LWIA5

2012
ANNUAL PLAN
NARRATIVE UPDATE

TENNESSEE CAREER CENTER

December 14, 2011

Christy Montgomery
Department of Labor and Workforce Development
Grants Manager, Youth and Planning
220 French Landing Drive- 4B
Nashville, TN 37243-0658

Reference: LWIA-5 Plan Phase One Response

Dear Ms. Montgomery,

On behalf of the Southeast Tennessee Development District and LWIA-5 Tennessee Career Centers, I am pleased to offer Phase I of our 2012 Annual Plan update. All edits and additions are submitted in color within the document.

The plan narrative update includes the following:

- Additional narrative and graphics to better communicate planning goals and objectives
- SWOT analysis and roster of required partner and community participants.

The LWIA-5 Plan continues to comply with the Baldrige Criteria as set forth by the State of Tennessee Department of Labor and Workforce Development.

We look forward to your feedback and to the opportunities for growth presented in the planning process.

Sincerely,

Phyllis Casavant, Ed.D.
Director, Career and Workforce Development LWIA-5
5600 Brainerd Road Suite A-5
Chattanooga, TN 37411

TENNESSEE CAREER CENTER

LWIA 5
5 Year Strategic Plan
2012

Submitted by:

Southeast Tennessee Development District

Contact Person: Rick Layne, Director
Phone: (423) 424-4212
Email: rlayne@sedev.org

P.1 Organizational Description

Local Workforce Investment Area 5 (LWIA~5) is part of the Southeast Tennessee Development District (SETDD) and encompasses a nine-county area of Southeast Tennessee. LWIA~5 counties include Hamilton, Marion, Meigs, McMinn, Rhea, Sequatchie, Bledsoe, Polk and Bradley. Services to employers and job seekers are delivered primarily through two designated comprehensive career centers in Chattanooga and Athens, TN. A full-time Career and Workforce Development Office is located in Cleveland and part-time Career and Workforce Development Offices are located in Kimball, Dunlap and Dayton, TN.

The Southeast Tennessee Development District/Chattanooga Area Regional Council of Governments (SETDD-CARCOG) is one of nine Development District designations in the state of Tennessee and was established in 1967 as the regional planning and development organization serving all local governments in the area. As the Chattanooga Area Regional Council of Governments (CARCOG), the Southeast Tennessee Development District also serves three counties in Georgia: Catoosa, Walker and Dade.

There are four major program divisions of the SETDD: Division of Career and Workforce Development (WIA—LWIA~5), Planning and Community Development, Economic Development, and the Southeast Tennessee Area Agency on Aging and Disability. There are also multiple auxiliary organizations that are staffed by SETDD personnel and have advisory boards that report to the SETDD governing board which is comprised of the County Mayors of the counties and representative municipal mayors from each county.

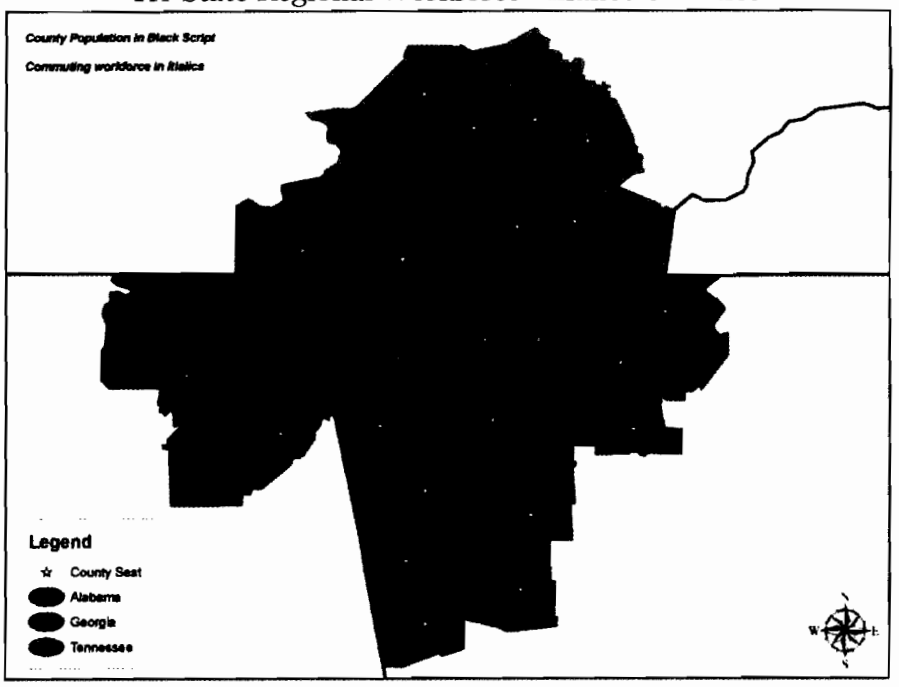
Advisory Boards are the Local Workforce Investment Board, the Southeast Tennessee Advisory Council on Aging and Disability, the Tri-State Regional Workforce Alliance, the Southeast Tennessee Tourism Association, the Rural Transportation Planning Organization, the Regional Council for HIV/AIDS Care and Prevention, various county Joint Economic Community Development Committees, and others.

SETDD also staffs the Southeast Industrial Development Association which is the economic development/industrial recruiting organization for a 22 county multi-state region and is funded by the Tennessee Valley Authority and local power distributors. Critical partnerships with a variety of state and federal agencies enable SETDD and LWIA~5 to provide a seamless system of service delivery to the region. Partners include, but are not limited to, the Tennessee Departments of Economic and Community Development; Labor and Workforce Development, Health; Human Services; Environment and Conservation; Education; Children's Services; Transportation; the Tennessee Commission on Aging and Disability; the Economic Development Administration; the Appalachian Regional Commission; USDA-Rural Development;

Tennessee Valley Authority; Tennessee Historical Commission; Tennessee Arts Commission; and the Tennessee Housing Development Agency.

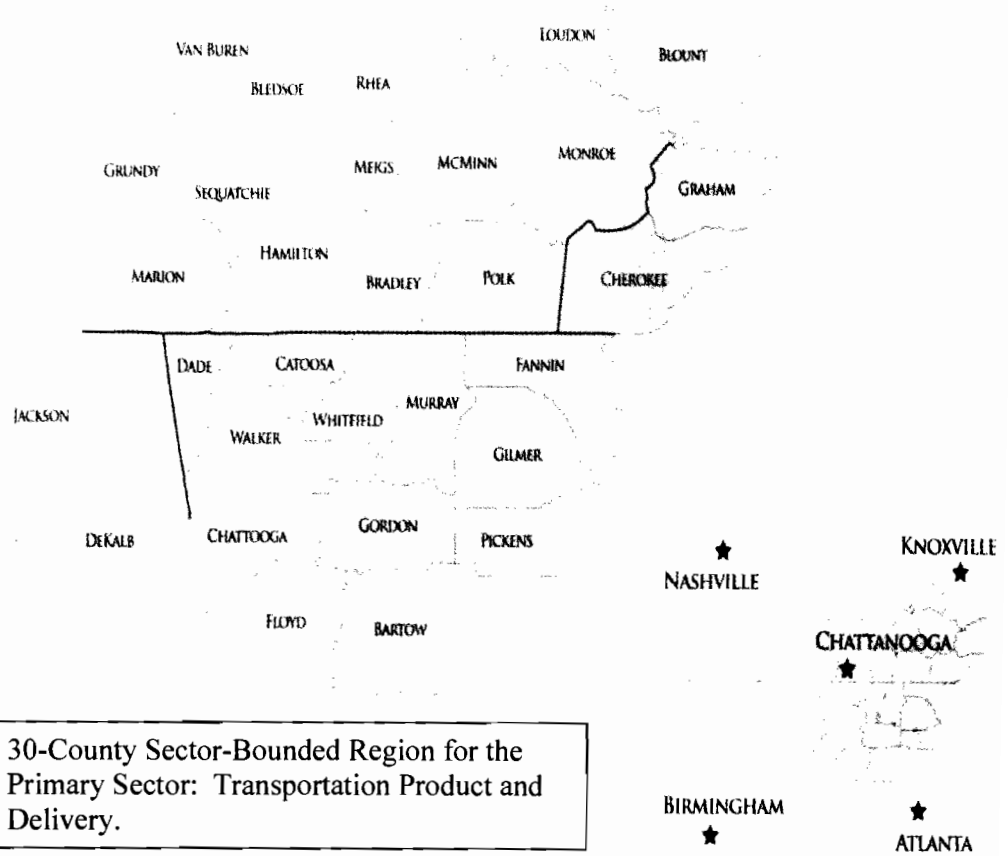
Additionally, the agency's regional leadership role contributed to the creation of the Tri-State Regional Workforce Alliance consisting of 26 counties in southeast Tennessee, northeast Alabama and northwest Georgia. Formed in 2006, the Alliance partnerships have been maintained and strengthened through regional meetings for planning and identification of workforce and economic development needs. In early 2009, the Alliance received its 501 (c) (3) status which positions the organization to identify and apply for both federal and non-federal funding for the purposes of regional workforce and economic development. The organization also recognized that the colleges and technology centers of the region are uniquely qualified to provide worker talent development, to plan for future workforce planning and education, and to work with businesses, labor groups, governments, community-based agencies, and others to accomplish the goal of enhancing the talent and skill level of the workforce within the region. In that spirit, a Collaborative Agreement between the Alliance and regional colleges, universities, community/technical colleges was created and signed during 2010 creating the "Tri-State Educational Alliance." The overarching purpose of the Educational Alliance is to understand and develop a pipeline of talented and skilled workers for the counties within the Alliance.

Tri-State Regional Workforce Alliance Counties



With the creation of the Tri-State Regional Workforce Alliance, the region understood the need for comprehensive research regarding workforce and economic development identity and characteristics. SETDD initiated a request for proposal in order to embark on the research project for the region. Mississippi State University's National Strategic Planning and Analysis Research Center (nSPARC) was awarded the contract which was collaboratively funded by the State of Tennessee Department of Labor and Workforce Development, Economic Development Administration, Appalachian Regional Commission, Hamilton County Government and the City of Chattanooga.

By mid-2010, nSPARC completed the research project and launched the comprehensive web-based report—*2010 Regional Sector-Based Analysis and Report: Data-Driven Strategy to Improve Regional Workforce and Economic Development*. The interactive web-based report provides categorical analyses and data found in the following sections: Executive Summary, Regional Profile, Workforce Profile, Demographics, Industries, Occupations and Assets. Demographics, Industries, and Occupations data can be 'drilled down' to the county level in the 30-county region. "Transportation Product and Delivery" was identified as the primary sector for the region. Secondary and tertiary sectors were also identified.



30-County Sector-Bounded Region for the Primary Sector: Transportation Product and Delivery.

The economic identity and geographic scope of the region were determined with a county-by-county analysis of industries and occupations in the Alliance's original counties and their surrounding area. The analysis showed that transportation and select manufacturing industries were concentrated in a 30-county pattern across Tennessee, Alabama, Georgia, and North Carolina. The analysis revealed that transportation and metal industries were uniformly present across these 30 counties, thereby delineating the geography of the region which is noted in the map above.

Executive Summary Recommendations for the Region:

Key recommendations are noted in the Executive Summary of the report and some are delineated as follows:

- Become more data-driven and performance-based
- Expand partnerships to reflect the economic and workforce geography of the region
- Business & industry alignment with education and training programs
- Match industry standards with workforce preparedness as industry innovates
- Promote lifelong learning for sustainable economic growth
- Highlight transferrable skills to promote the emergence of new jobs and economic diversity
- Maintain and promote a modern transportation infrastructure to capitalize on the economic identity of the region
- Growth of other sectors depends on the sustainability of good jobs in the transportation product and delivery sectors—the economic "fingerprint" of the region.

As mentioned earlier, the regional characteristics, or demographics, may be obtained for each individual county in the sector-bounded region. The following chart indicates the overall regional demographics for the 30-county region:

Population Estimates	
Total Population	1,615,086
Projected Population	1,767,882
10-Year Projection	9.46%
Education (Ages 25+)	
Less than 9th Grade	8.00%
9th to 12th Grade	15.00%
High School Diploma	34.00%

Some College	21.00%
Associate's Degree	5.00%
Bachelor's Degree	11.00%
Graduate/Professional Degree	6.00%
Race & Ethnicity	
White Non-Hispanic	84.45%
White Hispanic	5.43%
Non-White Hispanic	0.27%
Black/African American	7.48%
American Indian/Alaskan Native	0.40%
Asian	0.84%
Native Hawaiian/Pacific Islander	0.03%
Two or More Races	1.10%
Gender	
Male	48.90%
Female	51.10%
Age	
Under 15	19.84%
15 to 19	6.40%
20 to 34	19.66%
35 to 54	27.92%
55 to 64	11.87%
65 and over	14.33%
Economic Indicators	
Poverty Rate	14.51%
Workforce Participation Rate	62.56%
Per Capita Income	$26,911

SOURCE: U.S. Census Bureau and U.S. Department of Commerce, Bureau of Economic Analysis, 2009

The interactive, web-based report provides a number of recommendations for the region in the Executive Summary section. The final version of the research data and analysis was posted on the website on July 21, 2010. The website will be maintained and hosted by nSPARC; however, eventually the web-based report will be moved to the Tri-State Regional Workforce Alliance website. Currently, the website address is as follows: http://www.nsparc.msstate.edu/sites/Tri-State-Website/index.php?page=home. A

link is also available at the WIA Career Center website found at the follow address: www.secareercenter.org .

As a key arm of SETDD, the Career Center System and the Career and Workforce Development Offices (WIA) provide employment and training services to businesses, local governments, and individuals. The Career Center System includes partners with the Tennessee Department of Labor and Workforce Development (TDOL & WD) and the Tennessee Department of Human Services, Division of Rehabilitation Services (DRS). Together, with WIA staff, the partnerships collectively provide the following services:

- Job search/placement
- Job listings
- Re-employment
- TAA/TRA services
- Veterans programs and services
- Labor market information
- Rapid Response
- State testing/assessments
- Federal bonding
- Resource information
- Marketing/outreach
- Interpretative language
- Skills training
- Resume development
- Individual and group assessments
- Interview preparation
- Job development
- Workshops
- Job, Career and Resource Fairs
- Career center orientation
- Technology for persons with disabilities
- Career exploration
- Case management
- Financial assistance for training
- Supportive services
- Marketing and outreach
- Youth activities
- Resource room assistance
- Customized employment. Delivery options include: self-service or staff assisted, individual or group training, and on or off-site programs and services. Other key partners include Chattanooga State Community College, Cleveland State Community College, Tennessee Technology Center at Athens, Tennessee Technology Center at Chattanooga as well as a variety of both private and non-profit educational and training providers.

SETDD strives to play a vital role in helping region plan for the future by coordinating the establishment of regional and local priorities. The services offered through LWIA~5 are a key component of the overall vision of SETDD which is to develop and provide a broad range of services that have measurable and long-lasting impact on the region. Additionally, SETDD continues to be responsible stewards of public funds, effective coordinators of local efforts across political boundaries and experts at leveraging limited resources. LWIA~5 (WIA) seeks to be the premier provider of services which effectively and efficiently meet the needs of both employers and job

seekers through a professional system of the seamless delivery of services.

SETDD employs nearly 100 full- time employees, approximately 25% of whom are assigned full-time or part-time to the Workforce Division. The Workforce staff In LWIA~5 is highly experienced; most have bachelor's degrees, and many have graduate degrees. One employee is bilingual (Spanish); no one is a member of a bargaining unit.

LWIA~5 (WIA) utilizes SETDD's administrative, operations, information technology and fiscal departments of SETDD. SETDD has a written safety plan and additional security is provided as deemed appropriate.

LWIA~5 has two major Career Center facilities: the Tennessee Career Center at Chattanooga and the Tennessee Career Center at Athens. Each facility is technologically up to date and provides access to all individuals. There are fully-equipped computer labs in each facility as well as the Resource Rooms. All staff members have personal computers and some are equipped with laptops depending on the nature of their responsibilities. Reporting and tracking of customers is handled through the CMATS system.

All SETDD employees and programs, as well as all LWIA~5 employees (WIA), programs and partners, are subject to state and federal regulations, including OSHA, USDOL, ADA, Veterans Affairs, TOSHA, WIA, and all relevant government accounting standards. A yearly financial audit is performed by a fully accredited external accounting agency.

SETDD partners specific to LWIA~5 include TDOL & WD and DRS. ? Governance is by members of the Southeast Tennessee Workforce Development Board which is composed of 46 members with eight committees. SETDD is the fiscal authority. Cost sharing partners are TDOL&WD, SETDD, and DRS. There are multiple non-cost sharing partners. Various community groups and organizations utilize the facilities of the Career Centers on a regular basis. Examples of these include: the Regional Council for HIV/AIDS Care and Prevention; the Regional Homeless Coalition, Senior Neighbors; various employers and employer associations; and the Job Placement Consortium.

Key customer groups include employers, job seekers, individuals seeking training for employment, and Youth. Employers are served through the provision of qualified job applicants, training, assessments and screening, Labor Market Information (LMI), Rapid Response to plant/facility closures or layoffs, recruitment space/use of facility, informational workshops, Incumbent Worker support and assistance through On-the-Job training.

Job seekers have access to employment opportunities, LMI, interviewing skills, computer access, skill assessment, work skills training, workshops, tutorials, state testing, financial aid information, fax, copies,

resume assistance, career counseling, employment insurance, benefits planning, and customized job search. Career Service Coordinators provide individual case management for those individuals in training programs for specific job placement. Youth program participants have access to job placement assistance, attainment of individual goals, educational gains, school completion and encouragement to continue to obtain further education/training. In addition, youth may be eligible to participate in the annual Summer Paid Work Experience program.

A recent technological gain for LWIA~5 was the purchase and installation of Interview Stream which is located at the full-service Career Centers in Athens and Chattanooga as well as the Career and Workforce Development Offices in Dayton and Cleveland. Interview Stream provides job seekers an opportunity to 'rehearse' the interview process and/or provide a digitally prepared recording of an interview to an email recipient. The video cam records the job seekers' responses to pre-loaded questions. The responses may be stored for review at a later date. This tool will provide excellent feedback to job seekers who need to practice interview skills and review both the verbal and non-verbal responses during the simulated interview process. Additionally, regional employers may use Interview Stream as a screening tool for potential employees.

There are two key supplier groups: employers placing job orders and educational and training providers. Both internal and external partners also play critical roles in providing a seamless system of service delivery that is accessible to a diverse population. Both comprehensive career centers are located in highly visible locations. In addition, services are provided in more remote rural areas on a regularly scheduled basis to ensure that individuals with transportation barriers have access to Career and Workforce Development supports. These remote locations are: Regional Skills Center in Kimball, Dunlap Community Center, Cleveland (adjacent to the Chamber of Commerce) and the Dayton Center. Also, staff members are available to provide services in other community locations on an as-needed basis.

Partners, key suppliers, community leaders and SETDD LWIA~5 WIA staff communicate on multiple levels. There is a weekly management meeting with key leaders from all divisions of SETDD which is specifically designed to maximize cooperation among the program divisions. The LWIA~5 WIB meets on a quarterly basis and includes representation from all key partners and suppliers while the WIB Executive Committee (comprised of officers, key partners, and committee chairs) meets at least on a quarterly basis. The SETDD Board of Directors also meets quarterly and includes, in addition to key LWIA~5 staff members, elected officials from throughout the region.

P.2 Organizational Challenges

The challenges of meeting the needs of both job seekers and employers are multiple:

- Increased need and demand for services
  - Increased need for individual training services
  - Limited capacity for training providers
  - Increased OJT needs
- Obtaining real-time data
  - Customer follow-up information/activities
  - Job market, openings and future growth
- Threats to program funding

Due to a number of emerging and/or growing industries/sectors in the area, there has been an increase in the number of individuals seeking training for high demand skills which has resulted in LWIA~5 staff reaching caseload capacity. Further, due to the increase in enrollments, area training providers are also at capacity.

LWIA~5 (WIA) utilizes all available resources with which to provide services, including both internal and external partners. External partners, such as independent staffing agencies, on-line services, private and public colleges and schools, and employers who use alternative recruitment and training methods, are key contributors to attenuate the organizational challenges for training noted above. However, the challenges persist nonetheless.

On-the-Job Training (OJT) opportunities are expected to grow over the next several years. It is incumbent upon LWIA~5 to have funding available to meet the entry-level training needs for employers' new hires.

Accessing real time data, both current customer activities and future workforce demand, is a difficult challenge for all workforce development systems. Continued communication with area employers to ascertain short term and long-term job growth will be critical to the area's success.

It is challenging to address anticipated budget cuts while at the same time plan to meet future service expectations in order to meet the need. It is difficult to balance customer service, staff training, and the need to continually leverage additional resources. Sharing responsibilities among the partners and cross-training enables individual work groups to work as teams when needed in order to obtain new skills/ideas and to share best practices.

I. Leadership

1.1 Senior Leadership
Vision and Values

(1) SETDD/CARCOG has a senior leadership team that actively guides all activities of LWIA~5. In addition to both SETDD and LWIA~5 professional staff, there are two very active leadership boards. The leadership team and boards worked collaboratively with WIA Career Center partner management early-on to arrive at a mutually developed vision and mission for the organization. Senior leadership maintains a strong focus on the

system's mission, vision and guiding principles.

Two intensive, two-day strategic planning sessions are held each year with the system's authorizing boards; senior leadership and management staff provide comprehensive updates of the year's activities and progress toward meeting specific goals and objectives. These sessions conclude with setting goals for the upcoming year as well as longer-term goals for the future.

(2) There are high standards for ethical behavior throughout SETDD. Appropriate professional standards are maintained and include individual adherence to the commitment to protect the confidentiality of customers and the avoidance of any conflict of interest. Strict professional standards are maintained throughout the agency. There is a strong commitment and adherence to a professional code of ethics which can be observed in the success of their work within the organization and their belief in the worth of the system to the region.

Leadership values its staff as essential and works to establish an environment where contributions are rewarded and deficiencies are used as learning tools to provide appropriate interventions to ensure success.

(3) Senior leaders realize that developing and maintaining a strong, sustainable staff is vital to performance excellence, particularly in a complex organization. Highly skilled talent is attracted and engaged on the front end. A culture of professionalism, trust and commitment is inculcated and can become the foundation for maintaining seasoned employees and ensuring that their long-term involvement and performance is recognized and rewarded accordingly.

There is a standardized employee performance evaluation process that is conducted with each staff member that results in performance improvements. Both immediate supervisor and senior leadership participate in the process and provide written comments. Areas addressed include: communications; leadership; planning effectiveness, organization, and quality assurance; workplace behaviors and professionalism; and problem solving and decision making.

Senior leaders recognize that the loss of talent and knowledge to the organization can negatively impact performance. Every effort is made to appropriately cross-train staff in order to allow for smooth transitions. In addition, whenever practical or feasible, retiring, seasoned staff members frequently take advantage of opportunities to remain engaged in the organization in a more flexible, non-traditional working arrangement. A number of former staff provide transitional training and work on special projects and activities.

b. Communication and Organizational Performance

(1) Senior leadership strives to create an open environment where creativity is encouraged, training is

available and where performance is rewarded. To achieve this goal, leadership maintains an 'open-door' policy and ensures that staff is properly trained, supervision is fairly administered, and the workplace is positive and rewarding. Personal achievements are acknowledged and teamwork is encouraged. Leadership works to engage staff and views its role as lead convener, mentor, coach, and guide.

(2) There is a standardized personnel review system that is conducted with each individual staff member that results in the identification of goals with which to improve performance.

Governance and Social Responsibilities

Organizational Governance

a. The organization is monitored both programmatically and fiscally on an annual basis by TDOL&WD. In addition, SETDD has a yearly independent outside financial audit. All meetings of both the SETDD board and the WIB are public meetings advertised to the public in the newspaper. Detailed minutes of each meeting are kept on file and available to both funding partners and the general public. All required quarterly program and financial reports are reported to each individual funding source as required.

(2) The performance of the Executive Director is evaluated yearly by the Executive Committee of the SETDD. The performance of all other senior leadership in LWIA~5 is conducted through the standardized employee performance evaluation process.

b. Legal and Ethical Behavior

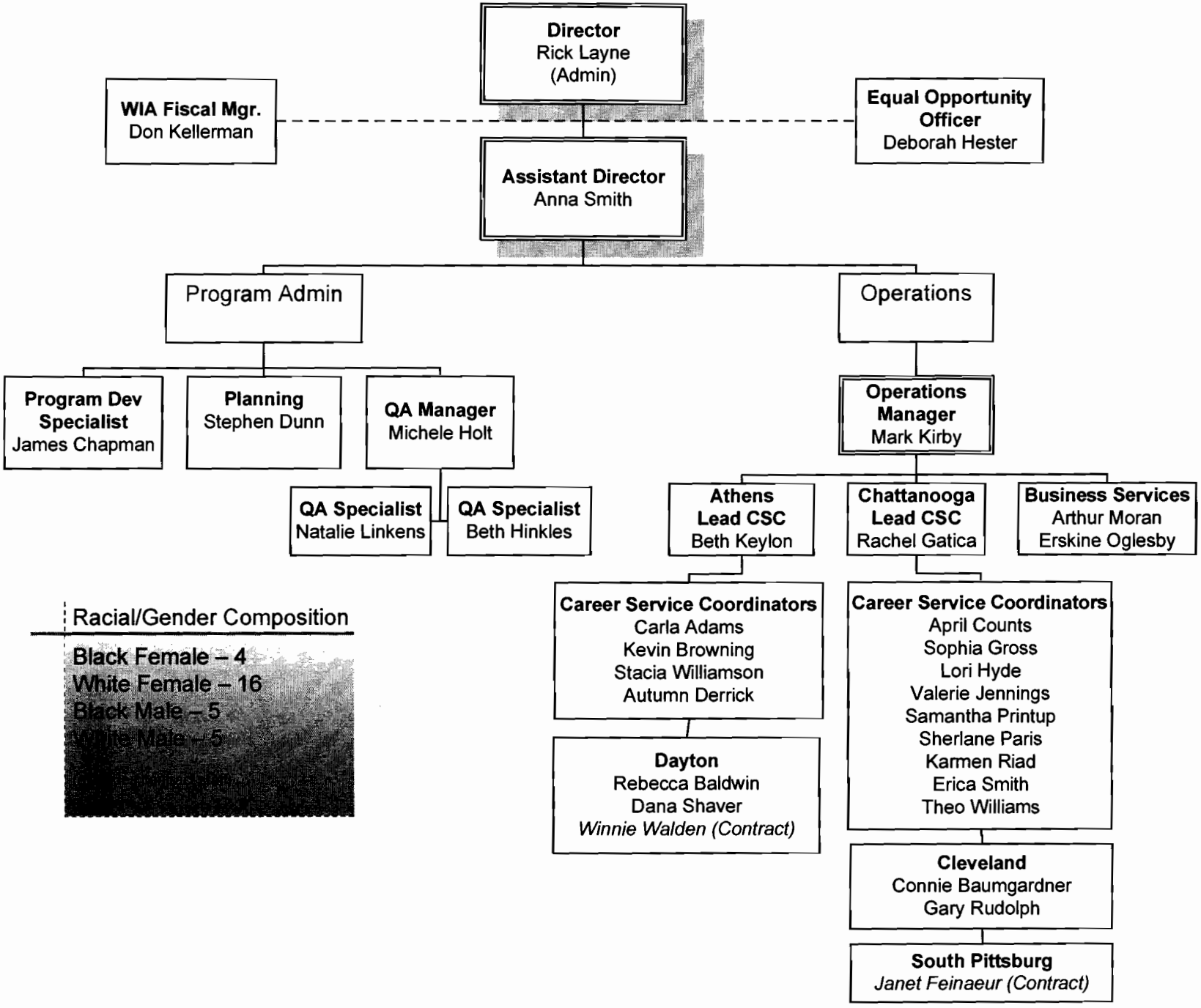
(1) To effectively address adverse impacts on services and operations, leaders rely on building a top-performing system to limit the impacts and engage aggressive planning to respond quickly and efficiently. Ongoing monitoring of processes allows corrective action to be taken in a timely manner. Performance goals are reviewed thoroughly to ensure quality systems' operations. Quality goals status reports are shared with staff along with recommendations for improvement and training to alleviate deficiencies.

(2) Strong organizational guidance and oversight, along with a strong system of checks and balances, ensures ethical behavior. The leadership strives to build ethical behavior through building an open and transparent work environment and ensuring staff that they will be supported in the event that they report any malfeasance by others.

c. Support of Key Communities

The organization supports key communities by providing support to partners designed to build familiarity and trust. Business and industry is supported through direct contact, staff membership in professional and civic organizations, and membership in local employer associations. Chambers of Commerce and various other economic and planning organizations are supported. Training providers, staffing agencies, educational entities, are supported. Staff is encouraged to participate

Career and Workforce Development as of 1/16/2012



LWIA 5

2012 Strategic Plan

Phase I

SWOT Analysis

LWIA 5

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) 2012

STRENGTHS	OPPORTUNITIES
1. Streamlined services, strong partner relationships and effective collaboration 2. Chattanooga location provides businesses with accessible facility 3. Staff informed and prepared 4. Strong partnerships with private industries and businesses 5. Region consists of southeast TN as well as northwest GA and northeast AL—reinforced by the Tri-State Regional Workforce Alliance 6. Co-location of VR counselor at Chattanooga Career Center and VR counselor available as needed at Athens Career Center 7. LWIB involvement in workforce activities and Career Center System 8. Career Center accommodations and accessibility for persons with disabilities 9. Contact with Community Providers to provide a wide array of VR services 10. Current funding for programs provides the fiscal framework for programs/services 11. Labor assistance to customers with unemployment claims and possible resolutions to some unemployment issues 12. Job growth due to emerging sectors—new manufacturing facilities, new and existing suppliers, and other employers locating in the area 13. Employers utilizing Career Centers for job fairs/recruiting and applications as job openings become available 14. Use of public facilities and partnership with public officials in rural counties for job search and skills training 15. Consistency with regards to performance outcomes and measures 16. Breadth and depth of training and services aligned with business and industry needs 17. Capacity to provide individual WIA programs and services 18. VOS Case management to Veterans 19. Career Center Resource Room—access to computers for job seekers 20. Partnerships with the Economic and Community Development team and SETDD	1. Expanded marketing to employers and job seekers 2. Continue to support regional collaboration 3. Wage Reimbursement Program for Employers 4. New initiatives to serve more Veterans; available resources for Veterans; job development with local employers for veterans-VER 5. More collaboration with Career Center Partners 6. Partnerships with Local Unions regarding Apprenticeships and Vocational Programs 7. Support higher wages and access to employee benefits for workforce 8. Expanding industry in area 9. Utilization of available technologies to reach outlying areas 10. National recognition as the number one city for job growth has been great public relations for our area. 11. Complete College Act 12. Jobs4TN initiative 13. Jobs Accelerator Program for small businesses 14. Explore social media for WIB members, customers, employers and/or training providers 15. GeoSol program provided to offer access to Labor Market Information for employers and job applicants 16. Cross-training for staff on GeoSol program 17. Career Coaches, providing a variety of mobile Career Center services, are available to provide on-site services state-wide at worksites, schools, libraries, etc.

WEAKNESSES	THREATS
1. Limited training availability in rural areas/transportation challenges 2. Availability of skilled and/or semi-skilled workers for automated manufacturers 3. Lack of 'state-of-the-art' equipment and labs for manufacturing training in community colleges and technology centers 4. Limited availability of trained construction and skilled trade workers 5. Limited availability of Career Center and Department of Labor offices outside Hamilton and McMinn County 6. Inadequate marketing in rural counties 7. Holes/underserved gaps in service areas 8. Continued Order of Selection—Vocational Rehabilitation 9. WIB and other meetings hard to attend for Business Leaders 10. Attained grade level/education and transferrable skills of unemployed and those who want to enter training 11. Vocational education funding 12. Participants balancing work and training 13. High unemployment rate and low number of job openings in area. 14. Relationship among service entities WIA/TRA/Adult Education- navigation too difficult for customers 15. Availability of Training Providers 16. Lack of specific needed skills in workforce 17. Disability and homelessness affecting positive job placement outcomes 18. Limited state funding	1. High unemployment rates; regional wages are below or nearly below 'family' or sustainable wages 2. Economy remains volatile 3. Changes in national, state and local policies and administrations 4. Funding for Career Center co-location 5. Availability of capable and trainable employees 6. Fuel prices for transportation to rural areas 7. Loss of jobs in area 8. Perception of too much paperwork or bureaucracy off-putting to employers- excessive regulations and requirements 9. Reluctance to enter training due to loss of medical and other benefits 10. Retirement of baby-boomers 11. Delayed retirement due to financial stress; not making room for younger workers in the workforce 12. WIA funding cuts/State funding cuts

Christy Montgomery

From: Anna Smith [AnnaS@sedev.org]
Sent: Tuesday, November 08, 2011 2:26 PM
To: Christy Montgomery
Subject: RE: 2012 Planning Guidance

Christy,
Our SWOT analysis is scheduled for 1:00 on 11/29 at the Chattanooga Career Center. I've already notified Linda Sampson of the meeting info.
Let me know if you need any additional info.
Thanks!

Anna Smith
Tennessee Career Center System, LWIA 5
Southeast Tennessee Development District
5600 Brainerd Road Suite A-5
Chattanooga, TN 37411
Phone: 423-424-4214
Cell: 423-413-7274
Fax: 423-643-2396
annas@sedev.org

From: Christy Montgomery [mailto:Christy.Montgomery@tn.gov]
Sent: Friday, October 28, 2011 2:18 PM
To: Desi Franklin; Dr. Brown; Gary Holiway; Gary Morgan; Jan McKeel; Jimmy Bell; Kathy Pierce; Margaret Prater; Marla Rye; Pat Callahan; Paul Haynes; Phyllis Casavant; Vaughn Smith; allen@nwtnworks.org; Anna Smith; April Beaty; April Brown; Barbara Wade; Brian Clark; C. Tiller; Cindy Martin-Hensley; Deborah Cole; Diane Redmond; Don Shadow; glyons@ab-t.org; Henry Lewis; Jane Akinsanya; Jennifer Henry; Jim Parks; John Watz; Kathy Rigsby; Kim Robertson; Lana McAnally; Lisa Evans; Lori Marberry; Marthy Gasser; McCray" <bmccray@ab-t.org>, "Barbara; Michele Holt; Paige Liggett; Patty Wilcox; Randy Brown; Rick Molder; Stephanie Potter; Stephen Dunn; windie.wilson@knoxcac.org
Cc: Susie Bourque; Susan Cowden; 'barnes5739@bellsouth.net'; Dustin Swayne; Doug Dean; Dan Holton; James M. Roberson; Joey Czarneski; Sterling VanDerSpuy; Wil Hammond; Linda Sampson; Patrick Bleecker; Briana Johnson; Nina Webster; Rosevelt Noble
Subject: 2012 Planning Guidance

TO: All Administrative Entities

FROM: Christy Montgomery, Grants Program Manager Youth and Planning
Workforce Development

DATE: October 28, 2011

SUBJECT: 2011 Local Strategic Planning Guidance

This memorandum outlines the guidance to the Local Workforce Investment Areas (LWIAs) and their partners, in the submission and modifications of their 2012 plan for Title I of the Workforce Investment Act.

LWIA 5

2012 Strategic Plan

Phase I

SWOT Analysis

Participants

2012 Strategic Plan - SWOT Analysis
November 29, 2011

#	Last Name	First Name	Board Representation	Signature
1	Bott	Margaret	Career Center Partner/AE	via email
2	Bruce-Simps	Sheila	Career Center Partner/Job Corps	
3	Kirk	Susan	Career Center Partner/TDHS	via email
4	Witt	Andrea	Career Center Partner/TDOL	
5	Bible	Andrea	Career Center Partner/VR	
6	Crutchfield	Cindi	Community Based Organization	
7	Gingrich	Marjean	Community Based Organization	
8	Farlow	Gary	Economic Development	
9	Landrum	Connie	Economic Development	
10	Spires	Tim	Economic Development	
11	Walker	Raymond	Economic Development	
12	Wilson	Tom Edd	Economic Development	
13	Catanzaro	James, Dr.	Educational Agencies	
14	Hite	Carl, Dr.	Educational Agencies	
15	Smith	Briggs, H	Educational Agencies	
16	Smith	Stewart	Educational Agencies	
17	Lockhart	James	Organized Labor	James Lockhart
18	Smith	Kenneth	Organized Labor	
19	Johnson	Avery	Other	
20	Saieed	Dan	Other	
21	Tuder	Roger	Other	
22	Brown	Rusty	Private Sector	
23	Cates	Tony	Private Sector	
24	Childers	Ray	Private Sector	
25	Duke	Buddy	Private Sector	

2012 Strategic Plan - SWOT Analysis
November 29, 2011

26	Grant	Harley, A	Private Sector	
27	Grant	Michael, A.	Private Sector	
28	Hardaway	Janice	Private Sector	
29	Henry	Dean	Private Sector	
30	Hopkins	David	Private Sector	
31	Lawson	Debra	Private Sector	Debra Lawson
32	Layne	Roger	Private Sector	
33	Lewis	Mary Stewart	Private Sector	Marystewart Lewis
34	Mann	Melanie	Private Sector	
35	Proffitt	John	Private Sector	
36	Rico	Manuel	Private Sector	
37	Russell	Emerson	Private Sector	
38	Sample	Jack B.	Private Sector	
39	Seaton	Ray P.	Private Sector	
40	Sentell	Rob	Private Sector	
41	Stinnett	Glenn	Private Sector	
42	Willett	Sara Lynne	Private Sector	
43	Smith	Anna	Staff	A Smith
44	Sampson	Linda	WFD	Linda Sampson
45	Darnes	Charlotte	TND LWFD	Charlotte Darnes
46	Rick Layne		STAFF/SETDD	Rick Layne
47	Kirby	Mark	Staff	Mark Kirby
48	Stephen	Dunn	Staff	
49	Holt	Michele	Staff	M Holt
50				
51				
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with key supporting communities and take every advantage of opportunities to support external communities.

2. Strategic Planning
2.1 Strategy Development

a. Strategy Development Process
1. The Career Center System in LWIA~5 is unified in its mission to be the premier provider of workforce development services in the region. Partners to the system may be co-located or they may be separate entities whose relationship has been established through a memorandum of understanding outlining reciprocity within a mutually agreed upon referral system. Core partners include TDOL&WD, WIA, SETDD, DHS, and AE. The system is guided by a collaborative of partners comprising the Career Center Consortium and planning activities are collectively conducted. Other key collaborative partners include business and industry, economic and community development, education, organized labor, and community based organizations,

All partners utilize strategic plan development processes to establish system goals, develop and refine processes, and to ensure performance accountability. Techniques such as SWOT analyses, asset mapping, and brainstorming during planning sessions are relied upon to determine strategic challenges and opportunities. The determination of planning time is framed around the task to be accomplished and the steps it will take to complete the task. For example, when partners are working collectively to help a major employer with start-up, planning time is frequently dictated by the external partner. If the task is especially challenging, the employer may elect to start planning more than a year in advance. Generally speaking, however, the partners work together closely in tasking out the timelines associated with planning out an activity, revising a procedure or process, changing business or customer services, and/or redesigning a methodology. The task itself provides the framework for estimated response time. Consideration is made for workload, plan scheduling and desired completion.

2. A SWOT analysis is incorporated into the strategic planning process. As a front-line delivery agent, the organization stays abreast of market changes, shifts in technology, business/industry/job seeker preferences and competition.

b. Strategic Objectives
Key strategic objectives include the following:

- Continuous improvement
- Greater integration of services
- Enhanced system efficiencies
- Improved youth services (including Summer Youth)
- Improved job acquisition supports
- Expanded outreach efforts to attract non-traditional workers to the workforce system, particularly mature workers and workers with disabilities.

A one-year timeline is established to measure discernable improvement on cited objectives.

LWIA~5's Guide for Building the Workforce:

In order to build the regional workforce, LWIA~5 (WIA) management strives to determine and to proactively address the following:

- A reasonable estimation of the number of workers in demand and where they will be needed
- The length of time for training in order to meet the employer needs in a more synchronized fashion
- The number of qualified workers in the pipeline and an estimation of how many more need to be trained
- The jobs that will be available and when they will be available
- Identification of skills gaps among the regional workforce
- Jobs for participants while in training such as a Co-op Program or Registered Apprenticeships
- Other industries that will be competing for the same talent
- Job seekers' knowledge regarding available jobs and the requirements for those jobs
- Identification of the different groups of job seekers who need different types of information and supports

Objective: Organize workforce development efforts to maximize the effectiveness of regional (LWIA~5) initiatives to provide:

Value to participants:

- Programs and curriculum built on industry requirements
- Support from industry

Value to training providers:

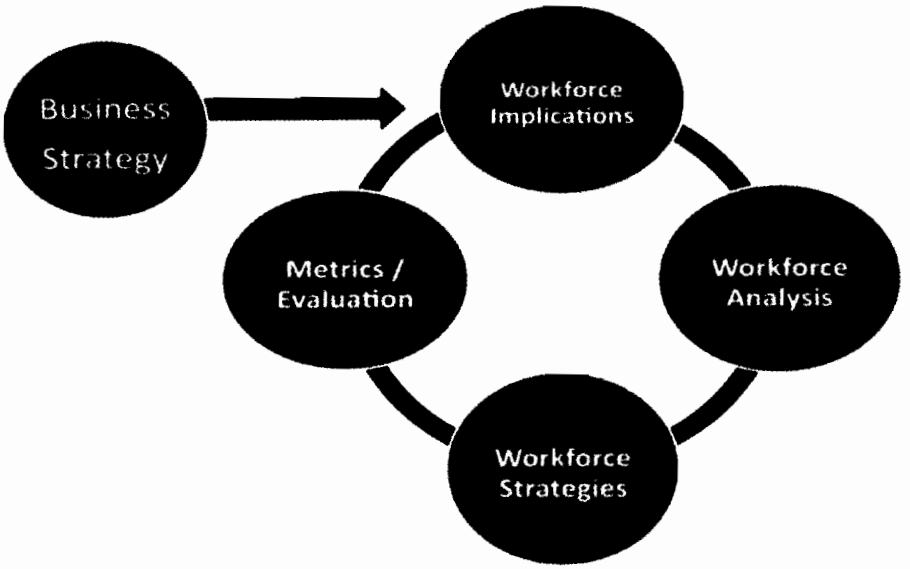
- Programs meet industry demand
- Sustainable programs
- Industry support

Value to employers:

- Data to evaluate program effectiveness
- Right number of students at the right time

It is widely accepted that the most effective workforce development initiatives are:

- Collaborations between educations, industry and community
- Focused on current jobs and current demand
- Focused on career pathways for entry-level employees
- that lead to future advancement
- Aligned with education from pre-K through age 20+
- Linked college credit and work experience



Workforce Planning Process

LWIA~5 will continue to capitalize on what is observed to be successful and apply available resources to those areas where the greatest impact can be achieved.

2. Strategic objectives are established to respond to challenges and to capitalize on advantages. LWIA~5 (WIA) recognizes that opportunities for innovation are frequently advanced through the strategic goal-setting process and working to map out plans to attain goals. Effective data collection, in particular Primary Source Data from employers, can serve as the foundation for strategic planning and facilitate the identification of skill shortages. In contrast, Secondary Source Data (LMI, BLS, Census Bureau, etc.) may provide the long-range guideposts for future workforce development needs.

The Southeast Tennessee region is undergoing enormous change and is experiencing critical skill shortages in many of the technical areas that impact regional growth, particularly the construction (skilled trades), advanced manufacturing and alternative energy sectors. LWIA~5's WIB determined that the top three industry targets are advanced manufacturing, green energy (including clean energy construction and smart grid technologies), and health care. To help stave off some of these shortages, the Career Center system accelerated its focus on technical training and made a concerted effort to expand opportunities and enrollments in programs designed to train the regional workforce in high-demand, high-wage careers. The Baldrige process will strengthen the system's strategic planning efforts going forward.

Impact of Future Technologies

Much has been written about the addition of new jobs for renewable energy, energy efficiency and the Smart Grid. Current data indicate that the available or anticipated

positions that focus on Smart Grid are/will be in management and engineering. The job titles listed include traditional titles such as Distribution Engineer or Project Manager, indicating that these are not likely to be unique positions but additional responsibilities for existing positions. By far, the largest number of emerging technology positions was in energy efficiency, since most utilities have had energy efficiency or demand side management programs in effect for decades. As with smart grid jobs, many of the positions are anticipated to be in management; however, this job category also showed multiple positions such as analyst, coordinators or consultants.
Not enough data is currently available which stipulates dedicated positions in these emerging areas; therefore, it is difficult to extrapolate the number of future jobs. Most of the positions will not be discrete new jobs but rather existing positions with additional or new skills. In addition, since most of the positions named are consulting, engineer, analyst or management positions, it is likely that the positions will require a four-year or advanced degree.

The introduction of new technology does not always require new skills, but may require training on new equipment. Managing the data required to operate and maintain the Smart Grid system will also require data analytic and modeling ability. As the Smart Grid technology evolves, those employees will need to upgrade their knowledge for the new equipment and system requirements.

In addition to the previously noted top three industry targets for LWIA~5 focus, emerging sectors have been identified in the region at large. Emerging sectors are top-growth areas experiencing considerable and often rapid expansions of business. Within the Tri-State Region identified by nSPARC's research report, there are several new or expanding businesses that will both directly and indirectly impact job creation. In fact, the region is currently home to two of the three largest expansion projects in Tennessee, and projections for the region indicate that 20,000 jobs will be created over the next 10 years as a result of new and expanding businesses. A prime example of a business that will both directly and indirectly create jobs in the region is Volkswagen. Volkswagen has recently completed its hiring phase and has filled 2,000 jobs. Indirectly, as many as 8,000 other jobs via support businesses and increased economic activity in general may result from Volkswagen's presence. The ability of the region to attract, retain, and expand businesses will very much depend on its ability to sustain the growth of a high-performance workforce. A list of new and expanding businesses with the potential to boost job creation in the region is provided in the table below.

JOB GROWTH IN EMERGING SECTORS		
FIRM	DIRECT	INDIRECT
Volkswagen	2,000	8,000
Wacker Chemie AG	500	1,500
Bellefonte Nuclear Facility	400	1,200
AP Plasman	350	1,050
Alstom	350	1,050
Gestamp	230	690
IVC	115	345
Bentley Dye	75	225
TVA Nuclear Training Center	50	150
Southern Tool Steel	45	135
Genera Energy	20	60
Mann+Hummel	50	150
Total	**4,185**	**14,555**

2.2 Strategy Deployment

a. Action Plan Deployment

(1) Action plans are developed by leaders, front line staff and partners to meet strategic goals and objectives. The formal coordination of efforts among partners provides the framework for prioritizing activities and facilitates a venue for open discussion of short and long-term goals and work plan benchmarking to meet those goals.

(2) The partners deal effectively with finite resources and generally work by allocations and grants. Resources are balanced by calculations of fixed costs and estimates of other non-fixed costs.

(3) When circumstances require a shift in plans and rapid execution of new plans, the partners mobilize the necessary resources, teams, and knowledge for accommodation.

(4) Key short / long-term action plans are all based on continuous system improvement.

(5) Individuals are cross-trained in order for operations to free-up key individuals to address critical impacts and emergency system adjustments.

(6) Performance Indicators are established by the Department of Labor to measure employment, retention and earnings for Adults and Dislocated Workers; for Youth: placement, attainment, literacy / numeracy. The Local Workforce Investment Board tracks progress on the action plans.

Action plan deployment is evidenced in the LWIA~5's quick adjustment to changing circumstances in the economy. The recent and dramatic downturn in the economy that has resulted in higher numbers of layoffs / closures has generated greater

system usage, placing increased demands on the staff. It has become progressively more difficult for staff to help workers locate employment and the intensity of job seeker service has become greater. Staff overall are spending more time providing core-assisted and intensive services and, as a consequence of the market's decline, customers are remaining in these site-based activities for longer periods due to limited employment opportunities. Change processes that are constantly being revised and updated to meet the need are representative of the system's flexibility and responsiveness.

b. Performance Projection
Performance projections are negotiated by the TDOL&WD and are established to show continuous improvement each year. Performance is generally comparable to competitor performance. When performance is unmet and/ or system weaknesses noted, operational adjustments are made. Benchmarks and goals support required performance projections

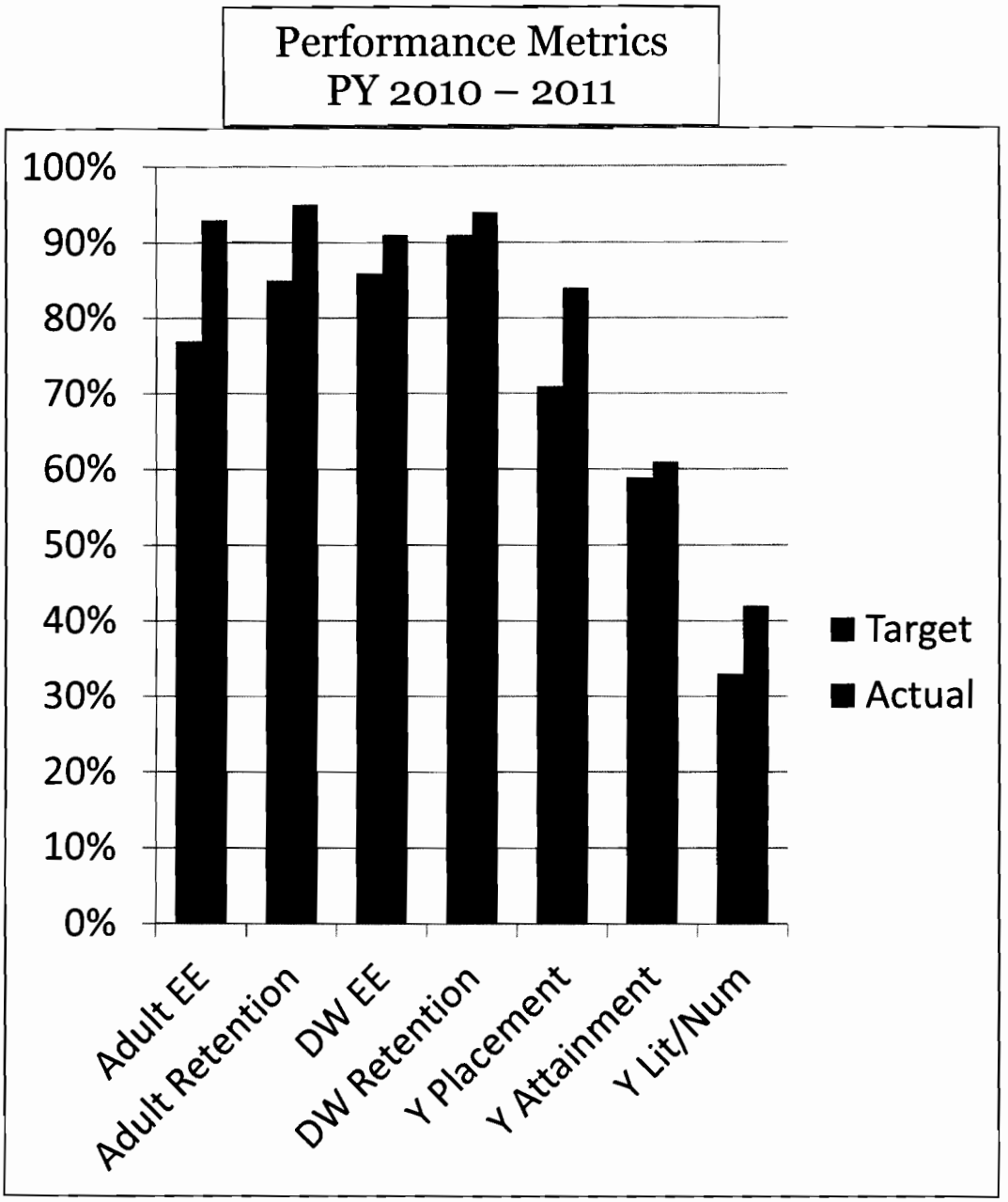
3. Customer and Market Focus

3.1 Customer and Market Knowledge

(1) The selection of customers/customer groups and market segments is driven primarily by the Career Center's mission and guiding principles. Fulfilling the needs of employers by connecting trainable workers to jobs in demand is the ultimate goal of the system. Ongoing dialogue with external publics is instrumental to the system in maintaining product relevancy, service implementation, and market adjustment / saturation.

(2) While employer and job seeker satisfaction surveys are used to provide service analysis and system feedback, other modes of market evaluation are also employed. The system utilizes the voice of the customer to measure existing services and changing expectations. Youth customers, for example, frequently communicate their message through planned group activities. The effectiveness of marketing materials, program adjustments, and service strategies are tested through focus groups. Employers participate in and benefit from roundtable discussions where topical areas of interest are explored. Adults and Dislocated Workers provide effective input through utilizing a variety of sources including suggestion boxes, customer surveys, follow-up contacts, exit interviews, and random-sample monitoring conducted by the system's Performance and Accountability Officer and LWIA~5's (WIA) Quality Assurance Manager. Once information is gleaned from the various customer groups, the Workforce Board, management and consortium partners are consulted to formulate plans that integrate system improvements designed to effect higher-levels of customer satisfaction. As adjustments are made, their effectiveness is monitored and feedback is provided.

(3) The Career Center System utilizes 'voice of the customer' information to assure continuous improvement



Adult Average Earnings:	**Target: $13,492**	**Actual: $16,271**
DW Average Earnings:	**Target: $14,155**	**Actual: $14,526**

and to identify opportunities for innovation. Measurement tools utilize customer feedback. Although LWIA~5 (WIA) fully pledges to the 'customer choice' model, if and when internal analyses of the regional job market indicates a need to change focus, customers are informed and guided to pursue alternative and approved training options since the overarching objective is job placement in a high-demand, high-wage career pathway.

(4) The Local Workforce Board plays a pivotal role in ensuring that business and industry needs are central to system operations. To stay abreast of system issues and gauge the tenor of the market in a timely manner, the Board's Executive Committee convenes key staff on a regular basis. The Board-approved target industries influence WIA's training priorities in order to support training in areas of high demand as determined by business and industry need. The 2012 top three sectors that are emphasized for training include advanced manufacturing, energy (including clean energy construction and smart grid technologies), and health care. Other sectors, where the job market is very promising, are not excluded (i.e., construction, transportation etc.).

Beginning in PY 2011, the TDOL&WD as well as the Local WIB directed that operation of the WIA Youth Program transition externally for seven of the required elements pertaining to youth services in order to improve the quality of the youth services.

LWIA~5 Youth Program is increasing its focus on services provided to out-of-school youth, particularly emphasizing technical training available through the individual training account (ITA) system as well as Supportive Services. Paid and/or unpaid work experience and job shadowing also remain a focus. These services are suited for mainstreaming through the Career Centers.

Annual Summer Youth Program: LWIA~5's 2011 Summer Youth Program expanded on the improvements in the previous summer to create services with programmatic and logistical gains. The Summer Youth Work Experience began with the "World of Work Orientation" on June 1, 2011. The orientation prepares the youth participants for the workforce through the introduction of "soft skills" including, for example, time-management, responsibility, leadership and motivation. On June 6th, 170 youth participants began their paid, work experience program at 60 public and private worksites in the nine-county Local Workforce Investment Area~5 (Bledsoe, Bradley, Hamilton, Marion, Meigs, McMinn, Polk, Rhea, & Sequatchie). Youth are paid $10 per hour for a maximum of 30 hours per week. At the end of the six-week summer program, selected youth experienced a trip to Washington, D.C. and subsequently participated in projects to assist the American Cancer Society.

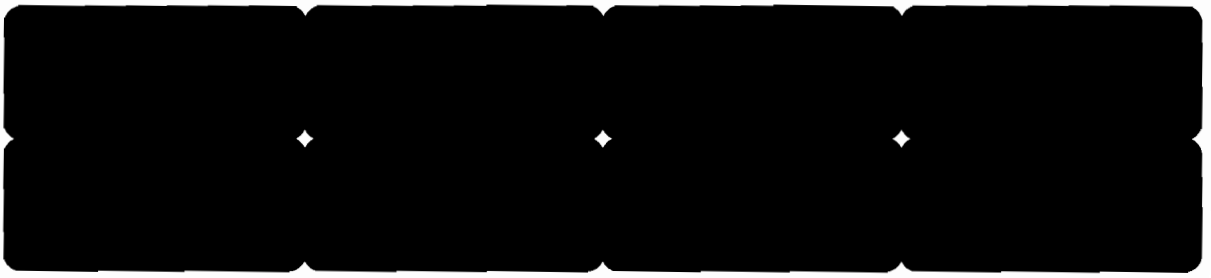
The program had worksites which were more diverse and provided a

broad array of worksite experience for eligible youth. The variety of worksites increased opportunities for youth working across LWIA~5 in each of the 9 counties.

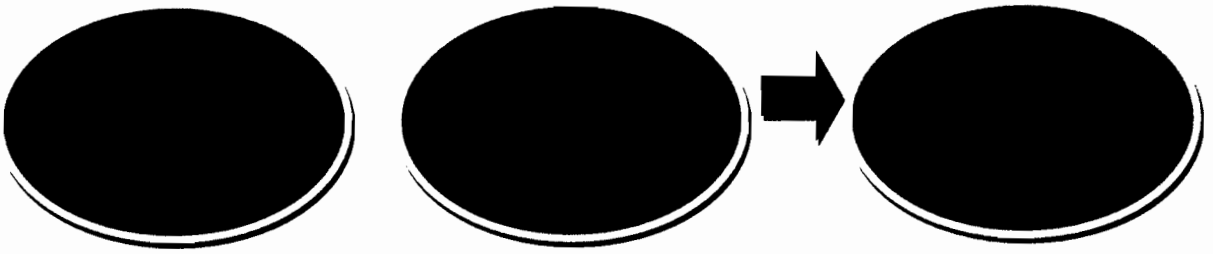
Additionally, the program benefited through the partnerships with the Mayors' offices in all nine counties in LWIA~5. The Mayors were eager to participate and provide leadership and role modeling to participating youth. Moreover, the Mayors' participation also led to their contribution of additional worksites. They also participated in the orientation sessions, inspiring the youth to be a leader in their community and do "good work." The engagement of the Mayors' offices provided the additional layer of community and public support that helped boost the enthusiasm of the program.

LWIA~5 also improved the Orientation and Training session prior to launching the Work Experience Program. The two-day session included the typical "rules" and "housekeeping," but additional components included a Job Interest Survey, Goal-Setting, Importance of the Resume and Basic Soft Skills for Job-Keeping. After orientation the youth were prepared for six-weeks of work, 30 hours per week, earning $60 per day, to be paid weekly. Pre and post-test evaluation were used to test benchmark initiatives.

PROGRAM DESIGN



The LWIA~5 program had particular success with a new priority and focus. In the present economy, 17-21 year olds are struggling more than ever to find meaningful and wage-adequate work. The 2011 Work Experience program focused on this population. By focusing on the 17-21 year age range, many of the participants were in a work-ready status, either because they had already finished school or because they had more flexible post-secondary school schedules which allowed the employers to coordinate employment opportunities for qualified candidates. Employers expressed their satisfaction with the older and more prepared participants and, in fact, some were actually hired at the completion of the program. Other participants used their experience to leverage internships at the end of the program. In addition, the Work Experience attrition rate was extremely low, most likely due to the dedicated, serious, mature, and work-ready youth.



Renovation and refurbishment of projects and assistance for non-profits across the area helped these organizations to save money during these current economically challenging times. According to the work-sites, much of the work that the program participants accomplished would have simply remained undone had the Summer Work Experience program not occurred. Youth and work-sites alike reported an increased sense of community through the experience.

It was noted that a large portion of the wages earned by the youth was spent in the community. The majority of the youth reported that money earned would be going to educational expenses, purchase of transportation to assist with education and/or employment, or to rent and utilities in the area. In short, the beneficiaries of this program were widespread throughout the region.

The capstone event for the 2011 Summer Youth Work Experience involved a four-day tour of Washington D.C., July 28 – 31. Regional Work Experience participants, who participated during a six-week fund-raising project for the American Cancer Society and netted approximately $10,500, were selected to travel to the nation's capitol. The crew of 39 included the Youth—Leadership Academy—from Local Area~5 and were accompanied by Career Centers' Workforce staff and management.

The tour included a variety of historical and educational attractions and memorials, such as Washington Monument, Arlington Cemetery, Lincoln Memorial, Holocaust Museum, the Capitol, Smithsonian and other national landmarks. Youth also participated in a forum at the U.S. Department of Labor and Employment and Training Administration with Assistant Secretary Jane Oates and Evan Rosenberg, Division of Youth Services for the Office of Workforce Investment. Youth were given the opportunity to share with Workforce leaders their success stories, express the impact of the program on their lives, and their appreciation of the Youth Program in our region.

On the steps of the Nation's Capitol, the Leadership Academy engaged in a Q&A session with Congressman Chuck Fleischmann, Tennessee's 3rd Congressional District. A wide variety of topics were covered including the current challenges that Congress has been facing as well as workforce development.

The Experience: The journey to Washington DC was an excursion that Youth in the Leadership Academy will long remember.

Data	Total	Hamilton	Polk	Meigs	McMinn	Rhea	Bledsoe	Seq.	Marion	Bradley
Total Participants	**170**	48	13	13	20	14	13	13	16	20
Total Worksites	**60**	12	5	5	5	6	7	6	6	8
Hours Worked	30,600	8,640	2,340	2,340	3,600	2,520	2,340	2,340	2,880	3,600
Male	83	21	8	7	11	6	6	7	11	6
Female	87	27	5	6	9	8	7	6	5	14

Special efforts are made to ensure the LWIA~5's prioritization of services to veterans and other target populations. The Jobs for Veterans Act provides for priority of service in DOL-funded programs; the recent launch of the "Gold Card" initiative will provide additional incentives for services and jobs for veterans.

To safeguard service protection for the veteran and covered family members, the system promotes preferential service status through site-posted informational signage; well trained Labor staff work diligently with Career Center partners to ensure protection of priority and to advance the advocacy of service to veterans through all DOL employment and training programs.

3.2 Customer Relationships and Satisfaction

(1) In order to build confidence, trust, and customer loyalty, Career Center System professional staffs are encouraged to integrate themselves into civic and community affairs. Advancement of the system is built on a strong foundation of relationships that are nurtured by pursuing partnerships on a wide scale. The organization's value system is centered in strong customer focus resulting in repeat customer use and loyalty.

(2) WIA staff members sponsor events such as job fairs, employment law seminars and employer association meetings in order to help build customer loyalty, trust and familiarity. Outreach and marketing efforts are conducted region-wide and customers are encouraged to provide both positive and negative feedback. Any negative comment or complaint is immediately followed with a contact. Customer access to file concerns is routinely evaluated and staffs are trained in appropriate processes to deploy for intervention.

(3) Every customer complaint is priority-processed. Complaints may be registered verbally or in any other manner more comfortable to the customer. Complaints are shared with appropriate management staff and an immediate plan of response is deployed. Appropriate intervention is made and engagement of the Board and/or management is contingent upon the seriousness of the complaint. The more serious complaints are taken to senior management and the Workforce Board. Response must begin on complaints within 24 hours of receipt.

Formal grievances are processed according to the organization's Grievance Procedures. For Program Year 2010, no grievances were filed.

(4) Strengthened relationships and approaches to providing customer access are kept current with business needs and through oversight by the Workforce Board. Management works hand-in-hand with the Board to closely monitor system performance and ensure that benchmarks are established and met.

b. Customer Satisfaction Determination

(1) Public contact, feedback, listening, follow-up, accountability

monitoring, and performance review facilitate the measure of customer satisfaction. Return system usage and system referral is monitored to provide additional indicators of satisfaction. Negative customer experiences are immediately remedied.

(2) Customer communication is maintained on an ongoing basis and frequently lasts longer than the one-year follow-up required post-exit. Employers are contacted when referrals are made to ensure that their engagement with the system was positive.

(3) While state-wide customer satisfaction data are available, measurements are needed at the local level on a more frequent basis. Understanding and listening are keys to appropriately evaluating customer feedback for continuous improvement. LWIA~5 continues to identify ways to determine satisfaction levels.

(4) Increasing technological advancements, coupled with an evolving labor market, require flexible, market-driven responses. Staff provides comprehensive, fact-based information to customers and utilizes personal contact, surveys, and feedback forums to analyze trends and conduct forecasting.

4. Measurement, Analysis and Knowledge Management

4.1 Measurement Improvement and Market Knowledge

a. Performance Measurement

(1) In LWIA~5, the performance measurement system includes the consideration of customer needs, (employees and employers), the industry-driven services which are provided, and the mandates from State and Federal entities. Management and staff review performance data monthly and report the results to the Workforce Board. Standards are established by the State; for Adults and Dislocated Workers standards measure employment, retention and earnings. Youth performance measures include placement in employment or education, attainment of degree / certificate, and literacy/numeracy gains.

(2) Comparative data from other LWIAs, local and regional businesses providing similar services, and industry trends relative to the regional market is routinely gathered, qualified and analyzed for targeted areas of improvement. Data are reviewed in terms of benchmarks attained and performance outcomes. The use of standards and benchmarks serve as improvement indicators and enhance overall performance.

(3) Data are examined to discern areas of strength / weakness that directly correspond to the organization's goals and objectives. Direct input from LWIB private sector members opens lines of communication with their colleagues across the business and industry community. Input derived from Board contact is utilized to make critical system adjustments, particularly to ensure that employer services are continuously improving.

B. Performance Analysis, Review, and Improvement

(1) A team consisting of senior leadership, mid-level management, and front-line staff assesses information collected as well as methods of collection and results. The data is reviewed on an ongoing basis and is discussed with the entire staff and partnering agencies as well as the LWIB. Compliance with strategic objectives and State and Local plans is verified. Organizational-level analysis consisting of eCMATS reports as well as customer satisfaction feedback is communicated to the LWIA staff; changes to operational processes are integrated to support innovation.

(2) LWIA~5 partners meet as-needed to clarify and revise operational processes and to ensure continuous improvement. Data and information are made available to employees through staff training, cross training, and procedure/process manual updates.

(3) Senior leadership, mid-level leadership and the Workforce Board collectively include performance review of processes into continuous improvement. Organizational information is provided to staff during scheduled monthly, quarterly and annual staff meetings.

4.2 Management of Information, Information Technology and Knowledge

a. Management of Information Resources

(1) Digital data and information are made available through utilization of electronic systems, such as eCMATS, designed to manage, track and house information. LWIA~5's (WIA) website is continually updated and customer inquiries and comments receive priority response.

(2) The network is closely monitored to ensure reliability and receives regular upgrades. Only authorized SETDD personnel may access the Local and Wide Area Network. All software received is tested prior to installation. Data and information systems are updated routinely to ensure relevance with business and job seeker needs. The Staff are required to sign 'User Agreements' that protect the security and confidentiality of the system. Firewalls and password-protection controls also enhance security and confidentiality.

(3) The SETDD Disaster Recovery Plan includes the availability of duplicate network and computer equipment to be used for replacement hardware should existing hardware be destroyed or damaged. Data backups for both the current system state of each server as well as all critical data are maintained. Critical data backups include department shared files, as well as user files and mailboxes. These files are backed up nightly and are stored at a remote off-site facility. Data backups can be restored via the internet at any time. For mass data restoration, data can be received by shipment on physical devices.

(4) The data and information mechanisms, including software and hardware systems, are kept current as business needs dictate. The network is managed by an internal

team of IT staff with industry-recognized credentials.

b. Data, Information, and Knowledge Management

(1) Organizational data and information are revised and updated continuously to ensure accuracy, timeliness, integrity, reliability, security and confidentiality. Management and staff are kept fully apprised of any changes to processes or procedures.

(2) Organizational knowledge is managed through the collection and transfer of workforce knowledge via mutually agreed upon processes among partners. The system website provides just-in-time information to the general public, customers, partners, and employers. Information and critical organizational knowledge is also imparted to staff through training sessions which include internal and partner-sponsored cross-training, mentoring, shadowing, employee handbooks resource materials and procedures manuals. Best practices are highlighted at each quarterly WIB meeting. A comprehensive review of organizational knowledge is conducted prior to development of strategic plans to ensure that relevant knowledge is incorporated in strategic planning.

5. Workforce Focus

LWIA~5's Mission and Vision Statements are as follows:

Mission:

> To meet the needs of businesses through incorporating a system of private sector articulation through regular input from regional employers. Afford job seekers equal opportunities to develop and maintain skills compatible with business needs.

Vision:

> To provide an effective integrated system of service for the mutual benefit of both regional employees and employers.

5.1 Workforce Engagement

a. Workforce Enrichment

(1) The Career Center System's viability depends on the organization's ability to select qualified professionals to provide front-line customer service. The organization is dedicated to providing ongoing training and support to ensure that goals are achieved and customers are satisfied with the services. Annual reviews are held by senior management where individual performance for the year is discussed and new goals are established

(2) The organization (WIA) is conducive to high performance and is able to maintain that performance through consistent employee feedback. Employees are required to participate in training activities. Employees are also expected to provide feedback to their respective supervisors when they may be experiencing performance issues or when operational processes need adjustment. Management engages in

the organization's decision-making-process conscientiously.

b. Workforce and Leader Development

(1) Organization leaders understand that organizational success begins with well-trained and professional staff. The management of staff is equally important. The leaders acknowledge that life-long learning experiences and continuous improvement process planning are critical to a successful organization. The organization's leaders have a solid understanding of the system and appreciate its purpose, product and role in the region. They are responsible for leading and coaching.

(2) Opportunities are provided to staff to attend various conferences and seminars to stay informed. Both front-line and management staff are provided a full-range of computer training to assure that available technology is utilized appropriately. Where applicable, the transfer of knowledge from employees who will leave the organization is encouraged; cross-training of staff is ongoing. Seasoned professionals are frequently provided an opportunity to remain engaged with the organization through flexible work arrangements.

(3) The effectiveness of WIA staff, WIA leadership, and the respective career development and training is evidenced through its performance.

(4) Career progression is encouraged through the performance evaluation process that outlines benchmarks and goals. Succession planning, particularly for management positions, is accommodated through an ongoing system of peer tutoring and cross-training.

c. Assessment of Workforce Engagement

(1) Workforce engagement is gauged by low-turnover, low rates of absenteeism, and when staff meet or exceed expectations. Members of the staff are considered major stakeholders in the process and encouraged to communicate openly with management. There are no unresolved grievance and/or EEO complaints outstanding.

(2) The organization's workforce engagement assessment findings are positively correlated with productivity and business results. As a customer-focused organization, the team strives to align workforce development with business and industry needs; the end result of which is a well-trained workforce with newly acquired skills which meet employer expectations.

The absence of workforce complaints, grievances, absenteeism and safety issues are clear indicators of a workforce that stays engaged with customer-focused productivity. Additionally, the organization boasts of high retention among the workforce which clearly measures the dedication and commitment to quality towards customers, work processes and systems.

5.2 Workforce Environment

a. Workforce capability and capacity

(1) Individual training needs are addressed during annual performance reviews and may be requested through immediate

supervisors at any time. Annual performance reviews of staff are evaluated and feedback is provided that recognizes competency attainment and the performance level in each behavioral category. Ratings in each performance category as well as overall performance ratings are used to design individual development plans. Skill levels and ranges serve as the framework for all employee salaries and are based upon education and experience relevant to each position. The general pay scale is adjusted by the Boards and Senior Leaders on an annual basis to ensure compatibility with prevailing salaries. Specific compensation is based on duties, performance, longevity, market competitiveness, and funding availability.

(2) Recruitment and hiring of new employees is crucial to the system. All jobs are posted internally prior to public notice. The organization strives to provide a diverse, culturally open, and progressive environment. The hiring process involves fair selection for a suitable candidate for open positions.

(3) The development of new products, services and work processes is integrated with the utilization of the most recent technologies to manage the organization's core competencies, retain a clearly defined job seeker and business focus, surpass performance expectations, and address strategic challenges and action plans. The system's flexibility lends itself to deployment of rapid and straight-forward response to changing business needs.

(4) Organizational leaders encourage all staff to continually seek opportunities to progress in their chosen careers. Staff is encouraged to apply for vacant positions that will enhance their careers and help the organization; the organization offers a variety of cross-training opportunities.

b. Workforce Climate

(1) Policies are in place to comply with and/or exceed the terms and conditions of the laws, codes and ordinances, including Federal, State and Local, which may pertain to the health, safety, and security of all staff, guests, and customers. A site Safety Manager maintains an up-to-date and workable emergency plan to address natural disasters, emergency medical issues, weapons, evacuations, power outages, and hazardous materials. The safety plan is provided to all employees and posted at each center.

(2) The organization's fringe benefits package exceeds what is required by law; personnel policies are fairly administered and kept current through regular updating of personnel policies and procedures incorporated in the Employee Handbook.

6.00 Process Management

6.1 Work Systems Design

a. Core Competencies

(1) In addition to full adherence to the law, policies and regulations of Workforce Investment Act, core competencies are identified by ongoing environmental scanning of current workforce training and

employment needs, while identifying strategic partners' and stakeholders' goals and needs relative to workforce and economic development. The suites of employment services are significant components of the core competencies and are tied to high growth and high demand business sectors and talent assessment, development and recruitment.

(2) The organization strives to deliver outstanding service relative to recruitment, training, employment services, job search resources, and individual career counseling. Embracing a universal access approach, the organization endeavors to provide critical resources to all individuals in need of career information and employment support.

Governing legislation predetermines the overall establishment of work systems through regulatory compliance. The local system, however, has the latitude to set appropriate operational policies, procedures and work processes in place. The organization's Workforce Board approves local area interpretation and work process change. The Board is instrumental in supporting business and stakeholder relations and developing economic development strategy. Program modifications are initiated by staff and administration and approved by the WIB. Work systems are continually examined to assure the effectiveness and to increase overall performance.

b. Work Process Design

(1) Businesses, educators, collaborators, stakeholders and staff collectively seek the same goal which is the byproduct of the work process: develop a competitive workforce with high-demand skill sets for high-growth careers leading toward self-sufficient wages. Labor market information, job growth rate statistics, regional job needs and many other sources are utilized in order to identify high demand/growth sectors. The regional employers supply job orders and customers are provided jobs lists that identify open positions for which they qualify.

(2) Key work process requirements, incorporating input from customers, suppliers, partners, and collaborators, is complex and result in the suites of services for customers

(3) Long and short-term strategic planning is vital for work process design. New technology and organizational knowledge are essential to meeting customer need. Cycle time, productivity, return on investment and efficiency are monitored through financial, programmatic and performance outcomes. The development of more effective systems to measure these processes is ongoing.

c. Emergency Readiness

The organization provides annual training on emergency readiness and workplace safety; guidelines are provided to staff. In the event of a weather-related emergency, staff members have been instructed to rely on local media (e.g. cable TV) as their primary source of information. In the event of a workplace emergency, specific instructions have

been given; management ensures that staff is prepared to handle such events.

6.2 Work Process Management and Improvement

a. Work Process Management

(1). Process management improvements result largely from day-to-day observations of customer flow and customer services. The organization strives to maximize the efficiency of customer service delivery that will result in higher levels of customer satisfaction. The customer flow process is guided internally through a flow chart.

(2) The organization steers the system with ethical, accountable leadership. Costs associated with tests, audits, etc., are kept reasonable through negotiation. Service errors are minimized though close internal monitoring. Competitive bidding is utilized in the procurement process according to the organization's policies and procedures manual.

7. Results

7.1 Product and Service Outcomes

a. Product and Service Results

The organization's system of performance in readying for Baldrige Level II is under review. Performance and improvement models of data management in key business areas, including standardized measuring tools to determine product and service outcomes, customer-focused outcomes, financial and market outcomes, process-effectiveness outcomes and leadership outcomes are under development. Internal testing of data collection instruments will be validated prior to formal deployment.

TDOL&WD provides an electronic data tracking system which, in part, tracks the primary customers' services. *DOLCE VITA* is a database provided by the state which provides tools for performance metrics tracking and reporting. Recruitment results for employers are tracked through placement and retention. Pre / post employment outcomes are tracked though outcome data. Training sessions are tracked as completed and are correlated closely with employee retention rates.

Performance is measured against other similar organizations across the state and is provided annually by the state.

7.2 Customer-Focused Outcomes

a. Customer-Focused Results

(1) The organization's employment outcomes and training-to-employment outcomes are key measures of program success. Whether the customer is a job seeker or an employer that needs recruitment, training or assessment services, the key indicator of success is customer satisfaction. Customer surveys are given to both individuals and businesses in an effort to identify methods, processes and/or services that meet the needs for the organization's foremost goal: workforce enhancement.

The organization's primary customers—regional businesses—are informed of the services provided to them at no charge. Business loyalty to the organization's branding and value-add service is measured by the number of businesses who partner with the organization. Efforts are ongoing to increase the market share of business partnerships. More work needs to be done in designing tools that measure current market share.

7.3 Financial and Market Outcomes

a. Financial and Market Results

(1) The organization's financial and marketplace performance is measured in terms of training funds expended by business partners, individual training accounts, supportive services and incumbent worker training. These indicators are tracked by accounting software and by each responsible party who is charged with approving funds. Performance indicators such as specific fund expenditures for the past fiscal year demonstrate significant focus on program monies dedicated to services.

7.4 Workforce-Focused Outcomes

a. Workforce Results

(1) The organization encourages life-long learning for both the customer and its workforce with outcomes related to job placements and retention respectively. Efforts to provide training and to upgrade the employee's knowledge, skills, and abilities are ongoing.
(2) Efforts to advance employee development are of high priority and, in the long run, reap positive contributions to the organization, which, in turn, maximizes system productivity. While leaders have several roles to play, facilitation of employee development is crucial.
(3) Employees benefit from objective work assessment and peer / manager coaching. Surveys and forums on this topic indicate progress in this area; however, as with all measures and indicators, more work needs to be done to refine the outcomes.
The health and safety of employees are paramount. A detailed safety manual is in place to govern actions of leaders relative to any safety concern.

7.5 Process Effectiveness Outcomes
a. Process Effectiveness Results
(1) Key work processes are measured, in part, by both internal and external performance statistics. Key work processes must perform at optimal rates in order to meet mandated performance measures and in order to remain compliant with Board expectations. The organization provides annual training on emergency scenarios and workplace safety. The purpose of the emergency plan is to establish a process for all employees to follow in the event of an emergency. It is the policy of the organization to comply with all laws, codes and ordinances, including Federal, State and Local, which may pertain to building safety.
(2) An exceptional team staffs WIA in LWIA~5. Most positions require a minimum education level of Bachelor's degree; many of the staff has post-graduate experience. The majority have several years of experience in workforce. Staffing levels are appropriate and adjusted according to need.

7.6 Leadership Outcomes
a. Leadership and Social Responsibility Results
(1) The organization's leaders are committed to excellence in all facets of operations, processes, and work systems.

(2) Senior leadership considers good stewardship of all public investments to the organization as one of its principal responsibilities. Stringent employment standards are in place to guard against breaches of ethical behavior. The governing Boards deal swiftly and harshly with leaders that violate standards.

(5) The organization's leaders are committed to life-long learning and have expanded the availability of training opportunities to staff.

Glossary of Terms and Abbreviations

A

Adult
An individual who is age 18 or older

AE
Adult Education

C

CRC / Career Readiness Certificate
A portable skills credential based upon the WorkKey® assessments

Case Management
The provision of a client-centered approach in the delivery of services designed to prepare and coordinate comprehensive employment plans for participants to ensure access to necessary workforce investment activities and supportive services and to provide job and career counseling during program participation and after job placement

Community-based Organization
A private nonprofit organization that is representative of a community or a significant segment of a community that has demonstrated expertise and effectiveness in the field of workforce development

Customized Training
Training that is designed to meet the special requirements of an employer; that is conducted with a commitment by the employer to employ an individual on successful completion of the training; and for which the employer pays for not less than 50 percent of the training.

D

Dislocated Worker
An individual who has been terminated or laid off, or has received a notice of termination or layoff, from employment; or was self-employed but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters; or is a displaced homemaker.

Displaced Homemaker
An individual who has been providing unpaid services to family members in the home who has been dependent on the income of another family member but is no longer supported by that income; and is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment

E

eCMATS
Electronic Case Management and Activity Tracking System

Economic Development Agency
Includes local planning and zoning commissions or boards, community development agencies, and other local agencies and institutions responsible for regulating, promoting, or assisting in local economic development

Eligible Youth
An individual who is not less than age 14 and not more than age 21; is low-income; is one or more of the following: deficient in basic literacy skills, a school dropout, homeless, runaway, foster child, pregnant or a parent, an offender, or an individual who requires additional assistance to complete an educational program, or to secure and hold employment.

EOO
Equal Opportunity Officer

Exiter
An individual that has received services through the Workforce Investment Act program and completed; the individual's activities are tracked for an additional 3 quarters after exit

G

I

Individual with a Disability
An individual with any disability as defined in section 3 of the Americans with Disability Act of 1990

IWT / Incumbent Worker Training Grant
Provides grant funds for customized training for existing for profit businesses to effectively retrain and keep businesses competitive through upgrade skill training for existing full-time employees

ISS / Individual Service Strategy
An individual plan for a participant, which shall include employment goal, appropriate achievement objectives, and the appropriate combination of services for the participant based on the objective assessment(s) conducted

J

Job Order
Occurs when an employer places a job listing with the Tennessee Career Center System, the details of the position are entered into eCMATS and the largest job applicant pool in Tennessee is screened for compatibility for referral to the employer.

L

Labor Market Area/Information
An economically integrated geographic area within which individuals a reasonable distance or can readily change employment without changing their place of residence; information regarding wages, unemployment, commute patterns, etc is gathered based on geographic area

LWIA
Local Workforce Investment Area

LWIB
Local Workforce Investment Board

LVER
Local Veterans Employment Representative

O

Older Worker/Individual
An individual age 55 or older

OJT / On-the-Job Training
Training by an employer that is provided to a paid, newly-hired participant while engaged in productive work in a job that provides knowledge or skills essential to the adequate performance of the job; provides reimbursement to the employer of up to 50 percent of the wage rate of the participant; is limited in duration as appropriate to the occupation for which the participant is being trained

Out-of-School Youth
An eligible youth who is a school dropout; or has received a secondary school diploma or its equivalent but is basic skills deficient, unemployed or underemployed

P

Participant / Client
An individual who has been determined eligible to participate in and who is receiving services under Title I of the Workforce Investment Act of 1998

Peer Tutoring Work Experience Program
Provides work experience and stipend payments to eligible youth in secondary and post-secondary educational institutions to tutor their peers who are struggling academically in a variety of subjects

Priority of Service
As Adult funds become limited, priority for intensive and training services must be given to recipients of public assistance and other low-income individuals

R

Rapid Response
An activity provided in the case of a permanent closure or mass layoff at a plant, facility, or enterprise in order to assist dislocated workers in obtaining reemployment as soon as possible

Resource Room
Area available at the Tennessee Career Center that provides a wealth of job search information in one central location including, resume building literature, basic computer instruction, state of the art computers and internet availability for job search, labor market information, and in-demand occupations and forecasts

T

The Source
Database managed by the Tennessee Department of Labor and Workforce Development that maintains Tennessee state and local labor market information accessible to the public

Tennessee Career Center
Where people and jobs connect

V

Veteran
An individual who served in the active military, naval, or air service, and who was discharged or released from such service under conditions other than dishonorable

W

WIA
Workforce Investment Act of 1998

WorkKeys
A job skills assessment system