



LWIA 5
5 Year Strategic Plan Draft
2014 - 2019

Submitted by:

Southeast Tennessee Development District

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LWIA 5
2014 - 2019
Strategic Plan

Narrative Update

Preface: Organizational Profile

P.1 Organizational and Regional Descriptions

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 One Stop centers in Chattanooga and Athens, Tennessee, part of the American Job Center Network. A full-time Affiliate (Career and Workforce Development) Office is located in Cleveland and part-time Affiliate 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.

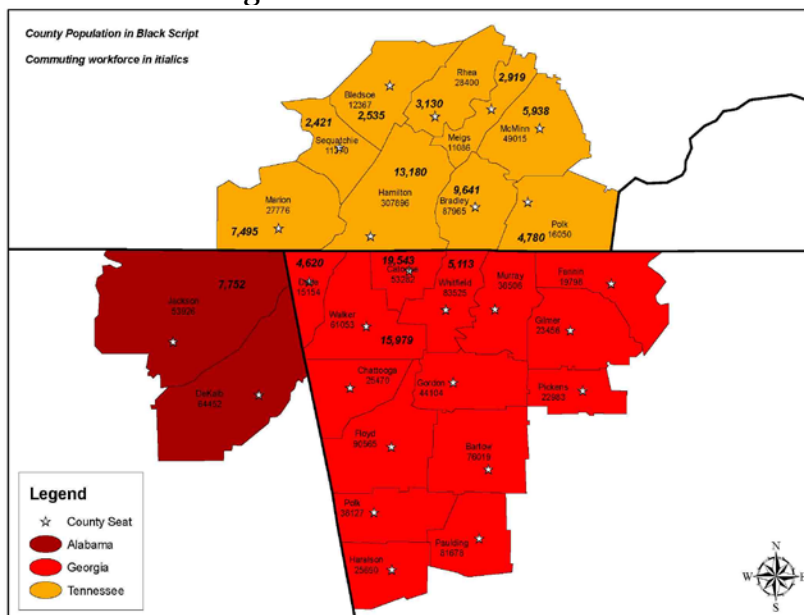
SETDD also staffs the Southeast Industrial Development Association which is the economic development/industrial recruiting organization for a 22 county multi-state region and is funded by the Tennessee Valley Authority and local power distributors. Critical partnerships with a variety of state and federal 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 and 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.

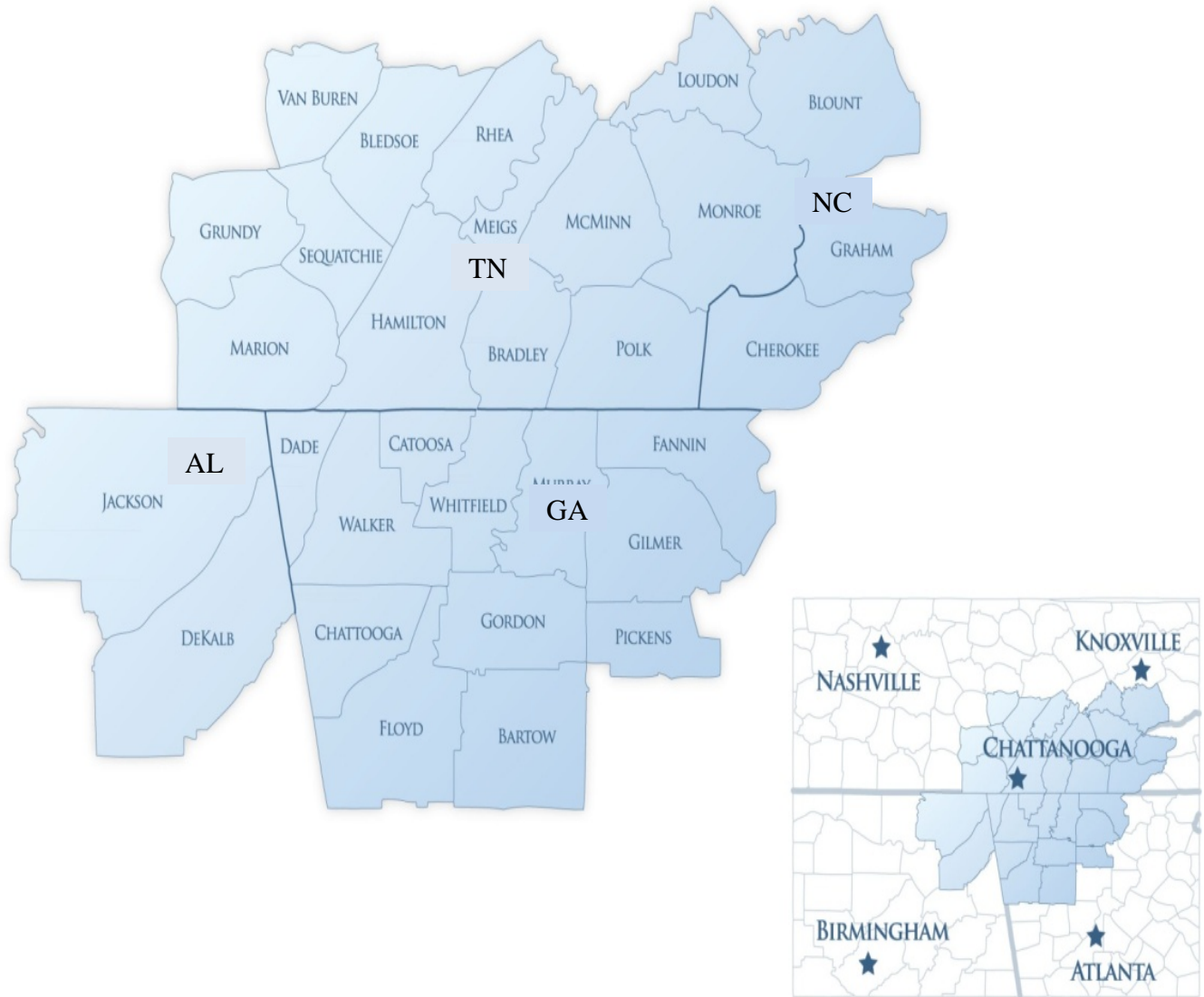
Additionally, the agency's regional leadership role contributed to the creation of the Tri-State Regional Workforce Alliance consisting of 23 counties in southeast Tennessee, northeast Alabama and northwest Georgia. Formed in 2006, the Alliance partnerships have been maintained and strengthened through regional meetings for planning, identification of workforce and economic development needs and demonstrations of promising/best practices regarding workforce development initiatives. 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 market responsive worker training, to plan for future workforce development 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



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



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.

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 is currently maintained and hosted by Northwest Georgia Regional Commission, a Tri-State Regional Workforce Alliance partner. The website address is as follows: <http://nwgrc.org/tristateregionalworkforcealliance/>. A link is also available at the WIA Career Center—American Job Centers—website found at the follow address: www.secareercenter.org.

P.1 a. Organizational Environment:

(1) Product Offerings

As a key arm of SETDD, the One Stop System Comprehensive Centers—part of the American Job Center Network—and the Career and Workforce Development Affiliate Offices (WIA) provide employment and training services to businesses, local governments, and individuals. The One Stop American Job Center System includes partners with the

Tennessee Department of Labor and Workforce Development (TDLWD) 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.

(2) Vision and Mission

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.

(3) Workforce Profile

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.

(4) Assets

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 comprehensive One Stop Center facilities in Chattanooga and 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.

(5) Regulatory Requirements

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.

b. Organizational Relationships

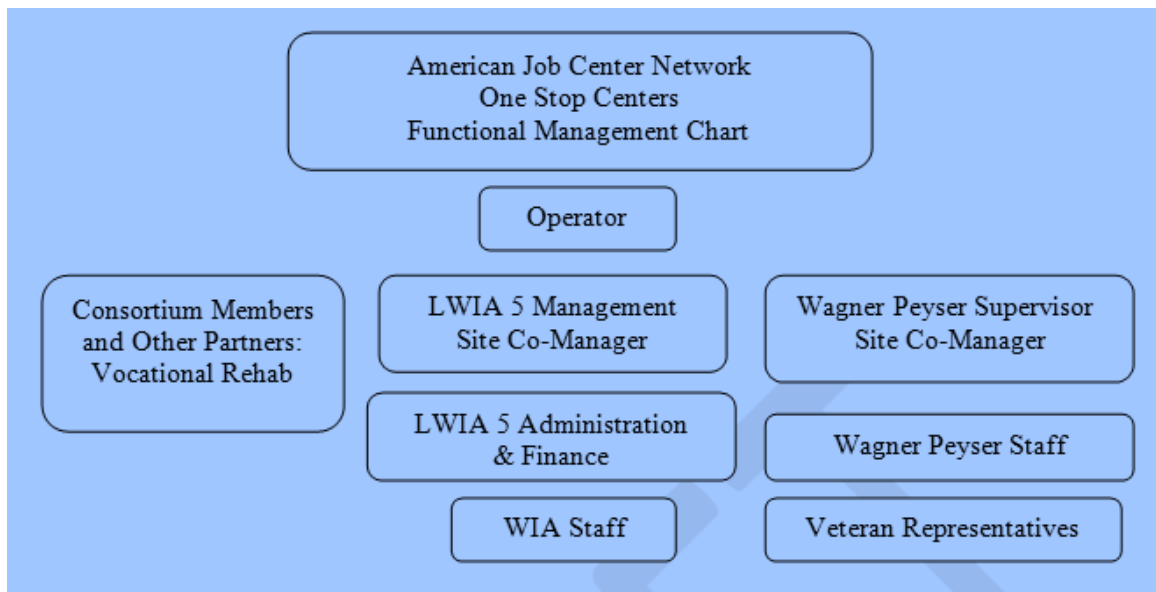
(1) Organizational Structure

SETDD partners specific to LWIA 5 include TDLWD and DRS. Governance is by members of the Southeast Tennessee Workforce Development Board (the Local Workforce Investment Board—LWIB) which is currently composed of 47 members with permanent and various ad hoc committees. SETDD is the fiscal authority. Cost sharing partners are TDLWD, SETDD, and DRS. There are multiple non-cost sharing partners. Various community groups and organizations utilize the facilities of the One Stop 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 which is dedicated to helping individuals with disabilities get jobs.

The American Job Center

Network: LWIA 5 with its two comprehensive One Stop Centers and four Affiliate Offices is proud to be a part of the American Job Center Network. The American Job Center is a product of collective thoughts and inputs from multiple federal agencies having pledged their commitment to strengthen the American workforce. In alignment with the Network, LWIA 5’s services include the branding logo to enhance the public’s awareness and access to all services as directed by the TDLWD. The implementation of the new logo for the One Stop Centers is in place. The new American Job Center logo is currently included on all brochures, letterheads, door signage, store-front signage, veteran’s material, etc. LWIA 5 has the synergies and communication tools in place to maximize customer services, customer flow and business operations. The functional management structure is noted



below in the organizational chart. The comprehensive One Stop Centers within the American Job Center Network are in Chattanooga and Athens, Tennessee. Affiliate Offices, which provide WIA services, are located in Kimball, Dunlap, Dayton, and Cleveland, Tennessee. LWIA 5 is in compliance with state and federal policies regarding Service Integration. Service integration will be an ongoing process of refinements and improvements. The Welcome function will involve the center staff who will strive to greet all customers and create a positive first impression. Every new job seeker will be evaluated for service needs and will be offered an initial assessment through the welcoming process. The service needs evaluation will assist the customer in determining the next appropriate set of services. Services associated with the welcome function may include the following: registration, orientation to services, re-employment program questions, provision of labor market information, access to resource room, initial assessment, identification of basic skill deficiencies, self-directed job referral and placement, referral to generic workshops, and referral to other community services. The Welcome function is staffed by all partners at the center for optimum effectiveness. In other words, the welcome function is a shared function of Wagner Peyser, Workforce Investment Act, and other partners located in the comprehensive Center. The welcome function includes the entry point, resource room, self-directed activities, and staff-assisted services

without significant staff involvement. Job seekers are encouraged to register in the Wagner Peyser system but will not be required to at this stage of service access. The Welcome function establishes the baseline for exceptional customer service and will serve as a point of reference for improvements to customer services throughout the center. As noted throughout this document, customer surveys and customer feedback will be obtained in order to measure the level of quality of service offered on a daily basis.

(2) Customers and Stakeholders

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.

(3) Suppliers and Partners

There are two key supplier groups: employers placing online job orders and educational and training providers including secondary and post-secondary educators. 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 Situation

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 the organization's effectiveness in the region, including its competitive position.

P.2 a. Competitive Environment (1) Competitive Position

The SETDD and its Workforce Development arm extend to multiple counties and include parts of three states. LWIA 5 includes nine counties in southeast Tennessee—Bledsoe, Bradley, Hamilton, Marion, McMinn, Meigs, Polk, Rhea and Sequatchie. However, the SETDD's footprint includes Grundy County as well as parts of Northwest Georgia and Northeast Alabama. LWIA 5 recognizes that federal funds are not restricted to a state territory within state boundaries. Many customers from other states, including Georgia and Alabama are being served by the American Job Center in Chattanooga, Tennessee. This places

LWIA 5 in a competitive position with regards to access to services.

(2) Competitive Changes

Key changes which could affect service delivery and/or our competitive situation involve funds for services and operations. If funds remain stable over the course of the next five years, then so will the delivery of the best possible services to customers.

On-the-Job Training (OJT) opportunities, for example, 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.

(3) Comparative Data

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.

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.

1. Leadership

1.1 Senior Leadership—Vision, Values and Mission

(1) Vision and Values
SETDD/CARCOG, organizational leadership, has a senior leadership team that actively guides operational and programmatic features of LWIA

5. In addition to both SETDD and LWIA 5 professional staff, there are two very active leadership boards. The leadership team, including the LWIB, 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.

Workforce Development and Regional Leadership

The LWIB, county mayors, WIA administrative staff and partner leaders all have a genuine commitment that our region will excel in education and training.

Under the umbrella of the Southeast Tennessee Development District, the LWIB has numerous opportunities to engage with the regional elected officials, including city and county mayors, state legislators, and the staffs of our Federal elected officials. City and county mayors and legislative staffers frequently attend the quarterly LWIB meetings and the joint annual meeting of the LWIB and SETDD board of directors.

Knowing that workforce development equals economic development, WIA administrative staff and SETDD executive management are constantly engaged with local power distributors and local economic development staff throughout the nine-county LWIA to assist with prospective new business and industry locations and expansions of existing companies.

Regional leadership and the Governor are committed to workforce development, and secondary education is critical to achieving a highly skilled workforce. Most recently, the Governor has emphasized a focus on education in terms of K-Jobs as opposed to only K-12.

Alignment with the Governor's Three Main Goals

The southeast Tennessee region strives to stay ahead of the curve when it comes to education and training in order to make Tennessee the number one state in the southeast for jobs. The regional leadership and stakeholders help deploy innovative and transformational programs that align with the Governor's goals through ongoing public support and by setting the foundation for future work. Regional leadership and stakeholders continually strive to make Tennessee the number one choice for jobs in the southeast.

Through the Chattanooga Public Education Foundation, LWIA 5 is the beneficiary of a Tennessee Department of Education grant, Pathways to Prosperity, which links high school education to jobs. The grant will create a more seamless path from high school, post-secondary education or training to the workforce—the Governor's second main goal.

The regional leadership convened several meetings in order to identify the in-demand, high-wage career paths on which to focus. As a result, advanced manufacturing and information technology were chosen

as supported pathways. Regional educators and employers have partnered in order to provide work-based learning experiences leading to internships and/or paid work experience in the above-noted sectors. The Pathways to Prosperity model is based on a 2011 Harvard Graduate School of Education report, which highlighted a "skills gap" preventing many young adults from qualifying for work in critical labor markets in the U.S. The national response to this report among education and business leaders led to the establishment of the Pathways to Prosperity Network, a collaboration between Harvard's Pathways to Prosperity Project, Jobs for the Future, and a growing consortium of states across the nation. The national initiative is focused on ensuring more students complete high school and attain post-secondary credentials with value in the labor market. The southeast Tennessee region, including much of LWIA 5, is one of the first regions in the state to begin collaboration around the Pathways to Prosperity model. Discussions among leaders from local businesses, educational institutions, community organizations and municipal governments resulted in the development of a Pathways initiative for the region. Currently, the Pathways to Prosperity program is underway in Hamilton, Bradley, Marion and McMinn counties and focuses on Advanced Manufacturing and Information Technology. In the coming years, the Pathways to Prosperity initiative is expected to expand throughout the region into other counties and school districts.

Among other components, the Pathways program promotes career pathways through work based learning opportunities. This model creates path for students from high school, post-secondary education or training to workforce.

In alignment with the Governor's third goal of conservative fiscal leadership, LWIA 5 strives to be the best possible steward of taxpayer dollars in order to serve customers. The overarching goal is to provide more opportunities to existing job seekers and the emerging workforce. Functional alignment and service integration is ongoing within LWIA 5; reduced and/or eliminated duplication of costs is one of the benefits.

The workforce leadership also attends quarterly meetings annually where activities, process improvements, workforce development successes and challenges, and other topics are reviewed and discussed. The leadership is market-responsive to the supply and demand of the workforce. Economic development is also a focus since new business opportunities would concomitantly increase employment opportunities. Recent survey results from the regional mayors and other stakeholders identified workforce development as a primary focus of concern. Focusing on workforce development is critical to future economic development. A highly trained/skilled workforce will attract new businesses and industries to the region.

As of July 1, 2013, LWIA 5 is responsible for the Rapid Response program which provides services to employees affected by closures and/or layoffs. The Rapid Response reports are reviewed as they impact the elected officials' constituencies.

Additionally, strategic planning sessions with the SETDD board are held bi-annually with the workforce system's senior leadership and management staff. The meeting provides comprehensive updates of the year's activities and progress toward meeting specific goals and objectives for the following year(s). The sessions conclude with setting goals and priorities for the upcoming year as well as longer-term goals for the future. The most recent meeting in 2013 placed workforce development and training/education within the top three priorities.

(2) Promoting Legal and Ethical Behavior: 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. Senior leaders not only lead by example, but also communicate their expectations of high standards regarding ethical and legal behavior.

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) Creating a Sustainable Organization: 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) Communication

Senior leadership strives to create an open environment of communication by encouraging innovation and creativity, providing on-going training opportunities and rewarding excellent performance. 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) Focus on Action

Actionable organizational, programmatic and customer-focused topics and goals are identified through team planning and by being market responsive. Senior leaders remain engaged with stakeholders and provide staff opportunities to participate in the process. State and Federal regulations, policies and guidance provide opportunities for balancing value for customers and stakeholders. Feedback through surveys and stakeholder meetings/focus group discussions also contribute to the process. A

market responsive approach provides a platform with which to demonstrate innovation, intelligent risk taking in order to achieve the organization's vision.

1.2 Governance and Societal Responsibilities

a. Organizational Governance

1. Governance System

The organization is monitored both programmatically and fiscally on an annual basis by TDLWD. In addition, SETDD has a yearly independent outside financial audit.

a. Accountability for management's actions

The management team is held accountable through the SETDD's Board of Directors and the Local Workforce Investment Board. Furthermore, all program activities and program-related expenditures are monitored by the state monitors/auditors and, randomly by the federal monitors/auditors.

b. Transparency

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. In addition, SETDD's Annual Report is provided to all stakeholders and Board members.

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.

LWIA 5 adheres to the state's policy regarding conflict of interest. Strict professional standards are maintained throughout the agency.

The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g). LWIA 5 adheres to the state's policy, the details of which can be found at this link: http://www.tn.gov/labor-wfd/ConflictPolicy_Boards.pdf

c. Fiscal Accountability

All required quarterly program and financial reports are reported to each individual funding source as required. The interests of the stakeholders are considered in all transactions relevant to the organization. Most of the stakeholders are either customers or partners; therefore, every effort is made, in accordance with the organizational ethics as well as abiding by regulations, to ensure the fair and equitable delivery of services. Careful attention is given to avoid any conflict of interest regarding services. The Tennessee Department of Labor and Workforce Development and its monitoring team meeting regularly with staff to review documentation relevant to program services and operation. The organization is held accountable through the monitoring processes which not only include the state monitors, but also the federal monitors of the U.S. Department of

Labor, Employment and Training Administration.

d. Internal and external audits

A yearly financial audit is performed by a fully accredited external accounting agency. The external auditor is charged with expressing opinions regarding the financial statements of the organization in accordance with auditing standards generally accepted in the United States and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. A full financial report which includes an Independent Auditor's report provided to all funding partners and is available to the public annually. Internal monitoring and auditing is ongoing for the organization. The WIA administrative staff collectively monitors all transactions and processes with feedback from the Finance Department which is separate from WIA program operations. SETDD management is responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatements, whether due to fraud or error.

(2) Performance Evaluation

Performance of the Executive Director: The Executive Director is evaluated yearly by the Executive Committee of 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) Legal and Regulatory Behavior

In order to effectively address adverse impacts on services and operations, leaders rely on building a top-performing system to limit the impacts and engage in proactive planning to respond quickly and effectively which may include corrective actions to remedy any deviations from the regulations, whether intentional or not. Ongoing monitoring of processes allows corrective action to be taken in a timely manner.

2013 Program Accountability Review—Rhea Welding Program

In May 2013, the Tennessee Department of Labor and Workforce Development (TDLWD) provided feedback regarding program funds for the Rhea Welding Training Program after a Program Accountability Review (PAR) performed by state monitors. One of the PAR report's findings was the inefficient use of program funds for the purchase of welding equipment. The finding concluded that the number of WIA participants in the welding program was less than desirable. The low number of participants increased the cost per participant ratio in the program; therefore, it appeared that the funds from the American Recovery and Reinvestment Act (ARRA) which were used to fund the welding program were not efficiently allocated and expended.

LWIA 5 2014 PAR Report Response and Corrective Action for Rhea Welding Program

WIA management team and administrative staff concurred with the PAR report which concluded that the number of WIA supported participants in the welding program was less than desirable. Since there were no contracted benchmarks and no participant outcomes to be achieved, LWIA 5 enrolled participants based on eligibility and suitability.

Over a three year period, a total of 59 students registered for the welding program. Of the 59 enrollees, a total of 22 completed training. The ARRA investment in the program was \$89,799.99. Thus, without additional participants enrolling in the program, the cost per participant ($\$89,799.99 / 22$) is \$4,081.82. The resultant cost ratio per participant is not an acceptable number. Based on past expenditures and funded programs, the cost per participant has been, on average, between \$2,200.00 and \$2,300.00. Therefore, it was proposed in the 2014 response to the 2013 PAR report that LWIA 5 would increase the enrollment to a more acceptable threshold. The newly established benchmark was set at a total of 40 WIA participant graduates. The total cost of the investment of \$89,799.99 divided by a cost per participant of \$2,230.50 was the method used to establish the number of enrollees at 40.

TDLWD accepted the above plan for corrective action.

Performance Goals

Performance goals are reviewed to ensure quality systems' operations. Status reports for quality assurance

benchmarks are shared with staff along with recommendations for improvement and training to alleviate deficiencies. The senior leaders and staff recognize that two of the major stakeholders, taxpayers and legislators, expect effective and efficient utilization of funds dedicated to serve the workforce development needs within the region. The organization is keenly aware of all stakeholders' and customers' expectations regarding funds usage and executes plans and priorities of services within the legal and ethical boundaries accordingly.

(2) Ethical Behavior

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. The administrative team provides as system of checks and balances as well as quality assurances in order to avert unintentional ethical compromises.

c. Societal Responsibilities and Support of Key Communities

(b) Societal Well-Being

Key communities are comprised of employers and individual customers whose supports include the organization and the key partners of the organization. The organization supports key community of individual customers, in part, through the services provided by partners.

(2) Community Support

Businesses and industries are supported through direct contact, participation by staff through memberships in professional and civic organizations, and participation through 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 with key supporting communities and take advantage of opportunities to support key communities.

2. Strategic Planning

2.1 Strategy Development

a. Strategy Development Process

(1) Strategy Planning Process

The Career Center System in LWIA 5 strives to be the premier provider of integrated workforce development services in the region. Partners to the system are either co-located or are separate entities whose relationship has been established through a memorandum of understanding outlining reciprocity within a mutually agreed upon referral system. Core partners include TDLWD, WIA, SETDD, DHS, and AE. The system is guided by the collaboration of partners comprising the One Stop Center Consortium and planning activities are collectively conducted. Other key collaborative partners include business and industry (employers), 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. Short- and long-term planning horizons are dependent upon 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 to determine the timelines associated with planning an activity/event, 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, degree human resources involvement, plan scheduling, and desired completion. It is also important to consider that plans can and do change, either out of necessity and/or uncontrollable external factors (i.e., economic downturns/recessions, newly defined priorities, etc.). As such, organizational agility and operational flexibility are required; specifically, it is understood that oftentimes plans are subject to change.

(2) Innovation

Senior leaders and staff employ innovative thinking and problem-solving where strategic opportunities exist. Even though the programs and services offered are prescribed by federal and state regulations/policies, there exists a means by which innovative approaches can be used to get the job done. A SWOT analysis provides revealing information regarding opportunities and, as such, creates the conditions for new and innovative ways to strategically plan. Additionally, as a front-line delivery agent, the organization stays abreast of market changes, shifts in technology, business/industry/job seeker preferences and competition. In short, by being market responsive, the organization creates additional avenues to execute innovative strategies.

(3) Strategy Considerations

Data are collected and analyzed to address the following regarding the organization: 1) strategic challenges and strategic advantages, 2) sustainability, (3) “blind spots” in planning, (4) ability to execute plan. The multiple sources used to collect relevant data include the following:

- Employer surveys
- Individual customer surveys
- Labor Market Information
- Bureau of Labor Statistics
- U.S. Census data
- Strategic planning meetings
- Local Workforce Board committee meetings
- Economic Development data
- Regional employer announcements

- www.jobs4tn.gov job listings by employer
- Continued relations and partnerships with regional businesses and industries
- Workforce Consortia and Work Groups throughout the region
- Department of Education’s Pathway to Prosperity initiatives
- Customer-focused and needs-focused services

Efforts are ongoing to ensure that timely and relevant strategies are developed and deployed.

(4) Work Systems and Core Competencies

Work system decisions (programs and services) are primarily pre-determined by law (state and federal mandates and regulations). However, the methods by which the organization organizes, strategizes and executes the plan are somewhat flexible. Key processes are also predetermined to a great degree by federal and state regulations. Future core competencies can be determined by future legislation; however, there are also waivers available which provides some flexibility regarding service delivery. LWIA 5 and SETDD remain flexible and responsive to changes in regulations, policies and guidance.

b. Strategic Objectives

(1) Key Strategic Objectives

Key strategic objectives include the following:

- Continuous improvement across all programs and services

- Integration of services (improving partner synergies)
- System efficiencies (avoiding duplication of services and funding)
- Improved youth services outcome measures (including Summer Youth Work Experience)
- Responsive 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 discernible improvement on cited objectives. As previously noted, the organization maintains a market responsive approach to workforce development and programs and services that are provided.

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*

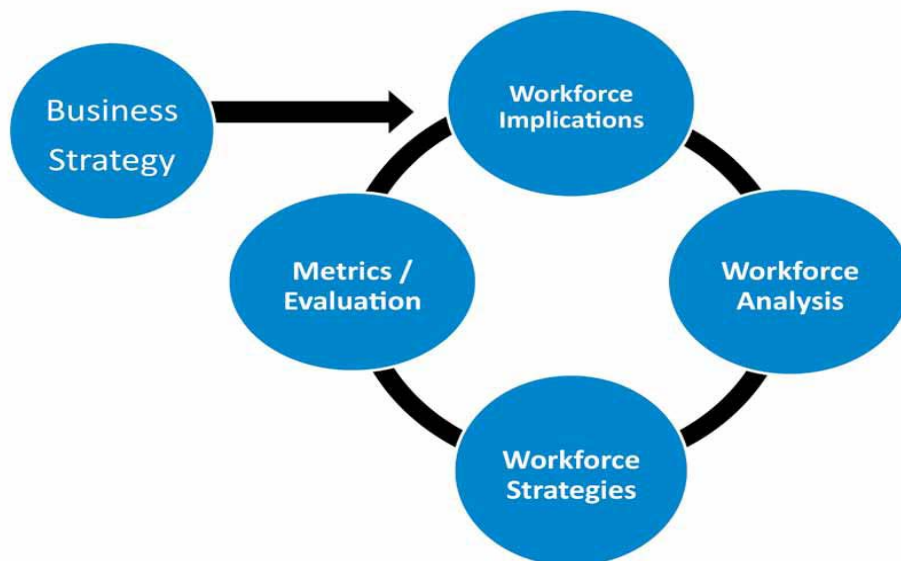
through regular input from regional employers. Afford job seekers equal opportunities to develop and maintain skills compatible with business needs.

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

(2) Strategic Objective Considerations

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 additional key objectives:

- 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



Workforce Planning Process

- 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
- Focus on current jobs and current demand

- Target career pathways for entry-level employees that lead to future advancement
- Aligned with education from pre-K through age 20+
- Link college credit and work experience

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.

Strategic objectives are established to respond to challenges and to capitalize on advantages and opportunities. 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 near-term workforce shortages and/or 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 significant growth and is experiencing skill shortages in most of the technical areas that impact regional growth, particularly the transportation and logistics, healthcare, advanced manufacturing and STEM careers such as Engineering and Information Technology. These sectors represent the top four targeted career paths for

LWIA 5. In order to address any worker shortages, the One Stop 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

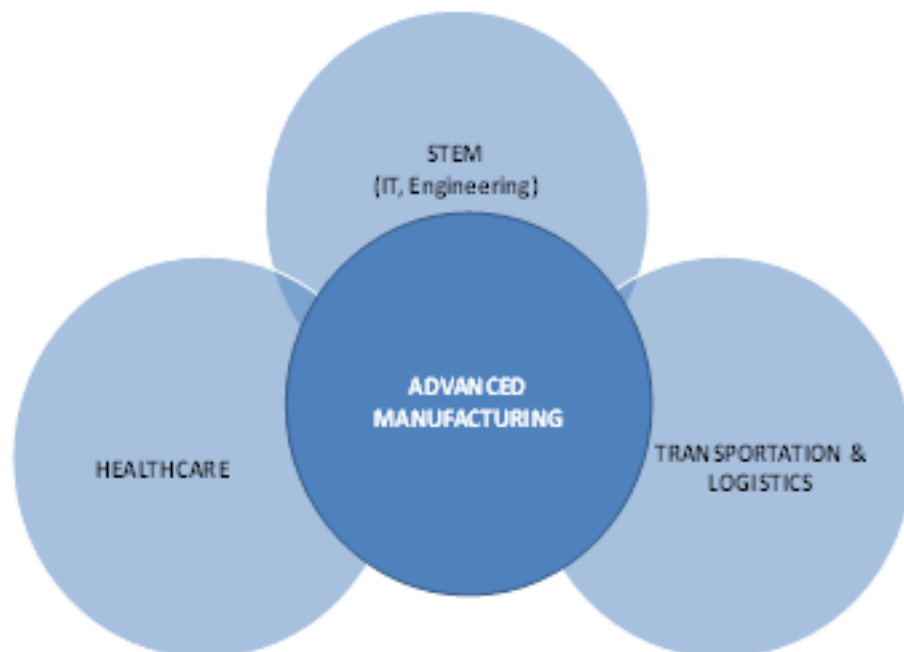
Much has been written about the addition of new jobs for renewable energy, energy efficiency and the Smart Grid. Current data indicate that the available or anticipated positions that focus on Smart Grid are/will be in management and engineering. The job titles listed include traditional titles such as Distribution Engineer or Project Manager, indicating that these are not likely to be unique positions; they are simply 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 are 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.

LWIA 5: 4 Areas of Focus for Training and Workforce Development



JOB GROWTH IN EMERGING SECTORS		
FIRM	DIRECT	INDIRECT
Volkswagen	2,000	8,000
Wacker Chemie AG	500	1,500
AP Plasman	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	3,435	12,305

2.2 Strategy Implementation
a. Action Plan Development and Deployment

(1) Action Plan Development

- 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.

- 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.
- When circumstances require a shift in plans and rapid execution of new plans, the partners mobilize the necessary resources, teams, and knowledge for accommodation.
- Key short / long-term action plans are all based on (and

also contribute to) continuous system improvement.

- Individuals are cross-trained in order to avoid interruptions of services.
- Performance Indicators and Measures are established by the Department of Labor to measure employment, job retention and wages for Adults and Dislocated Workers. Youth measures include: job placement, attainment of credential, and literacy / numeracy gains. The Local Workforce Investment Board tracks progress on the action plans.

(2) Action Plan Implementation

The action plan implementation is evidenced in the LWIA 5's market responsiveness.

(3) Resource Allocation

The recent and dramatic economic downturn has resulted in higher numbers of layoffs / closures and has generated greater system usage, placing increased demands on the staff. Simultaneously, federal and state funding has been significantly reduced. The organization continues to prioritize fund allocations where needs are the greatest. At a minimum, staff meets quarterly to review expenditures, obligations and available funds. The review may result in changes for allocations in order to meet the current demands for services which further support the assertion that the system is flexible and market responsive.

(4) Workforce Plans

The organization anticipates that the workforce will be sufficient to manage services to the customers assuming that funding remains relatively stable in the near- and long-term. Current plans are aligned with available funding; funding affects capacity needs. Capability is also directly related to funding. Due to current budgetary constraints, capability and capacity will most likely remain static. The organization is committed to astutely leverage all available funds in order to maximize the services to key customers.

(5) Performance Measures

Measures are established by the Tennessee Department of Labor and include job placement, job retention and wages for Adults and Dislocated Workers. Youth measures include: job placement, attainment of credential, and literacy / numeracy gains. The Local Workforce Investment Board tracks progress on the action plans.

(6) Action Plan Modification

Changes to the plan must be approved by the Local Workforce Investment Board in LWIA 5. Depending on the nature of the modification, the TDLWD may also need to approve the requested changes. Plans are rarely changed since the measures are negotiated with TDLWD prior to the following program year. Implementation of modified plans would be a relatively simple process and would require little effort other than a re-calibration of progress indicators.

b. Performance Projection

Performance projections are negotiated by the TDLWD 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 Focus

LWIA 5 is committed to fulfilling the requirement of priority of service for veterans and eligible spouses as noted in 20 CFR part 1010. And, as stated in several sections of the document, LWIA 5 continually seeks feedback regarding the workforce investment needs of businesses, jobseekers, and workers in the local area. Employer needs are identified through a variety of channels including news announcements, direct conversations with human resource liaisons including regularly scheduled meetings held by SHRM Chattanooga. Employers' needs are often shared with the training providers who in turn share this information with LWIA 5 staff. Jobseekers needs are met through one-on-one interviews, actively participation in www.jobs4TN.gov website, annual regional job fairs hosted by WIA and others in a large arena as well as smaller job fairs held at the one stop center. Rapid Response activities also provide an opportunity for WIA staff to engage the workforce in order to determine and try to meet their needs. A jobseeker needs assessment survey is given to workers, when possible, in order to determine the resources

they may need while in transition (i.e. housing, food, education, skills gaps, retirement, child care, etc.).

There are times when the Individual Training Account process is not a practical option for the purposes of providing training services or other grant awards. LWIA 5 utilizes the federal procurement process as a standard to provide the opportunities to eligible customers in the region (Refer to 29 CFR 95 & 97).

Current and projected employment and the job skills required for employment in the region are noted below.

Current Jobs Available

The table below shows the number of job openings advertised online in LWIA 5, Tennessee on March 11, 2014 (Jobs De-duplication Level 1).

Area Name	Job Openings
LWIA 5, Tennessee	<u>8,832</u>

Job Source: Online advertised jobs data

Candidates Available

The table below shows how many potential candidates in the workforce system were looking for work in LWIA 5, Tennessee in March 11, 2014.

Area Name	Potential Candidates
LWIA 5, Tennessee	10,628

Candidate Source: Individuals with active resumes in the workforce system

Education Requirements on Advertised Jobs

The table below shows the minimum required education level on job openings advertised online in LWIA 5, Tennessee on March 11, 2014 (Jobs De-duplication Level 1).

Rank	Minimum Education Level	Job Openings	Percent
1	No Minimum Education Requirement	<u>1</u>	.11%
2	High School Diploma or Equivalent	<u>467</u>	53.49%
3	Vocational School Certificate	<u>5</u>	.57%
4	Associate's Degree	<u>77</u>	8.82%
5	Bachelor's Degree	<u>279</u>	31.96%
6	Master's Degree	<u>37</u>	4.24%
7	Doctorate Degree	<u>7</u>	.8%

Job Source: Online advertised jobs data

Education Level of Available Candidates


















The table below shows the education levels of potential candidates in LWIA 5, Tennessee on March 11, 2014.

Rank	Minimum Education Level	Potential Candidates	Percent
1	Less than High School	209	1.97%
2	High School Diploma or Equivalent	3,511	33.04%
3	1 to 3 Years at College or a Technical or Vocational School	2,610	24.56%
4	Vocational School Certificate	696	6.55%
5	Associates Degree	976	9.18%
6	Bachelors Degree	1,857	17.47%
7	Masters Degree	647	6.09%
8	Doctorate Degree	70	.66%
9	Specialized Degree (e.g. MD, DDS)	52	.49%

Candidate Source: Individuals with active resumes in the workforce system

Education and Training Data

The table below shows the occupations with the highest estimated annual openings in LWIA 5, Tennessee for the 2012 - 2020 time period.

Rank	Occupation	2012 Estimated Employment	2020 Projected Employment	2012-2020 Annual Percent Change	Estimated Annual Openings
1	Cashiers  	7,270	7,970	1.2	440
2	Heavy and Tractor-Trailer Truck Drivers  	11,860	13,100	1.3	385
3	Registered Nurses 	6,640	8,070	2.5	295
4	Office Clerks, General  	6,210	7,100	1.7	220
5	Combined Food Preparation and Serving Workers, Including Fast Food  	4,720	5,250	1.3	205
6	First-Line Supervisors of Office and Administrative Support Workers  	3,180	3,600	1.6	135
7	Waiters and Waitresses 	Confidential	Confidential	Confidential	Confidential
8	Retail Salespersons  	Confidential	Confidential	Confidential	Confidential
9	Customer Service Representatives  	Confidential	Confidential	Confidential	Confidential
10	Laborers and Freight, Stock, and Material Movers, Hand 	Confidential	Confidential	Confidential	Confidential

The training providers in the region include both public and private sector entities. Each of these training providers' goals includes workforce training for adults and dislocated workers as lead to some type of post-secondary credential. The list of approved training providers for LWIA 5, the Eligible Training Provider List web page, is current as of 2014 and can be found at the following link: <https://apps.tn.gov/wiaetpl-app/provider-list.html?lwia=05>

3.1 Voice of the Customer

Information about LWIA 5 customers is obtained through a number of resources outlined below.

a. Customer Listening

LWIA 5 continually assesses employer needs through surveys and through direct conversations. Annual employer surveys are obtained immediately after the annual job fairs in Chattanooga, Athens, and Cleveland where approximately 400 employers convene. Information about employer needs is shared via the media and also through a plethora of information exchanges such as provided through the Chambers of Commerce. Social media, such as Facebook, is also a means by which to 'listen' and identify employer needs.

Likewise, individual customers are engaged by staff through an extensive interview process and through ongoing communication. Social media is an effective tool with which to make contact and keep current with the individual customers. **Facebook** is most

effective in terms of identifying relevant information regarding the customer. WIA staff utilizes **Facebook** and it is estimated that approximately 45% of customer information can be obtained through this medium which leads to greater accuracy and relevancy regarding case notes, case management, and more importantly, customer service. Facebook, for example, has become a critical tool to for continued engagement of the individual customers. If a customer experiences a life changing event, they will most likely post the event online. Sometimes, negative life changing events might lead an at-risk youth to make bad choices which may include dropping out of a WIA training program. WIA staff has benefited from social media posts, and, as a result of **Facebook** access, WIA staff can intervene and keep the customer on the path to success. Of course, life changing events can also be positive, which is another opportunity for WIA staff to positively reinforce the customer and offer appropriate kudos.

Other social media devices and/or tools include **Twitter** and mobile texting; however, these tools are not used as extensively as **Facebook**.

(1) Listening to Current Customers

The primary customer is the employer. The key question for the employer is: "What are your needs?" Employer surveys, employer Workforce Investment Board participation, new business/industry start-up announcements, anecdotal information from partners (i.e. training providers, Chambers of

Commerce, etc.) are some of the ways the organization listens to its customers. Fulfilling the needs of employers by connecting skilled workers to jobs in demand is the ultimate goal of the system. Ongoing dialogue with customers is critical to the system in maintaining product relevancy, service implementation, and to making market adjustment where saturation or demand changes occur.

The secondary customer is the individual. The key question for the individual customer is: “what are your needs?” Individual customer surveys are not sufficient to obtain the immediate information regarding their needs.

(2) Listening to Potential Customers

The frontline staff (case managers) provides information leading to customer choice/preference regarding training needs, for example. Case managers provide career and workforce development information/guidance which requires one-on-one dialogue with the customer. Core services, such as job search assistance and resume’ assistance are also provided to customers as needed. Intensive services require more intensive dialogue as well as additional information in order to determine eligibility in a training program or supportive service.

LWIA 5’s LWIB is represented by a number of individuals who serve special populations such as persons with disabilities. Also, as part of the integrated services platform, LWIA 5’s one stop center staff continues to

be responsive to potential customers including ex-offenders, older workers, migrant and seasonal farm workers, ESL individuals, TANF recipients, Native Americans and at-risk youth, including the juvenile justice system. As of 2014, a Wagner Peyser (WP) staff member is now charged with the duties of home inspections for migrant and seasonal workers provided by regional employers—employer and individual customer outreach is part of the job. In addition, WP staff serves as the key contact for individuals receiving TANF and SNAP. Vocational Rehabilitation services are provided to persons with disabilities and the staff is co-located with WP and WIA staff within the one stop centers.

The “Potential Customers and Expanded Services Chart” describes the efforts toward outreach to all potential customers, especially those who may have unique needs.

LWIA 5 Potential Customers and Expanded Services Chart	
Partner Organization	Services
SHRM Chattanooga	Evening workshops—HR professionals
LAUNCH Chattanooga	Evening workshops—future entrepreneurs, all populations
First Things First	Day/night workshops—all populations
SECEP, Goodwill	Older worker workshops
U.S. Probation Offices	Evening workshops—job readiness—for youth/adult ex-offenders
City of Chattanooga	At-risk youth mentoring

La Paz at St. Andrews

Work readiness workshops for Latino populations

The chart above is not an exhaustive reflection of the services provided to the previously noted populations. LWIA 5 continuously pursues new and effective partnerships and programs with which to serve all individuals.

LWIA 5 has seen an uptick in employer utilization of staffing agencies over the course of several years. The exploitation of staffing agencies may allow employers to operate with leaner HR departments than in the past. In spite of the additional fees associated with using staffing agencies, employers may be able to reduce their overhead costs in terms of recruitment, screening, placement and training of regional talent.

In order to better serve existing employers as well as engage potential employers, LWIA 5 staff, including all partners of the one stop American Job Center, is responsive to and appreciative of employer utilization of third parties such as staffing agencies to streamline their operations.

In some cases, the shift to staffing agency-employer partnerships has presented challenges to LWIA 5 staff in terms of the process of providing services and resources to employers. Employer-staffing agency partnerships, however, have also allowed us to be flexible, innovative and creative in our approach to serve. As the employers' needs and processes have changed, so have the

programs and providers that serve them.

LWIA 5 offers multiple options to meet the needs of our employers and to allow the flexibility to modify each option when necessary. The goal, of which, is to provide the best possible service to the employer and the individuals they hire. The following lists the training options currently offered to employers where applicable:

Traditional OJT – Subsidized employment at the initial point of hire either through the employer or through a staffing agency.

Transitional OJT – Subsidized employment at the point an individual transitions from a staffing agency to full time permanent employment with the employer. This method is used when additional training is necessary to ensure long term employment.

Customized Training - Customized training is typically based upon a contractual agreement between LWIA 5 and an employer (or group of employers) to provide specialized training to employees. Under WIA, both potential new hires and incumbent employees may participate in customized training, though incumbent employees must be determined by the local area to not be earning self-sufficient wages in order to participate, and their training must be related to the introduction of new technologies in the workplace, skills upgrading for new jobs, or other related purposes. Customized training arrangements entail the commitment by the

employer to hire trainees after successful training completion or to continue to employ incumbent employees after successful training completion. In addition, employers that enter into customized training agreements under WIA typically pay for at least 50 percent of the cost of the training

Incumbent Worker Training is a training program designed to provide skills upgrades that is not customized to employees who are currently on the payroll of the applicant employer. The WIA-approved training provider delivers the training based on the needs of the existing employees and where the employers' needs involve increased competitiveness and/or quality/process control improvements, as examples.

b. Determination of Customer Satisfaction and Engagement

(1) Satisfaction and Engagement 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 to adapt to changes in 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.

(2) Dissatisfaction

The One Stop System utilizes 'voice of the customer' information when dissatisfaction may be communicated. In order to assure continuous improvement and to identify opportunities for customer satisfaction, 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.

3.2 Customer Engagement

a. Product Offerings and Customer Support

(1) Product Offerings

The organization uses a market responsive approach which is a customer-centric model that is driven by the voice of the customer. The model improves market position, meaning that targeted industry sectors are aware of the workforce organization, its service delivery organization, and its products and services (brand awareness); value the products and services (brand equity); and access the products and services when the need arises (market share). Most importantly, market position will lead to enriching partnerships with key stakeholders to help market the mission of workforce development. The organization's value system is centered in strong customer focus resulting in repeat customer use and loyalty.

(2) Customer Support

In order to build confidence, trust, and customer loyalty, One Stop 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. Public contact, feedback, listening, follow-up, accountability monitoring, and performance review facilitate the measure of customer satisfaction. Revisits for system usage and system referrals are monitored to provide additional indicators of satisfaction. Negative customer experiences are immediately remedied.

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.

Rapid Response (RR)

LWIA 5 is very responsive to all notifications of permanent layoffs or closures. Upon notification of a permanent layoff or closure from the Dislocated Worker Unit (DWU), the media, or from any other valid source, the RR coordinator immediately contacts the employer and/or representatives of the affected workers.

However, closures or permanent layoffs do not occur uniformly—oftentimes there is no advance notice or WARN letter to alert LWIA 5 of the event. Currently, over 50% of the layoff or closure events in LWIA 5 have occurred with only 24 hours notice or no notice at all. In these cases, the LWIA 5 coordinator provides employees with the Employment Toolkits provided by TDLWD either by delivering them to the worksite or mailing them directly to the employees' homes. In some cases, employers give advance notice but opt out of mass meetings due to security issues or lack of space. Regardless, LWIA 5's RR coordinators work diligently to get as much information as possible (e.g. Employment Toolkits) to the affected employees.

Initial Contact: Upon knowledge of a layoff or closure, the LWIA 5 coordinator initially contacts the employer via phone or email. The coordinator gathers necessary

information in order to complete the Rapid Response Company Information Report. When the Company Information report is complete, the coordinator enters the appropriate information into the RR Report in eCMATS.

During this process, the coordinator also provides the employer with a Mass Layoff Excel spread sheet and instructions in email attachments. The instructions inform the employer of the required employee information as well as where to send the completed spreadsheet.

When possible, the coordinator also provides the employer with an Employee Needs Inventory/Survey that can be distributed to the employees to complete. The survey allows the affected employee to identify specific, anticipated needs due to the layoff/closure event. Some of the survey items include level of attained education, job search assistance, training interests, and personal assistance needs list. If the survey is returned prior to the mass meeting, the coordinator can customize the presentation to suit the employees' situation.

Once completed by the affected employee, the Needs Survey can serve as a baseline interview tool for the American Job Center (AJC) staff if the employee chooses to seek additional assistance at the AJC. As noted above, the survey details the dislocated workers personal needs and other possible services available at the AJC or through an appropriate referral.

The purpose of the initial contact is to establish communications with the affected employer with the goals of establishing a relationship and scheduling an initial meeting with company representatives. If possible, mass meetings can be scheduled at this time prior to the layoff. The LWIA 5 coordinator gathers as much information as possible in order to customize the mass meeting presentation and to accommodate the employer/employee circumstances.

Initial Meeting: The initial meeting (or meetings) with the employer provides an opportunity to inform the employer of all programs and services that the RR team can deliver. The LWIA 5 coordinator, when appropriate, may utilize the Employment Toolkit as a guide in summarizing the information, available services, resources and programs.

When applicable, programs such as the Trade Adjustment Assistance (TAA) and Trade Readjustment Act (TRA) are reviewed with the employer. If TAA and TRA apply, then the coordinator will provide a TAA application.

When a TAA petition has been filed or will be filed, the LWIA 5 coordinator will contact State TAA officials to inform them of the layoff. At a mass meeting where TAA may be involved, the LWIA 5 coordinator provides information on TAA/ TRA benefits.

LWIA 5 RR coordinators may also work with employers whose affected employees are represented by a

union. Where applicable, union representatives are included in the scheduled mass meetings and serve to identify specific types of services the employer and the affected workers may need.

The LWIA 5 coordinator can review the unemployment insurance information and process which is included in the Employer Toolkit. The employer may also provide additional information regarding severance packages and/or other special circumstances surrounding the event.

In addition to scheduling the mass meetings--(date(s), time, frequency)-
- LWIA 5 coordinators also identify special needs requirements for the mass meetings and provide accommodations – language interpretation or handouts, hearing-impaired services and/or services for people with disabilities – where applicable.

LWIA 5 coordinators notify relevant partner agencies of permanent layoffs and closures through such means as the Local Business Service Teams. When appropriate, partners may be present during the mass meeting; otherwise, affected partners' information is included in the Employee Toolkit and can be referenced in the meetings during the presentation. Entities that may participate in RR meetings include, but are not limited to, the following: Economic development organizations; Adult Education; Chambers of Commerce; Elected officials; Tennessee Department of Human Services; Training providers; Faith-based and community

organizations; Veterans office; State Unemployment Insurance technician, American Job Centers (e.g. Labor staff, Vocational Rehabilitation staff, WIA staff); Small Business Administration; United Way agencies and other relevant stakeholders.

Mass Meetings: Meetings begin with introductions of those in attendance along with their role in the meeting. The presentation follows the introductions and concludes with a question/answer period. The presentation covers a wide range of topics and questions regarding some of the topics usually arise.

Dislocated worker statistics, mass meeting sign-in sheets and Needs Surveys are examples of the data and communication tools with which LWIA 5 staff may disseminate to the local WIB, chief elected officials, economic development agencies, and labor organizations. Additionally, satisfaction survey feedback may also be obtained from the employer and employees at the event.

LWIA 5 mass meetings inform participants of services and programs available to them including, but not limited to, the following: career counseling and job search assistance; résumé preparation and interviewing assistance; computer basics (Microsoft Office) workshops, education and training opportunities; labor market information and re-employment prospects; unemployment insurance; local supportive services (i.e. legal aid, United Way, faith-based and

community organizations, food and clothing banks, mental health and family counseling and other relevant services such as displaced homemaker services); COBRA and HIPAA; and other available resources to meet the short and long-term assistance needs of the affected workers.

General: LWIA 5 coordinators communicate with the DWU to request materials needed to be provided to affected employees. The coordinator maintains a supply of all materials needed for rapid response activities.

Summary: LWIA 5's RR program strives to deliver expeditious service to affected employers and employees—service which, in part, includes providing access to comprehensive resources detailed in the Employment Toolkit as well as information on post-layoff/closure supports available through the American Job Center (Career Centers and Affiliate Offices) and other partners.

(3) Customer Segmentation

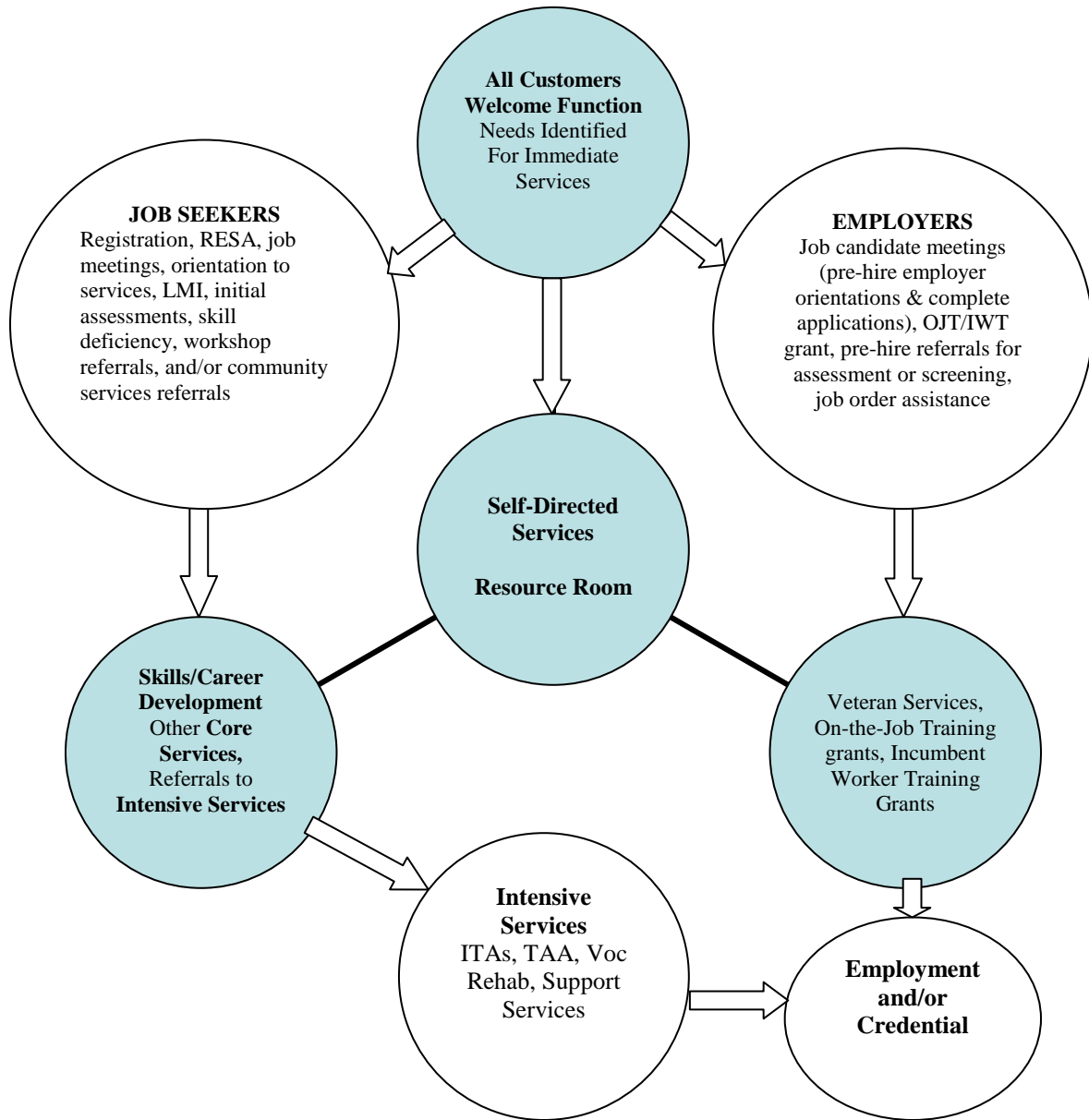
(4) While state-wide customer satisfaction data are available, measurements are needed at the local level on a more frequent basis. Understanding and listening are keys to appropriately evaluating customer feedback for continuous improvement. LWIA 5 continues to identify ways to determine satisfaction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

b. Building Customer Relationships

(1) Relationship Management

WIA staff members sponsor events such as job fairs, employment law seminars and employer association meetings in order to help build

Integrated Customer Flow Chart



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. Filed concerns are

routinely evaluated and staffs are trained in appropriate processes to deploy for intervention.

(2) Complaint Management

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.

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. 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.).

Example: Customer Focus and Engagement—LWIA 5's Youth Program

In PY 2011, the LWIA 5 WIB and Youth Council transitioned to a new partnership with an eligible provider of youth services. Utilizing the Request for Proposal and procurement processes, the YMCA of Metropolitan Chattanooga, which has regional facilities throughout LWIA 5, was contracted to deliver seven of the required ten program elements.

In concurrence with LWIA 5's youth program design, LWIA 5 provides three of the ten elements in-house utilizing TDLWD's waiver approved by DOL/ETA. The three elements include supportive services, follow-up and work experience.

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 One Stop centers.

Annual Summer Youth Program: LWIA 5's Summer Youth Program has 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.” 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.

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

Orientation Training	Six Weeks of Work	30 Hours Per Week	\$10/hour
Weekly Payroll	Pre-test & Post-test Evaluations	Benchmark Incentives	Community Partners

Currently, 16-19 year olds are struggling more than ever to find meaningful and wage-adequate work

with overall youth unemployment rates at 20.2, whereas youth ages 20

– 21 categorically face a 6.8% rate as of March 2014.

<http://www.bls.gov/news.release/pdf/empisit.pdf> and TDLWD LMI).

While LWIA 5 serves at-risk youth of all ages and with multiple barriers, due to the high unemployment rate for 16 – 19 year old youth, LWIA 5 has prioritized services for this age range.

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

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 One Stop partners to ensure protection of priority and to advance the advocacy of service to Veterans through all DOL employment and training programs.

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.

4. Measurement, Analysis and Knowledge Management

4.1 Measurement, Analysis and Improvement of Organizational Performance

a. Performance Measurement

(1) **Performance Measure**—In LWIA 5, the performance measurement system includes the consideration of customer needs, (jobseekers, employees and employers), the industry-driven, market responsive 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/or literacy/numeracy gains.

Data are provided through the statewide electronic CMATS database and tracking system. LWIA 5 utilizes this resource among other report building resources provided by the state.

However, it is expected that prior to the end of 2014, eCMATS will be shut down. Conversion to the VOS system through Geographic Solutions (GeoSol) has been in the process since at least 2013. It is anticipated that all prior CMATS data will be transferred to the new VOS platform for continued servicing and tracking. WIA, TDLWD and GeoSol staff are currently convening virtual meetings (webinars) for VOS overview. Several LWIAs were selected by TDLWD to form a review committee where feedback, criticisms and concerns may be voiced prior to the official rollout. LWIA 5's WIA administrative staff is involved with the review committee. VOS is currently in a development stage, but will soon be fully operational for the statewide public workforce system.

(2) **Comparative data** from other LWIAs, local and regional businesses providing similar services, and industry trends relative to the regional market are 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) **Customer data** are examined to discern areas of strengths / weaknesses 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 members and their contacts is utilized to make system adjustments, particularly to ensure that employer services are continuously improving.

(4) **Measurement agility**

The organization's performance measurement system is able to respond to changes when state-negotiated performance measures are modified. Similar to the market responsive approach to customers, the organization will identify the variables that will affect the attainment of goals and will make the necessary accommodations in order to achieve those newly adjusted goals. This may be accomplished, in part, through existing training provider partnerships and their recruitment strategies. All variables impacting performance measures will be identified; the organization will then determine the most suitable course of action necessary to achieve the new measures.

b. **Performance Analysis and Review**

Senior leadership, mid-level management, and front-line staff assess information collected, the

methods of collection, and the results. The data are reviewed on an ongoing basis and are 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 analyses consisting of eCMATS reports as well as customer satisfaction feedback are communicated to the LWIA staff; changes to operational processes are integrated to support innovation.

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 updates.

c. Performance Improvement

(1) Best Practices

Senior leadership, mid-level leadership and the Workforce Board review processes in to order to improve performance. Weekly administrative staff meetings provide a forum with which to address processes, quality controls and performance results. Best practices and/or promising practices are often identified based on factors other than performance. Currently, individual customers are benefiting from participating in basic computer skills classes offered at no charge. The classes are not meant to compete with training provider partners, but rather to provide individuals with the basic knowledge of Microsoft Office applications. The intended results should be that an increased number of individuals will be able to: 1) navigate through Microsoft applications for personal and

professional purposes; 2) increase self-confidence using a computer; 3) engage in self-directed services at the One Stop Centers and Affiliate Offices.

(2) Future Performance

Performance review findings may impact future performance. If the results appear to predict negative future outcomes, then current practices and/or processes must be modified in order to avoid going the wrong direction in terms of results. Positive predictions of future results may not require action in terms of program, process or practices.

(3) Continuous Improvement and Innovation

Continuous improvement is based somewhat on performance review findings; however, more emphasis is placed on the voice of the customer as well as federal and state mandates, guidance and policies.

4.2 Knowledge Management, Information, and Information Technology

LWIA 5's management team, administrative staff and frontline team are committed to the highest standards of quality regarding documentation, data entry and electronic data management of customers and customer's information.

LWIA 5 continues to conduct Annual Caseload File Reviews with all case managers to ensure case notes and open activities correlate with and are reflective of actual services being provided. Annual Caseload File Reviews also serve as an opportunity to ensure that there are no gaps in

services extending beyond 90 days and that files are being exited appropriately.

As of 2014, LWIA 5 has implemented another level of monitoring which will be conducted through a Peer Monitoring Review process. The Peer Monitoring Review will be similar to the state's Peer Data Element Validation review process and will not only include both active and exited files, but also components associated with performance accountability such as quality of case management. The Peer Review will allow LWIA 5 to increase the number of files reviewed each program year as well as serve as additional training opportunities for Case Management staff. As a result, case management staff will benefit through the continuous improvement process which, in turn, will increase the quality of the case management documentation.

The Peer Monitoring Review process will also positively impact frontline staff's timeliness of case note entries as well as overall caseload updates. Staffs whose files are subject to state monitor findings will receive one-on-one technical assistance including a comprehensive review of all caseload files to ensure all files are current and reflect actual/current services being provided.

LWIA 5 continues to emphasize to all Case Managers the importance of maintaining accurate, up-to-date records on all participants whether active or exited.

a. Organizational Knowledge

(1) **Knowledge Management**
Knowledge collection and transfer occur through teamwork and shared responsibilities. Organizational staff engages in task sharing. Task sharing facilitates quality assurance as well as knowledge collection and transfer.

(2) **Organizational Learning**
The organization provides staff development meetings during the year. More importantly, organizational staff engages in task sharing within the organization and with co-located partners. Task sharing facilitates quality assurance as well as knowledge collection and transfer.

Cross-training and Development Plan—American Job Center Staff/Partners

In early 2014, the American Job Center staff, including WIA staff and most of Wagner Peyser staff, collectively participated in a credential-based, two-day training opportunity in Case Management in Knoxville, Tennessee delivered under the auspices of the Center for Credentialing and Education. A Certificate of Training was issued to the American Job Center staff in attendance and included the following modules: Relationship Building, Engaging the Customer, Assessments and Plan Development, Service Provision and Arrangement, Monitoring, Ongoing Engagement Documentation, and Record Keeping. A newly hired WIA staff member is required to attend the Global Career Development Facilitator Training (GCDF) which is similar to the Case Management Training.

All cross-training events are documented by the site management team which includes all training details such as: dates, training materials, agendas, and lists of participating attendees/staff. Each participating staff member also received two Certificates of Training which identifies the staff member as the recipient as well as the training courses/modules that apply to the certificate award.

b. Data, Information and Information Technology

(1) Data and Information Properties

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.

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.

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.

(2) Data and Information Availability

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) Hardware and Software Properties

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.

(4) Emergency Availability

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.

5. Workforce Focus

5.1 Workforce Environment

a. Workforce Capability and Capacity

(1) The One Stop 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.

Capacity needs are examined at a minimum on a quarterly basis—the total number of customers served by front-line staff and the resultant case loads per staff member may impact capacity needs.

Workforce capability is examined regularly as well. Staff trainings are conducted each quarter. Regional training conferences are attended by current staff and new hires which reinforce workforce development skill sets. Updates provided by the TDLWD and/or DOL/ETA are

shared with staff in order to comply with state and federal regulations.

The management team identifies 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, specifically at the Affiliate Offices.

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) New Workforce Members

Workforce development staff is hired follow EEOC guidelines and any person with the required qualifications may apply for the positions that are posted in the regional newspapers and online. Internal SETDD staff is also given an opportunity to apply for open positions.

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) Work Accomplishment

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.

Workforce Management Change

The organization is aware that the funding sources which support the operations and services may be experience fluctuations. Senior management examines all funding fluctuations in terms of how they may impact workforce and services. The organization has experienced

two separate reductions in workforce in the past five years due to funding reductions. It is possible that if future funds are reduced, then additional reductions in staff may occur. Management explores all other possibilities prior to implementing changes in staffing levels where reductions may be necessary.

Knowledge transfer is critical to continuity. As mentioned, staff works in teams with overlapping responsibilities where appropriate which fosters continuity of work and services.

b. Workforce Climate

(1) Workplace Environment

The workplace has hand sanitizing stations throughout the office space in order to prevent the transmission of illnesses through contact with staff members or customers.

LWIA 5 and its partners operate under a universal accessibility plan which provides accommodations and accessibility to diverse customers including persons with disabilities.

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) Workplace Benefits and Policies

The organization provides staff with a wide array of competitive benefits and services. In addition to following all federal laws and regulations regarding leave (FMLA), the organization provides an Employee Assistance Plan for additional supports. Key benefits include health insurance and a fixed pension through the Tennessee Consolidated Retirement System which fully paid by the organization.

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.

5.2 Workforce Engagement Communication.

American Job Center Site Co-Managers and Operator Consortium will ensure that all policies and directives are communicated expeditiously. Communication from TDLWD will be disseminated to all staff at the Career Centers and affiliate/satellite offices and will include program policy, guidance and information and any other directives that need to be communicated. The Local administrative Entity and Operator Consortium will also be included in the communications. All partners will update, when applicable, the communication protocol.

a. Workforce Performance (1) Elements of Engagement

The viability of the One Stop System—the American Job Center Network—depends on the organization's ability to select qualified professionals to provide front-line customer service. Key to successful delivery of services is the alignment of program services with multiple funding streams to act as one organization.

Cross-training

The organization, which includes all one stop center partners, is dedicated to providing ongoing training and relevant cross-training and support to its workforce in order to ensure that goals are achieved and customers are satisfied with the services. In first quarter 2014, LWIA 5 Wagner Peyser and WIA both attended a two-day credential-based training on case management in Knoxville, Tennessee. Prior to the case management training and in preparation for implementation of functional alignment and service integration, several additional cross-training sessions were held. First, the Welcome Function process training was done. All front desk, lobby and reception activities were shared among the one stop center partners. The Resource Room cross-training included all activities related to customer services outside of the self-directed activities. WP and WIA now share all activities associated with the Resource Room where customers have access to online job search and other job-related activities. Of equal importance was the cross-training surrounding the www.jobs4TN.gov website. Staff cross-training was needed due to the online registration of customers. Moreover, WP staff has also

provided extensive jobs4TN.gov website training to WIA staff in the Affiliate offices throughout the region.

LWIA 5 staff is adequately trained in each of the programs provided under the American Job Center's available funding streams for the purposes of fostering program integration and eliminating functional silos. LWIA 5 cross-training includes the collaborative efforts of staff and services in a practical manner and is focused on customers' needs. LWIA 5's American Job Center staff utilized training and capacity building opportunities as they become available.

LWIA 5 has already implemented comprehensive cross-training and development for each American Job Center and its staff. The approach to the training understood that the training is non-static and must be flexible in order to address availability of staff.

Currently, the American Job Center staff members are adequately trained in each of the programs provided under the Center's available funding streams for purposes of fostering program integration and eliminating functional silos. The training event occurred in fall of 2013. Re-training and updates to previous trainings will occur as needed, in particular when federal or state policies change. LWIA 5's American Job Center staff continues to collaborate with regards to cross-training opportunities, especially where it is most practical and supports the needs of customers.

Cross-training has already occurred for the purposes of jobs4TN.gov and its many customer and staff tools. Collaborative referral processes are already in place. For example, WIA staff and Wager Peyser staff work together to find jobs for WIA youth participants when the youth have exited the program and have completed their individual development plan. Inter-program referrals for job placements streamline the ability to assist customers in a more timely fashion.

LWIA 5's American Job Center staff provides supports collaboratively for the Resource room where self-directed services take place. Workstations for WIA and Wager Peyser staff have been set up in the Resource Room so that customers can be assured of quality service.

WIA staff receives performance reviews held by WIA senior management where individual performance for the year is discussed and new goals are established; the goal of which is to reinforce positive work habits and high quality customer service.

(2) Organizational Culture

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.

(3) Performance Management

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

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. Compensation is determined via performance-based measures through periodic performance evaluations.

(b) Assessment of Workforce Engagement

(1) Assessment of Engagement

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) Correlation with Business Results

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.

(c) Workforce and Leader Development

(1) Learning and Development System

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 jobseeker 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.

(2) Effectiveness of Learning and Development

The organization is quality-focused and results-oriented. The organizations learning and development system's effectiveness is measured simply through observations of sustained and continued successes related to the mission, vision and goals of the organization.

(3) Career Progression

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.

6.00 Operations Focus

Single Customer Flow—LWIA 5 utilizes a customer flow model based on customer need, not program requirements. The adopted integrated services model incorporate methods to indentify customer needs immediately upon entry and provide immediate engagement and connectivity to services during the customer’s first and future visits, where applicable. The Operator Consortium ensures that staffing is adjusted according the customer needs and traffic flow. The customer flow will maximize the number of staff and will ensure minimal customer wait time. The customer flow chart incorporates all co-located partners input and will especially target core services for customers. All services indicated in each circle below represent the partners’ activities and are not separated by program.

Welcome Function

LWIA 5’s welcome/reception function is designed to remove any barriers to providing excellent customer service, including physical barriers and programmatic barriers. Staff will engage the customer as soon as they enter the lobby (see copy of Quick Assessment of Needs form). The lobby in Chattanooga has seating capacity for up to approximately 30 customers while the lobby in Athens may seat

approximately 15 customers. Additionally, the Chattanooga lobby has three public phones, a computer for adults who have small children and need online access, and a table with chairs.

LWIA 5’s plan involves shared welcome functions between Job Service and WIA staff, as well as other partner staff when possible and practical. All staff will be trained and equipped to establish the customer’s needs and determine the customer’s the next steps. The next steps may include the following: registration, orientation to services, labor market information, resource room access, initial assessments, skill deficiency determination, self-directed services, workshop referrals, and/or community services referrals. When large groups are convening at the Center for sessions such as RESA or an Employer hiring meeting, these individuals will be directed to the appropriate conference room or training room rather than sit or stand in the lobby. Details regarding specific flow of activities may be included in a comprehensive customer flow chart. The flow chart is a work in progress and is included in the draft plan below. The welcoming function may extend to other designated spaces/rooms of the Career Centers as long as the activities provided do not require significant staff engagement. Planning is ongoing regarding other welcome function activities outside the lobby area.

Skills/Career Development Function

Services that may lead to customer participation and that may or may

not include enrollment by LWIA 5 staff, will include both Job Service and WIA staff involvement. Self-directed services, including staff-assisted Resource Room activities will be shared by Job Service and WIA staff. Informational activities and other staff-assisted services will also involve both Job Service and WIA staff, as well as other partner staff when appropriate. Job Service and WIA staff-assisted core services will include significant staff time in the Resource Rooms, and will also include staff involvement in pre-employment workshops. Three tiers of services are available for job seekers and can be provided by either Job Service and/or WIA staff: 1) services such as internet-based job postings, resume preparation, and skills assessments tools; 2) other facilitated self-services, and 3) staff-assisted services, such as individualized screening, job matching, and case management. Staff will use due diligence in determining the activities allowable through the specific funding streams.

For example, activities funded under Wagner-Peyser include: Job search and placement assistance for job-seekers (job services), including case management, testing, occupational and labor market information, assessment, and referral to employers; assisting with job restructuring; re-employment services for UI claimants; services for workers who have received notice of permanent or impending layoff; and development and provision of labor market and occupational information.

LWIA 5 staff will utilize **jobs4TN.gov** with customers needs in mind when staff deploys assessments of skills transferability and job matches to ensure suitable training and/or referrals.

Welcome Function Customer Quick Assessment of Needs

Name: _____ Date: _____

Quick Assessment of Needs

1. Today I need help with:
 - (a) Finding a job _____
 - (b) Unemployment insurance _____
 - (c) Training _____
 - (d) Resource Center (computer) _____
 - (e) Testing _____
 - (f) Drug Test _____
 - (g) Families First/TANF _____
 - (h) SNAPs/Food Stamps _____

2. I have a disability or problems that affect my ability to get or keep a job?
___ Yes ___ No

3. Are you a Veteran who served at least (6) months or one day during war on foreign soil on active duty and were discharged from such service under conditions other than dishonorable? Or, were you Reserve, Coast Guard, Air Guard, or National Guard and/or were you called to active duty for Mobilization?
_____ Yes ___ No

4. Are you an Eligible Spouse of a Veteran who: (a) has a total service connected disability (b) who is missing in action (c) captured in the line of duty by a hostile force (d) prisoner of war or who died from a service connected disability?
___ Yes ___ No

The anticipated replacement of eCMATS with VOS will facilitate the ease of co-enrollments. The VOS platform creates one large program

that Wagner Peyser and WIA staff can share. VOS allows all staff from all funding streams to case manage within the same system providing

ease of access to an individual customer's activities and services. Moreover, once VOS is operational, co-enrollments will be more seamlessly completed compared to the eCMATS platform. The VOS rollout will categorically improve case management due to some of the automated case note activities that are built in the program. Reporting tasks will also be relatively easier. The program is still under construction and feedback regarding the program's reporting features is important.

Business Services:

Both the Chattanooga and Athens American Job Centers have either Veteran Representatives or designated Labor Staff who will devote time to provide business services in the region. LWIA 5 staff in Chattanooga and Athens will consist of designated individuals sharing the business services responsibilities in order to provide the services in concert with the Veteran Representative and/or Wagner Peyser staff. Details on other provisions of the Business Services function are in process.

LWIA 5 business services include, in part, business outreach and relations development, standard and customized recruitment and referral for job vacancies (target industries), job candidate qualification review, provision of economic business and workforce trends, on-the-job training referrals and work experience, and referral to community supports and service centers. Coordination among and between funding streams already occurs through continued communication.

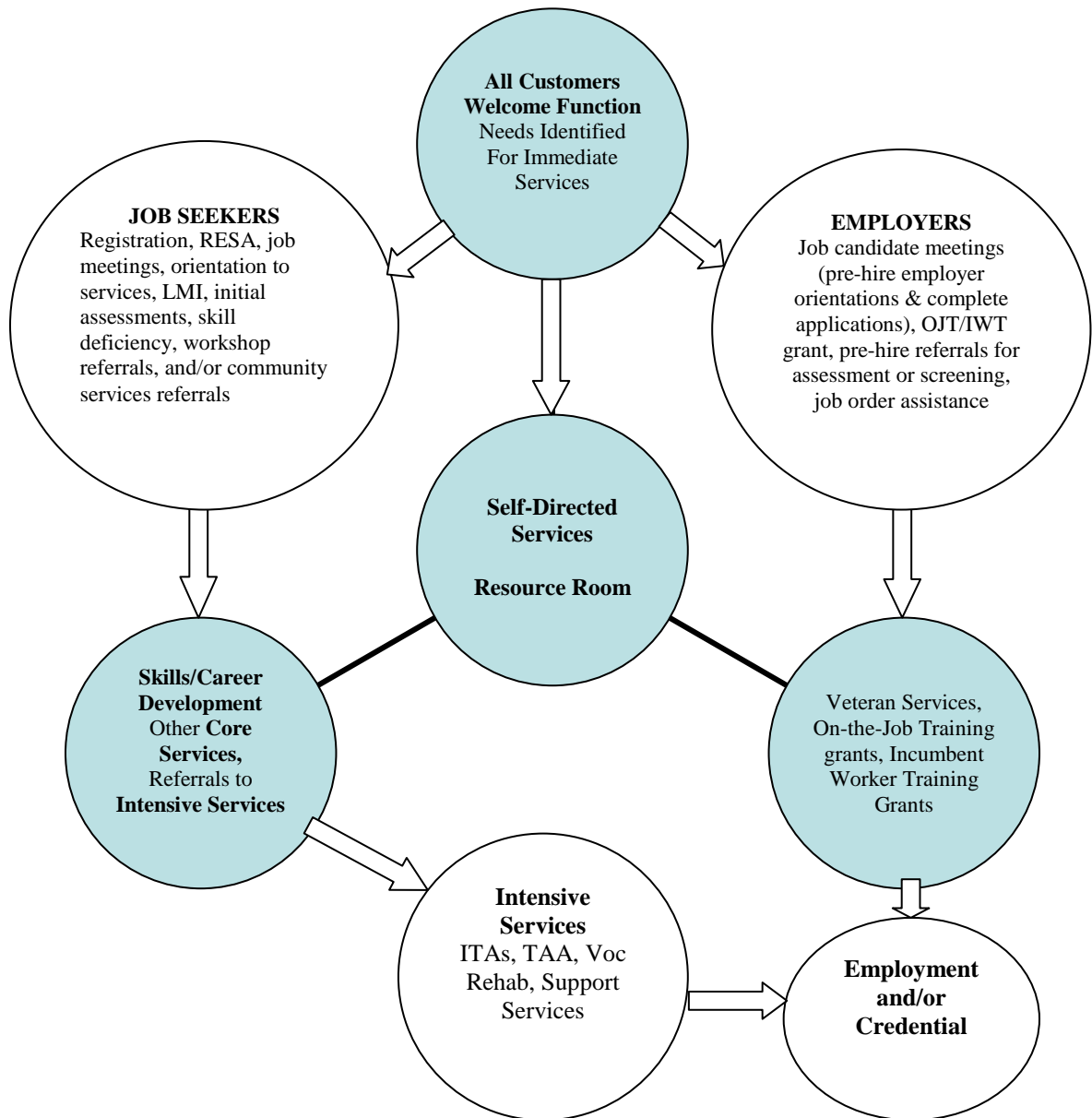
6.1 Work Processes

a. Product and Processes Design

(1) Design Concepts

In addition to full adherence to the law, policies and regulations of Workforce Investment Act, core competencies and work processes are designed by ongoing environmental scanning of current workforce training and employment needs, while identifying strategic partners' and stakeholders' goals and needs relative to workforce and

Integrated Customer Flow Chart



economic development. The suites of employment services are significant components of the design and are tied to high-growth and high-demand business sectors and talent assessment, development and recruitment.

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 online job orders and customers are provided jobs lists that identify open positions for which they qualify.

(2) Product and Process Requirements

The organization strives to deliver outstanding service in terms of recruitment, training, employment services, job search resources, and individual career counseling. These are the core requirements of the mission and vision of the organization. Embracing a universal access approach, the organization endeavors to provide critical resources to all individuals in need of career information and employment support.

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

(b) Process Management

(1) Process Implementation

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.

(2) Support Processes

Key support processes are determined on a continuing basis through feedback from customers, state and federal policy and regulatory mandates, the Local Workforce Investment Board (Oversight Committee), stakeholders, and organizational management and staff.

Co-enrollment Process: When one program's services alone are not adequate to meet all of the customers' needs, it is important for the WIA process to consider and employ other partners' programs and services. Specifically, customers may be eligible for more than one program. In each case, the determination for co-enrollment is made at the time the customer's needs are identified. Staff work together across programs as well as amongst partners to determine what services best meet the needs of the customer. For example, a TAA customer in need of an assessment as well as supportive services may be co-enrolled across partners and programs as her/his needs are determined. Additionally, a youth enrolled in the in-school program may benefit from an OJT opportunity. If so, then the youth would be co-enrolled in the Adult program once eligibility is determined.

(3) Product and Process Improvement

Long and short-term strategic planning is vital for work process design and improvement. 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. Simply stated, process management improvements result largely from day-to-day observations of customer flow (see Customer Flow Chart) and customer services.

WIA administration team conducts Annual Caseload File Reviews with all case managers to ensure case notes and open activities correlate with and are reflective of actual services being provided. Annual Caseload File Reviews also serve as an opportunity to guarantee that there are no gaps in services extending beyond the limitation of 90 days and that files are being exited appropriately.

WIA staff is in the process of implementing another level of monitoring which will be conducted

through a Peer Monitoring Review process. The Peer Monitoring Review is similar to the Tennessee Department of Labor's Peer Data Element Validation review process and will not only include both active and exited files, but also components associated with performance accountability such as quality of case management. The Peer Review will allow WIA staff to increase the number of files reviewed each program year as well as serve as additional training opportunities for Case Management staff. As a result, case management staff will benefit through the continuous improvement process which, in turn, will increase the quality of the case management documentation. Where Case Managers may fail on one or more quality assurances, one-on-one technical assistance including a comprehensive review of all caseload files is provided to the Case Manager to ensure all files are current and reflect actual/current services being provided. WIA management continues to reinforce to all Case Managers the importance of maintaining accurate records on all participants.

6.2 Operational Effectiveness

a. Cost control

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

b. Supply chain management

The organization has no product-derived or product-based supply chain which may directly impact the finished product.

c. Safety and Emergency Preparedness

An Emergency and Safety Planning document is on file at all one stop American Job Centers, including the Affiliate Offices. The document is

updated as needed and all staff reviews the changes during training sessions.

(1) Safety & (2) Emergency Preparedness

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.

d. Innovation Management

While innovation may not be appropriate where state and federal regulations/policies apply, opportunities exist to employ innovative strategies for customer services and work processes. The organization continuously seeks better, more efficient ways to deliver services and to do the work. Strategic opportunities are pursued if funds are available. Innovation management is simply the organization's ability to strategically apply time and dollars to improve outcomes, processes and products.

7 Results

7.1 Product and Process Results

a. Customer-focused Product and Process Results

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.

Overall customer satisfaction results are excellent based on Survey Monkey results (See Appendix A for complete results).

b. Work Process Effectiveness Results

(1) Process Effectiveness and Efficiency

TDLWD 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 through 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.

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.

(2) Emergency Preparedness

Current measures for emergency preparedness include the level of understanding among staffs regarding emergency procedures and safety precautions. Periodic training and/or email communiqués are provided to staffs (all partners) on these topics. Staffs have communicated that there is a clear understanding regarding procedures during an emergency.

c. Supply-Chain Management Results

There is no supply chain which directly impacts the organization's products, namely, workforce development.

7.2 Customer-Focused Results

a. Customer-Focused Results

(1) Customer Satisfaction

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 services are 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.

(2) Customer Engagement

Key indicators and measures which demonstrate customer engagement are, in part, reflected by the number of customers served which include both the individual and the employer.

7.3 Workforce-Focused Results

a. Workforce Results

(1) Workforce Capability and Capacity

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) Workforce Climate

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) Workforce Engagement

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.

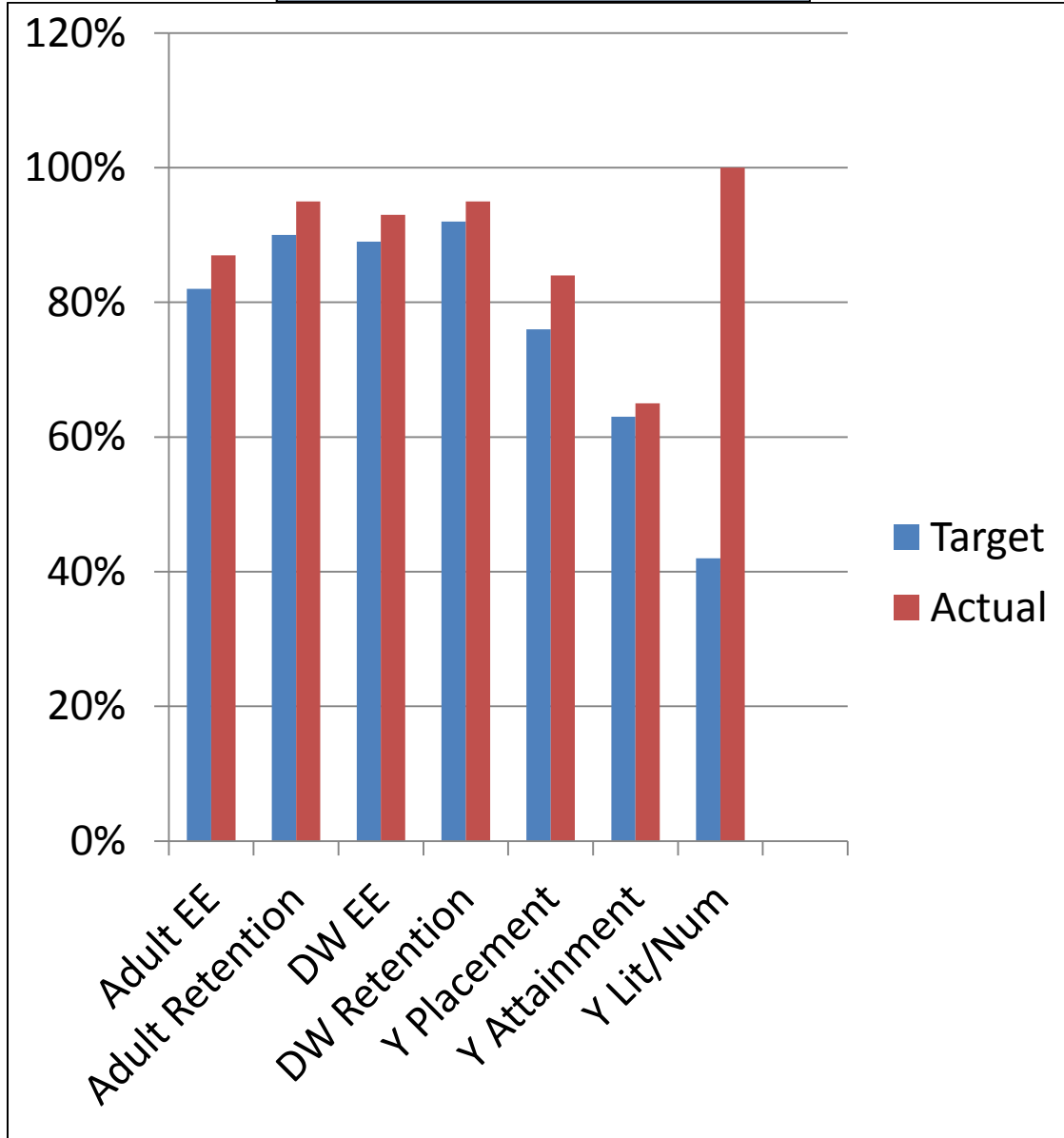
(4) Workforce Development

WIA staff is given opportunities to pursue a career ladder within the organization. Mentoring, coaching and training result in workforce preparedness in order to assume new roles, possibly within management, in the organization. Management observations and performance evaluations identify the level of readiness of an employee seeking a new or different role within the organization.

The following four indicate performance results for years 2012, 2011, 2010, and 2009 respectively. All performance measures were exceeded for all program years *except* for 2009—in 2009, Adult and Dislocated earnings did not meet the negotiated targets.

**LWIA 5 PY12 Achieved Performance Levels
Common Measures**

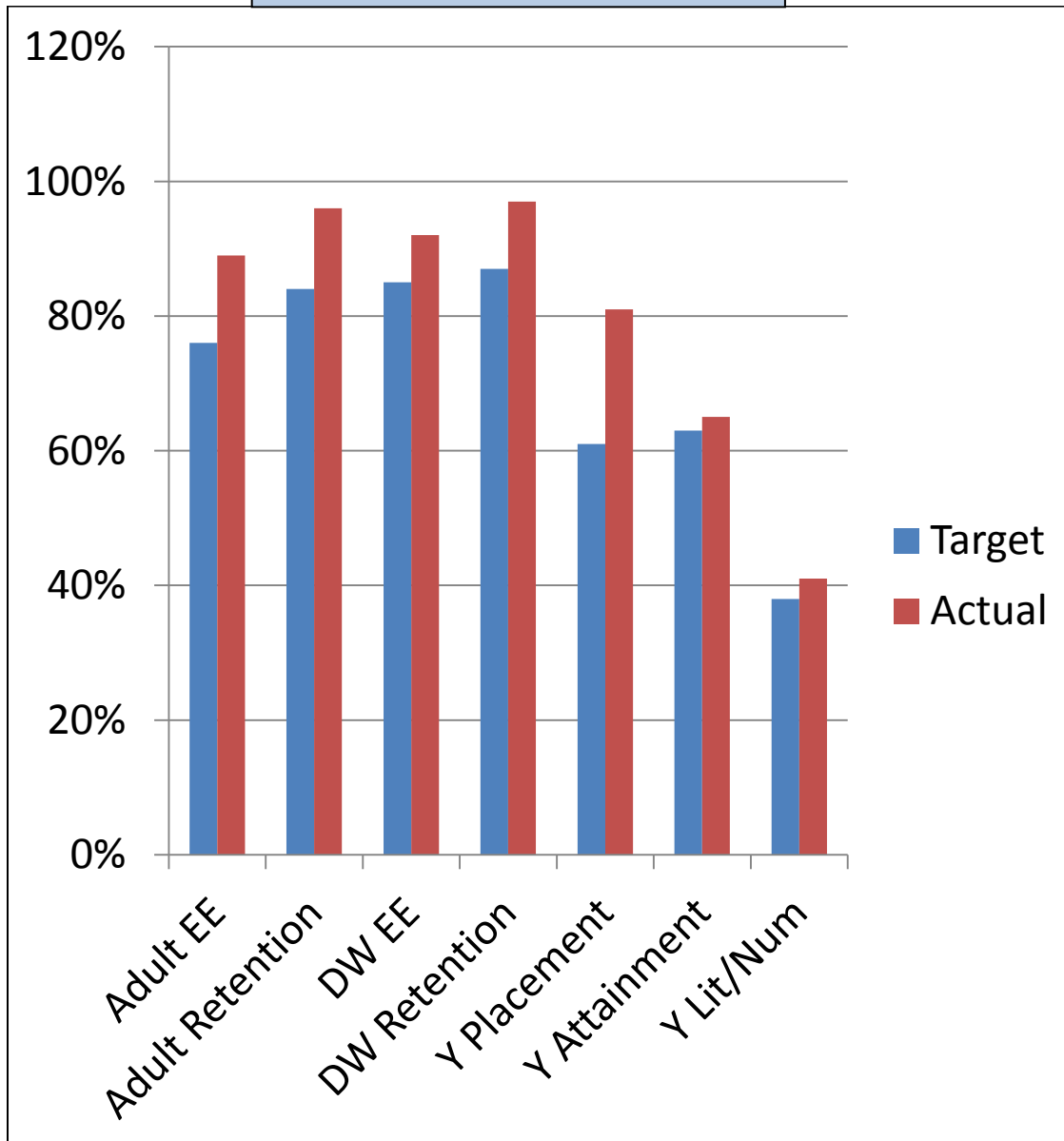
Performance Metrics PY 2012



2012 Earnings Results

Adult Average Earnings:	Target: \$15,711	Actual: \$23,111
DW Average Earnings:	Target: \$14,673	Actual: \$18,593

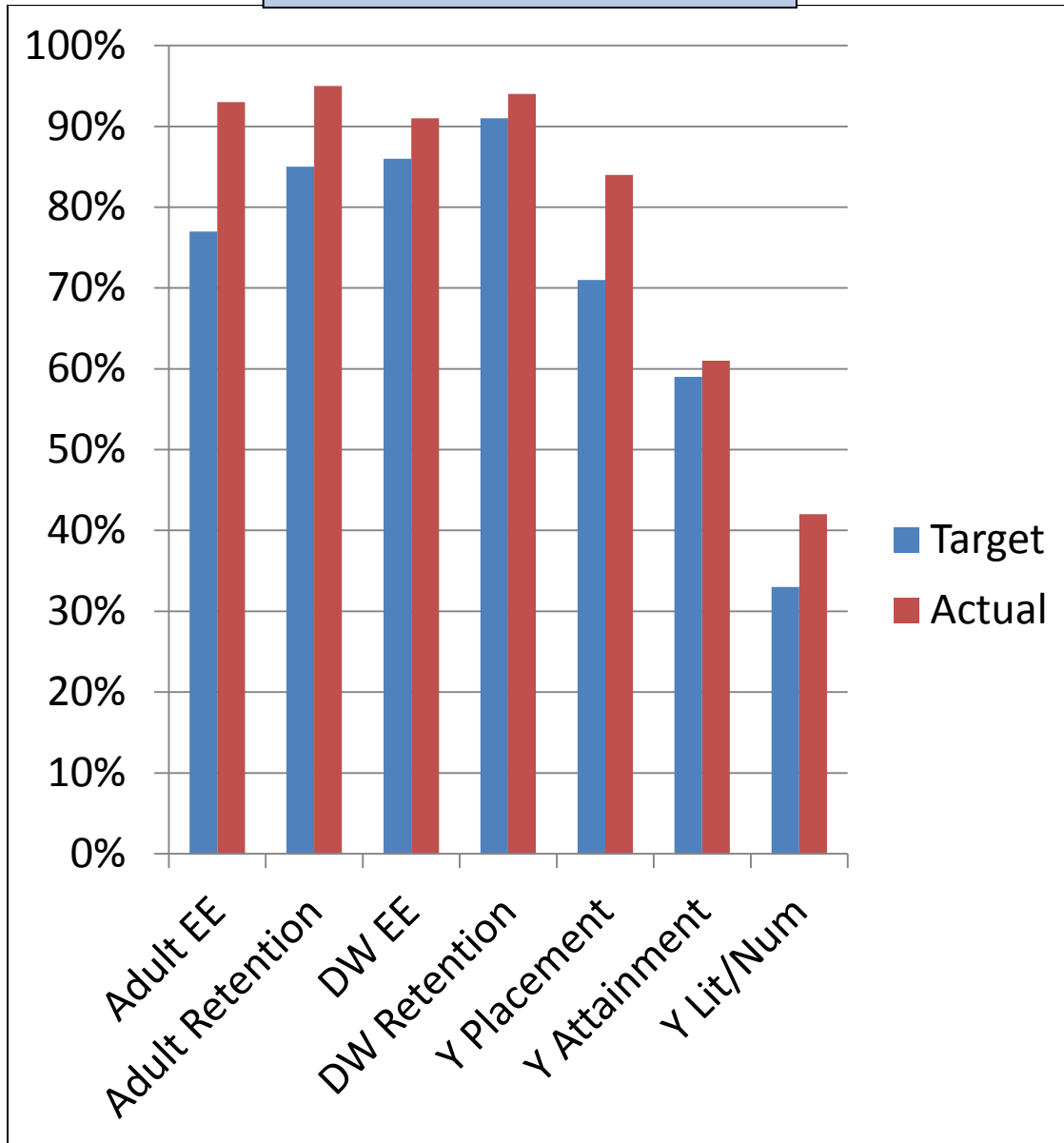
Performance Metrics PY 2011



2011 Earnings Results

Adult Average Earnings:	Target: \$13,800	Actual: \$22,116
DW Average Earnings:	Target: \$13,500	Actual: \$15,783

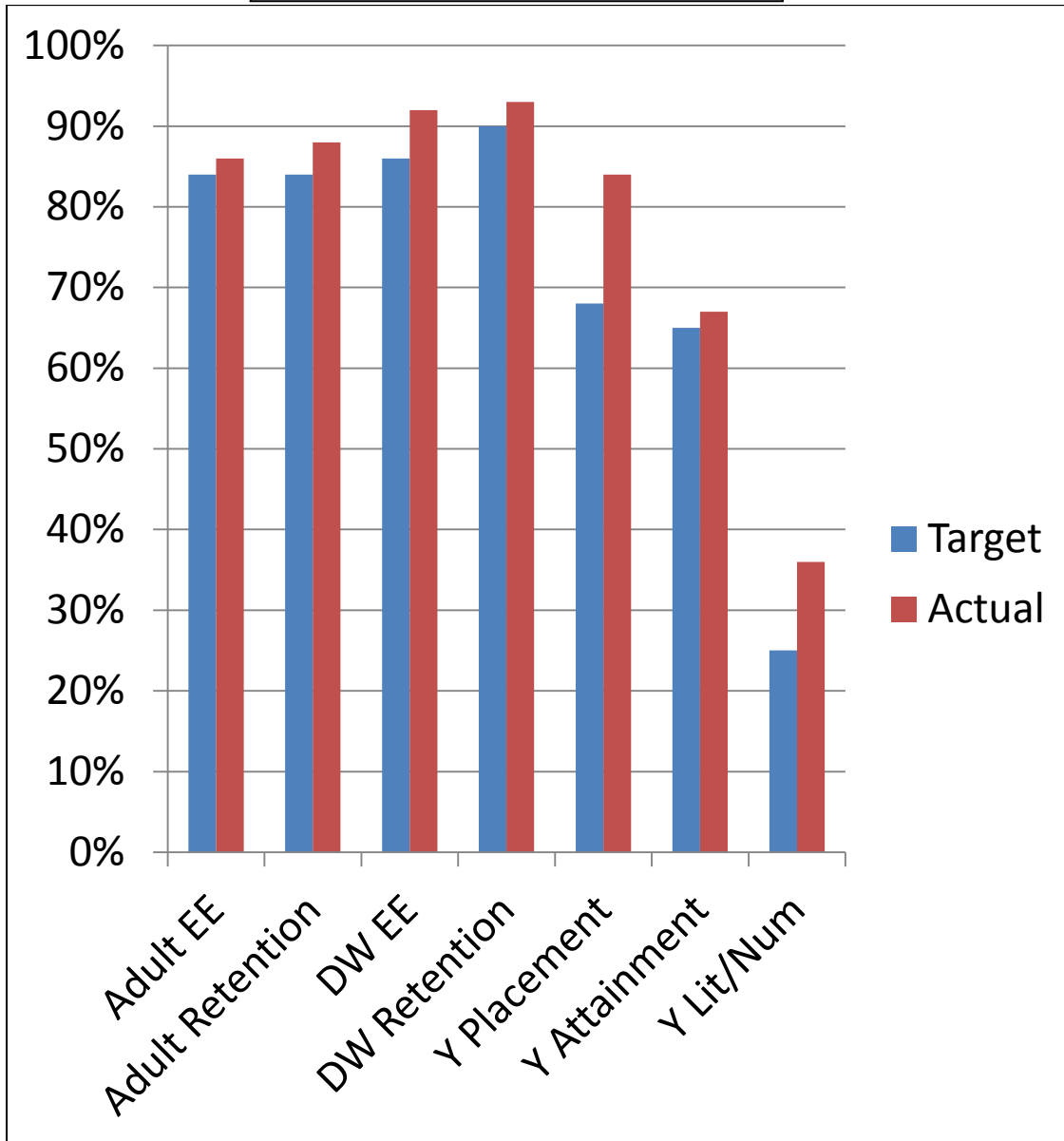
Performance Metrics PY 2010



2010 Earnings Results

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

Performance Metrics PY 2009



2009 Earnings Results		
Adult Average Earnings:	Target: \$12,800	Actual: \$11,377
DW Average Earnings:	Target: \$13,300	Actual: \$11,640

7.4 Leadership and Governance Results

a. Leadership, Governance, and Societal Responsibility Results

(1) Leadership

The organization's leaders are committed to excellence in all facets of operations, processes, and work systems which results in, at minimum, meeting expectations. However, the organization has demonstrated excellence by exceeding expectations during the past three program years.

(2) Governance

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 with leaders that violate standards. This results in good governance of the organization.

(3) Law and Regulation

Senior leadership abides by all state and federal regulations and laws.

(4) Ethics

Organization's leaders promulgate and practice strong ethics and lead accordingly.

(5) Society

Societal responsibilities are met, in part, by the nature of the work in terms of service to the public. The leaders are sensitive to social responsibilities by offering opportunities to give back to the community, in part, through charitable organizations and other community service agencies in the region.

b. Strategy Implementation Results

Action plans and strategy results have been overall positive due to consistency in meeting or exceeding performance measures. The organization's leaders are committed to life-long learning and have expanded the availability of training opportunities to staff.

7.5 Financial and Market Outcomes

a. Financial and Market Results

(1) Financial Results

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.

(2) Market Share Performance

The number of customers served, both employers and individuals, are indicative of strong market performance results. The organization plans to increase its market share of employer customers going forward via annual job fairs and other workforce/training venues.

Glossary of Terms and Abbreviations and other

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 WorkKeys® 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 www.jobs4TN.gov , the details of the position are entered into a database

online 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 (www.jobs4TN.gov)**

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

American Job Center (One Stop 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

How friendly was the staff at the TN Career Center?

- Answered: 70
 - Skipped: 0
- Created with Highcharts 3.0.9

1- Very Friendly	2	3	4	5- Not Friendly	Total	Average Rating
71.43%	17.14%	7.14%	2.86%	1.43%		
50	12	5	2	1	70	1.46

Q2
[Export](#)
[Customize](#)

How helpful was your Career Counselor with meeting your needs?

- Answered: 70
 - Skipped: 0
- Created with Highcharts 3.0.9

1- Very Helpful	2	3	4	5- Not Helpful	Total	Average Rating
70%	17.14%	5.71%	4.29%	2.86%		
49	12	4	3	2	70	1.53

Q3
[Export](#)
[Customize](#)

Were you regularly contacted by your Career Counselor?

- Answered: 69
 - Skipped: 1
- Created with Highcharts 3.0.9
- YesNo
 0%20%40%60%80%100%

Answer Choices	Responses
Yes	75.36% 52
No	24.64% 17
Total	69

Q4

Export
Customize

How timely would you rate your Career Counselor's responses (voice mail, e-mail, follow up, etc.)?

- Answered: 70
 - Skipped: 0
- Created with Highcharts 3.0.9
- 1-Responded within 24 hrs**
2-Responded within 2-3 days
3-Responded within a week
4-Responded within a week.
5-Rarely responded
- 0%20%40%60%80%100%

Answer Choices –	Responses –
1-Responded within 24 hrs	72.86% 51
2-Responded within 2-3 days	18.57% 13
3-Responded within a week	4.29% 3
4-Responded within a week or more	0% 0
5-Rarely responded	4.29% 3
Total	70

Q5

How knowledgeable was your Career Counselor regarding any of your questions?

- Answered: 69

- Skipped: 1
- Created with Highcharts 3.0.9

012

1- Very Knowledgeable	2	3	4	5- Not Very Knowledgeable	Total	Average Rating
63.77%	23.19%	5.80%	4.35%	2.90%	69	1.59
44	16	4	3	2		

Q6
Export
Customize

Did you attend WIA funded training?

- Answered: 70
 - Skipped: 0
- Created with Highcharts 3.0.9

YesNo
0%20%40%60%80%100%

Answer Choices	Responses
Yes	61.43% 43
No	38.57% 27
Total	70

Q7
Export
Customize

Did the training you received meet your needs?

- Answered: 66
 - Skipped: 4
- Created with Highcharts 3.0.9

N/AYesNo
0%20%40%60%80%100%

Answer Choices	Responses
N/A	7.58% 5
Yes	71.21% 47
No	21.21% 14
Total	66

Q8
Export
Customize

Did your training lead to a job?

- Answered: 67

- Skipped: 3

Created with Highcharts 3.0.9

N/A Yes No

0%20%40%60%80%100%

Answer Choices –	Responses –
N/A	11.94% 8
Yes	47.76% 32
No	40.30% 27
Total	67

Q9

Export

Customize

How did you hear about WIA?

- Answered: 53

- Skipped: 17

Created with Highcharts 3.0.9

News paper Radio Word of mouth Event

Referral from

another agency

0%20%40%60%80%100%

Answer Choices –	Responses –
News paper	3.77% 2
Radio	0% 0
Word of mouth	73.58% 39
Event	7.55% 4
Referral from another agency	15.09% 8

Total Respondents: 53

Comments(13)

Q10

Export

Customize

What facility provided your WIA services?

- Answered: 67
- Skipped: 3

Created with Highcharts 3.0.9

ChattanoogaClevelandAthensDaytonKimballDunlap

0%20%40%60%80%100%

Answer Choices –	Responses –
Chattanooga	46.27% 31
Cleveland	11.94% 8
Athens	26.87% 18
Dayton	4.48% 3
Kimball	7.46% 5
Dunlap	2.99% 2
Total	67

Q11

Export

Customize

Based on your experiences, would you recommend others to WIA?

- Answered: 65
- Skipped: 5

Created with Highcharts 3.0.9

YesNo

0%20%40%60%80%100%

Answer Choices –	Responses –
Yes	93.85% 61
No	6.15% 4
Total	65

Additional comments and suggestions for improvement:

- Answered: 25
- Skipped: 45

Sample comment from a WIA participant:

“This is a wonderful program, and it allowed me to achieve my life-long dream of returning to school. I was able to take career-specific classes, which included hands-on training with job skills. With the education and training that I received, I now have competitive job skills - even in today's tough job market! My Career Center counselor (name deleted) was exceptionally helpful and encouraging throughout the entire process, and I appreciate her dedication so much. I would truly recommend the WIA program to anyone who is wanting to make a change in their life and career, and is willing to work hard to make the best of the wonderful opportunity that the WIA program has provided.”