

Phase II

Local Workforce Investment Area 7 2009 Plan

I. Leadership

a. How do your senior leaders lead? (Remove question, leave letter – reword negatives into goals, not as must question/answer but, narrative)

1. Lack of a process to regularly review data linkage, performance measures, and results analysis for the Career Center as a whole. The Consortium members have created a performance reporting process to compare performance with goals for each and all partners. Each partner is asked to submit reports at meetings and talk about the results. This will allow for discussions at consortium meetings of issues and possible solutions between partners.
2. Lack of a process to identify and track key measures such as financial, market, customers, human resources, and organizational effectiveness. The Opiniometer reports address the organizational effectiveness to allow us to determine if our customers are satisfied or not satisfied with the services provided at the career center. Process goals are being created by the consortium to address both goals and performance in delivering services to employers and job seekers and measure the overall effectiveness of the career center. We are required to have an overall external audit each year that is reported to the Upper Cumberland Human Resource Agency (UCHRA) Board of Directors, the Workforce Investment Act (WIA) Board, and the Tennessee Department of Labor and Workforce Development (TDLWD). All workforce programs are monitored by TDLWD and Senior Services of America, Inc. All sub-contractors, training providers, and worksite users are monitored by internal program monitors.
3. Partners may feel that the partnership or “team” concept will give them less time to complete their required duties. Career center staff from each partner organization has been encouraged to have more frequent informal meetings to improve daily processes and partner relations. This practice is creating an attitude of ownership at the career center level without senior supervisors having to attend all meetings.
4. Lack of a process to rate individual services provided or complaints – Note that the Customer Survey asks whether the service(s) was/were provided and does not ask for a rating of that service. Also, a survey may not ask the right questions or reveal the customer’s issues. The Opinionmeter asks a series of questions to determine the customers’ level of satisfaction in terms of information received; professionalism of staff; responsiveness of staff; quality of service; and level of information received. The customer is asked to rate each of these questions in terms of poor, fair, good, or excellent.
5. Lack of a process for the Consortium to take an active role in employee reward and recognition. We have created a monthly and annual process of selecting an employee of the month/year that allows the consortium to participate in the selection and recognition of all employee reward and recognition efforts. The overall employee population nominates a fellow employee each month. Each “Employee of the Month” is eligible for “Employee of the Year”. Employee’s that receive the award for

“Employee of the Month” and “Employee of the Year” have the opportunity of choosing a monetary incentive, a day off from work with pay, etc.

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

Local Workforce Investment Area 7 (LWIA 7) is governed by the Local Workforce Investment Board, which is overseen by the Chief Local Elected Officials. The State Workforce Board and TDLWD staff oversees planning and operational activities of each LWIA. We have regular quarterly meetings in each county with local Advisory Board’s comprised of volunteer community leaders such as bankers, private industry leaders, religious leaders, public officials, etc. These volunteers assist in creating and maintaining awareness of programs and agency resources and to increase the capacity of some programs. The Disability Navigator Program targets individuals with disabilities for placement in employment and/or training. Program staff identifies resources to assist those individuals in overcoming barriers to employment. We have been approved to be an Employment Network with the Social Security Administration. As an Employment Network, we will eventually generate income based on earnings of Ticket to Work Program ticket holders placed in employment.

II. Strategic Planning

a. How do you develop your strategy? How is your local area preparing workers for high-skill, high growth job opportunities?

- Continued support of Nursing programs
- Total Nursing Students Served will exceed 225 during the current program year
- TTU President’s Academy for Emerging Technologies
- STEM Initiative Application

LWIA 7 primarily uses the “Source” and the TDLWD “Job Outlook” to identify high skill, high demand occupations in our area. As local employer demands vary, our system continuously reacts to employer needs.

b. How do you deploy your strategy?

By using the “Source” and “Job Outlook” to identify high growth, high skill jobs, we target those industries and recruit individuals that show interest in those occupations. By way of using that, we have identified nursing and teaching as two of the highest demand, high growth occupations in our area. We have routine meetings with front-line staff to track services that are being provided and to determine if enrollments are on target with high growth, high skill employment opportunities. We also apprise staff of new contracts with employers for On-the-Job Training and Customized training.

III. Customer and Market Focus

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

What are the industry targets for your area? Include industries that will add a substantial number of jobs to the economy, have a significant impact on the

growth of other industries or industries that are being transformed by technology and innovation that require new skill sets for workers or new and emerging industries that are expected to grow. Discuss rationale for targets.

LWIA 7 uses the “Source” to obtain the latest market information to target industry in demand for this area. Industry targets for LWIA 7 include medical occupations, transportation, call centers, and manufacturing. Shortages continue to grow in the nursing occupations and truck driving. With the addition of the Oreck call center in Cookeville, there are now two growing call centers in Cookeville. Truck driver shortages exist in most areas of the country. Small manufacturing operations are showing interests in locating in our area. Examples are Flexial and MP Components. S&W Manufacturing has recently expanded in our area by locating a plant in Smith County. This coincides with the building of new offices by Smith County government to accommodate the career center affiliate. Star Manufacturing in Smithville is expanding and will eventually employ approximately 200 additional employees. Both short and long-term goals are to increase services to employers while improving quality. We also use “Fast-Track” Initiatives that are identified by the Commissioner of Labor and Workforce Development to identify high growth, high demand occupations in our area.

How are you focusing on services to special populations? i.e. persons with disabilities, ex-offenders, aging Americans, others?

- Persons with disabilities ~ Disability Navigator Program. UCHRA has been designated as an Employer Network with the Social Security Administration for the Ticket to Work Program.
- Ex-Offenders ~ Federal Bond Program and Work Opportunity Tax Credit Program
- Aging Americans ~ Coordination between WIA, Senior Community Service Employment Program, and Disability Navigator Program
- Incumbent Workers ~ Hutchinson, Phillips Luminaries, Epic Technologies, Dutch Craft Sleep Products ~ 332 Employees Served
- Skilled Trades ~ Continued efforts to inform employers in LWIA 7 ~ Currently working with two employers to complete an application for Apprenticeship grants

Please comment on the significant closures or lay-offs in your area in the past year and the impact on your LWIA.

- Over 668 people have lost jobs due to business closures in LWIA 7
- Significant loss of jobs in Clay, Fentress, Macon, Overton, Pickett, and Putnam Counties
- Fast Track OJT
- Served 412 dislocated workers through WIA, TAA, and CRC Programs July 1, 2007 – June 30, 2008

Please share a Youth program or participant best practice and how your LWIA is having a positive impact on the youth in your area?

- Summer Training Opportunities Program:

- LWIA 7 partners with the Tennessee Technology Centers to provide occupational skills training for students who are enrolled in the Career Training Programs in area high schools. Each student attending the summer training receives a Certificate of Training upon completion of the four-week session. Credited hours are issued toward future licensing in the student's area of study.
- TTU President's Academy of Emerging Technologies:
 - Six-day program
 - To build interest in science technology, engineering, and mathematics
 - For students currently in grade 9 or 10
 - Served 36 students in Summer 2008

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

Describe the local vision for increasing training opportunities through on-the-job training, customized training and Incumbent Worker training.

Our vision in LWIA 7 is to increase the number of On-the-job training (OJT) opportunities in our area with employers who offer earnings which allow workers to become self-sufficient. We are presently working with area hospitals to possibly assist with skill upgrades allowing opportunities for pay raises and improved benefits. We hope to continue and expand our partnerships with area technology centers and other schools to assist other employers with customized training. We have multiple partners dealing with the same customers and if one partner is unable to reach a level of complete satisfaction with a customer, then another or other partners will work with that customer to do all that is possible to satisfy the customer. This level of commitment to our customers from all partners helps ensure a level of loyalty to keep the career center services in the minds of career center customers. We work closely with employers in the community to determine what services offered by the career center are needed. We use the Opinionmeter survey primarily for job seekers in the career centers. We are moving toward similar methods to use for employers. We monitor feedback on customer satisfaction surveys conducted by the University of Memphis. Follow-up surveys are conducted by management staff to ensure satisfactory service was provided by the career center. Front line staff encourages all customers to complete the survey. We have Advisory Board meetings in each county that private industry leaders, county officials, religious leaders, etc. attend. These meetings are very instrumental in keeping us informed of employer needs.

IV. Measurement, Analysis, and Knowledge Management

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

Data and other information sources that are utilized to measure, analyze and then improve our organizational performance were selected in meetings with the different partners of our Career Center at Cookeville. This information was divided into two groups - major and secondary metrics. The major metrics selected are: job referrals for the individual job seeker; career training assignments for individuals that seek to improve some aspect of their employment, or seek to receive training in a new area; assists to employers in the hiring process; skill assessments for individual participants; and remediation for individual participants. These major metrics do represent key work processes for each

partner. The secondary metrics selected are: the total number of participants that request services; the number of positive outcomes that result from these requests for service; and the number of negative outcomes that result from these requests for service.

These metrics are being tracked on a daily basis by the respective partners and submitted weekly to the Career Center Coordinator. The Career Center Coordinator submits a monthly report to the Consortium Chair and also retains copies of these reports to use in making recommendations of modifications to the Consortium.

The Consortium will analyze and evaluate this data on a quarterly basis. Results from past quarters will be used to measure results from the present quarters' data as well as benchmark data from Local Workforce Investment Areas that are similar to LWIA 7. Consortium members and Career Center partners will also revisit metrics to insure that they are aligned with short and long term goals. Consortium members will also utilize studies and other written material to identify "best practices" from Workforce Investment Areas across the nation. They will also consider ways in which these results can be imparted to our employees.

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

To manage information, information technology, and organizational knowledge, LWIA 7 utilizes all sources of information available, such as surveys, Opinionmeter reports, etc. All partners, with the exception of Vocational Rehabilitation, are able to access most client information on the State-operated eCMATS database. This process assures no duplication of services is provided.

V. Workforce Focus

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

Staff meetings, conferences, dissemination of information on a regular basis, management staff develops goals with front-line staff to be achieved on an annual basis, employee evaluation. Front-line county level staff actually determines the overall success of the career center organization. This drives management staff to create processes, policies, and procedures that maximizes front-line staff goals.

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

Discuss and submit rationale for Career Center locations and partner involvement with each of the centers.

LWIA 7 has one comprehensive Career Center located in Cookeville. The Upper Cumberland Human Resource Agency has offices in all 12 counties and WIA staff provides services in all of these counties. Six counties have affiliate Career Center offices where at least one other partner provides staff and services. If additional funding were available, our recommendation would be to provide additional services and make no other changes in terms of facilities. In the event of a substantial decrease in funding, our actions would be to evaluate staff levels to determine if services could be maintained with less staff. The Career Center workforce environment is supported by a strong retirement

system and a strong benefit package which includes health insurance, paid holidays, paid vacation days, paid sick leave days, and longevity bonus payments. Since the initial primary location of the Career Center in Cookeville, affiliate sites have been able to relocate in some areas so that we have clean, modern, state of the art facilities in each location.

VI. Process Management

a. How do you design your work system?

Marketing representatives continuously solicit job orders and opportunities to provide services to employers throughout LWIA 7. Recruitment, assessment, and referrals are based on partner staff determining specific qualifications and requirements necessary for meeting employer needs. Career center partners refer qualified job applicants based on existing job orders. Individuals who lack marketable job skills are referred to high demand training. LWIA 7 maintains a current pool of job seekers that can be referred to an employer that gives short notice of a need for employees. We have the ability to quickly meet employer labor needs with minimal turn-around time.

Rapid Response activities coordinated by TDLWD staff provide on-site information for employers and employees experiencing downsizing or plant closures. Dislocated Workers needs are identified through needs surveys. Needs surveys allow us to determine which Dislocated Workers are candidates for post-secondary training or remediation and which Dislocated Workers are in need of direct job placement. Those in need of post-secondary training are assessed to determine high skill, high demand occupations they are suitable for once they complete training. If the person possesses marketable skills, they are referred to employers with job orders. Based on market research and employer demand, our career center system targets high skill, high demand training and jobs to promote long-term self-sufficiency for our customers.

b. How do you manage and improve your key organizational work processes?

Each Career Center partner has their own written policy and procedures that create a system for implementing and managing the workforce processes for each partner. Through weekly meetings with partners and supervisors, exchange of information, performance reporting, and front line staff input identifies performance in comparison to goals. Surveys and other contacts with customers are used to continuously increase levels of services for employers and job seekers.

VII. Results (Use as many charts and graphs as possible to relate your story)

a. What are your product and service performance results?

TDLWD, Job Service Division, does not have a product. The objective of the Job Service Division is to provide service to the customer in the area of employment. We are here to assist employers and job applicants.

Vocational Rehabilitation (VR) does not have a product. We have a service we provide to disabled clients. That service is assistance in preparation, securing, retaining, or regaining employment. For 2007, VR in Putnam County met 100 percent of the

Production Goal of 18 clients successfully employed for 90 days or more. For 2008, VR in Putnam County met 100 percent of the minimum production goal of 18 cases successfully employed for 90 days or more.

Local Workforce Investment Area 7 (LWIA 7) does not have a product. We are customer focused and provide services to employers and jobseekers in the 12 county LWIA 7. Services provided include recruiting, Career Readiness Certificate and/or other assessments, assistance with training expenses, career counseling, labor market information, and referrals to other resource providers.

b. What are your customer-focused performance results?

TDLWD, Job Search Division, is solely customer focused. The majority of our customers are from Putnam County and the Upper Cumberland Area. The only performance results that we measure are available through eCMATS.

Vocational Rehabilitation is solely customer focused. Our customers are part of the competitive workforce in Putnam County and other markets as well. The only performance results that have been measured for fiscal year 2008 have been production goals. VR customer satisfaction is tracked by surveys and in feedback through phone or by other means.

LWIA 7 is solely customer focused and provides services to employers and jobseekers. Minimum performance levels are established through negotiations with state level staff and are used to determine incentive grant award levels.

c. What are your financial and marketplace performance results?

As a partner in the Career Center, TDLWD operates from a Memorandum of Understanding (MOU) of which all agencies in the center pay based on square footage occupied. The common space is then divided into the ratio of full-time staff per agency. Each agency operates under its own budget from individual fiscal agents. As a government agency, the Career Center does not look at marketplace performance. By using the Baldrige Criteria, the goal of the center is to look at operational procedures and improvement. Agencies work together, yet operate independently, which provides the customer with a seamless delivery of services in the center.

Vocational Rehabilitation is a non-profit entity under the Department of Human Services in the State of Tennessee. Financial and marketplace performance is non-quantifiable.

Career Center partners share expenses through a Resource Sharing Agreement. By co-locating at one location, all partners are able to operate at substantially lower costs than they otherwise would.

d. What are your workforce-focused performance results?

TDLWD Job Service customers are seeking employment just like any other customer that comes into the Career Center. The only performance results that we measure are obtained through eCMATS.

Vocational Rehabilitation's customers are looking for work just like any other customer who comes into the Career Center. The only performance results that have been measured for fiscal year 2008 have been production goals.

LWIA 7 minimum performance levels for number of customers served are negotiated annually with TDLWD staff. WIA programs exceed those minimum levels each year.

e. What are your process effectiveness results?

All data collected by TDLWD Job Service Interviewers is available through eCMATS. This information can be tracked daily, weekly, monthly, quarterly, or annually. We track data on new and renewal applications filed, the number of number of reportable services to our partners and other agencies, the number of job referrals, and placements obtained directly and indirectly. Additionally, the TDLWD has a Job Performance Plan outlining the major job duties of the Interviewer. These plans are reviewed quarterly and annually with the employee and feedback for improvement is discussed at that time.

Vocational Rehabilitation tracks key indicators of process effectiveness throughout the fiscal year. These include: the number of new applicants; the number of status moves; the number of clients referred to facilities; the number of clients in school; and the number of applicants successfully placed in employment for 90 days or more. Additionally VR implements a Job Performance Plan outlining major job responsibilities of each VR Counselor. These plans are reviewed on a quarterly basis with the VR counselor and his/her supervisor.

For the most recently completed program year, LWIA 7 performed at the following levels for each of the required performance measures:

<u>Performance Measure:</u>	<u>Percent of Goal:</u>
• Youth Diploma or Equivalent Rate	148%
• Youth Skill Attainment Rate	113%
• Entered Employment Rate:	
○ Adults	115%
○ Dislocated Workers	114%
○ Youth (19-21)	138%
• Employment & Credential:	
○ Adults	109%
○ Dislocated Workers	105%
• Credential Rate:	
○ Youth (19-21)	133%
• Retention Rate:	
○ Adults	114%
○ Dislocated Workers	101%

- Youth (19-21) 119%
 - Youth (14-18) 151%
- Average Earnings
 - Adults 95%
 - Dislocated Workers 92%
- Earnings Increase
 - Youth (19-21) 117%