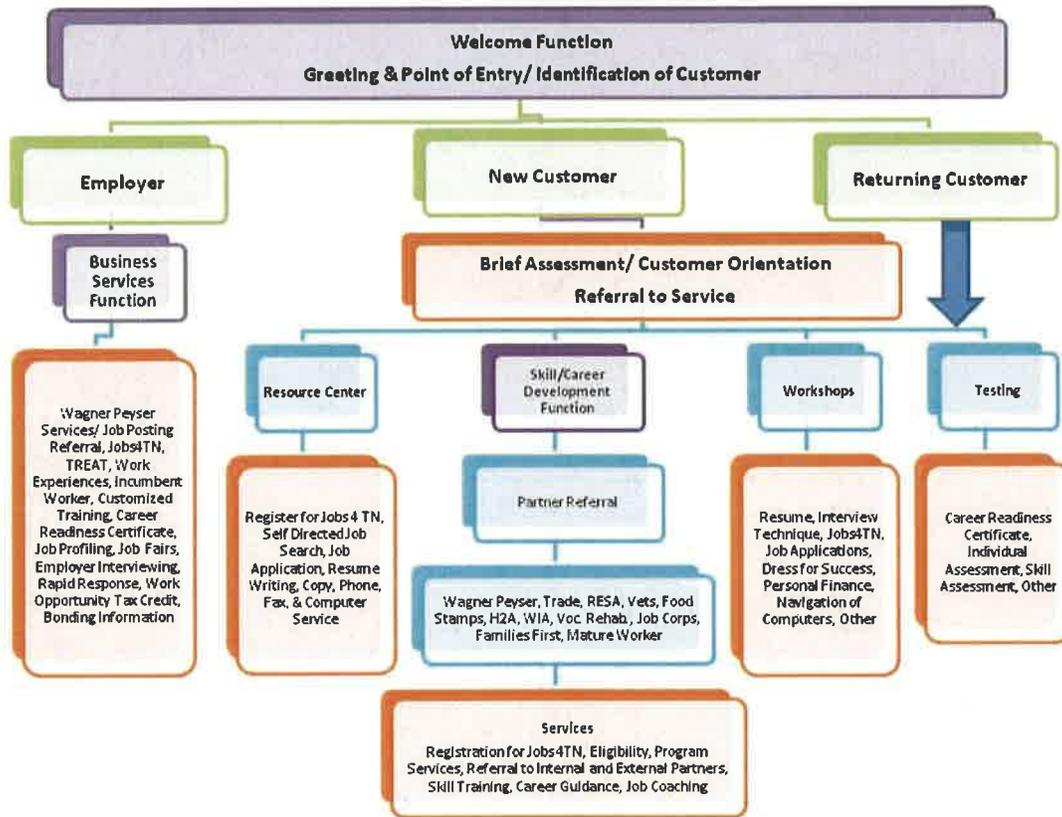
Another innovative practice has been the Disability Employment Program. Through this program, Workforce Essentials became a Ticket-to-Work provider and has earned over \$50,000. Nationwide, Workforce Essentials is in the top 20 earners for FY13 and in the top 10 for ticket assignments in FY13!

Building the capacity of the Workforce System is a necessity in the U.S. Workforce Essentials prides itself in being an original participant in the USDOL Mentorship program several years ago. This opportunity has expanded our spear of influence to present our best practices with other states such as North Carolina, Pennsylvania and Georgia. We recently presented at the Southeastern Training Association’s Conference and will be a panel member at the upcoming National Association of Workforce Boards.

Economic analysis indicates the following financial impact in LWIA 8.

Output (Value of Goods and Services)	\$5,504,309
Labor Income (Salaries, Wages, and Benefits)	\$3,482,435
Employment (Jobs, Full- and Part-Time)	103
Federal, State and Local Taxes	\$713,816

## LWIA 8 Career Center Customer Flow & Services



**Public Posting:** LWIA 8's Strategic Plan will be posted on Workforce Essentials' website, [www.workforceessentials.com](http://www.workforceessentials.com) beginning today, March 14, 2014 for a period of 30 days. In addition, public notice will be placed in the Tennessean newspaper stating the availability of the plan for public comment.

**Update:** As of April 21, 2014, no comments have been received.