

## LWIA-11 Checklist

### 2014-2019 Strategic Planning Due Dates

- |                                     |   |                       |
|-------------------------------------|---|-----------------------|
| <input checked="" type="checkbox"/> | Memorandum of Understanding (Matrix/Grid; see Attachment B.)  | February 14, 2014     |
| <input checked="" type="checkbox"/> | Current Consortium Agreements of One-Stop Partners  | February 14, 2014     |
| <input checked="" type="checkbox"/> | Chief Elected Official Agreement  | February 14, 2014     |
| <input checked="" type="checkbox"/> | Chief Elected Official & Local Board Partnership Agreement  | February 14, 2014     |
| <input checked="" type="checkbox"/> | Current List of Local Workforce Investment Board Members  | February 14, 2014     |
| <input checked="" type="checkbox"/> | Local Workforce Investment Board By-Laws  | February 14, 2014     |
| <input checked="" type="checkbox"/> | Youth Eligible Providers List and 10 Program Element Matrix   | February 14, 2014     |
| <input checked="" type="checkbox"/> | Assurances with signature pages   | February 14, 2014     |
| <input checked="" type="checkbox"/> | List of waivers utilized and required documentation.  | February 14, 2014     |
|                                     | <ul style="list-style-type: none"><li>• <input checked="" type="checkbox"/> Waiver of the prohibition at CFR 664.510 on the use of ITAs for older and out-of-school Youth</li><li>• <input type="checkbox"/> Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount (up to 50%) between Adult and Dislocated Worker funding streams allocated to a local area</li><li>• <input checked="" type="checkbox"/> Waiver of WIA Section 123 that requires that providers of Youth program elements be selected on a competitive basis</li><li>• <input checked="" type="checkbox"/> Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds (up to 10%) for incumbent worker training – <b>Local Board approved 1-23-14</b></li></ul> |                       |
| <input checked="" type="checkbox"/> | Copies of each LWIA AE's policies regarding purchases & procurement   | February 14, 2014     |
| <input checked="" type="checkbox"/> | Confirmation that the LWIA has on site an approved EEO Manual, Written Conflict of Interest Policies, Title VI Manual, and ADA Checklist  | February 14, 2014     |
| <input checked="" type="checkbox"/> | Resource Sharing Agreement – w/o signatures   | March 3, 2014         |
| <input checked="" type="checkbox"/> | <b>Five-year Local Plan Baldrige Narrative</b>  | <b>March 14, 2014</b> |
| <input type="checkbox"/>            | Resource Sharing Agreement Complete with ALL Signatures (RSA must have all items on checklist in pdf form – send via email)   | March 31, 2014        |
| <input type="checkbox"/>            | Umbrella Memorandum of Understanding  | March 31, 2014        |
| <input type="checkbox"/>            | Plan Presentation Power-Point presentations due   | April 25, 2014        |
| <input type="checkbox"/>            | Public Notice or 30-Day comment (post 3-21-14 to 4-21-14)   | April 28, 2014        |
| <input type="checkbox"/>            | Strategic Planning committee presentations  | May 1-2, 2014         |

**LWIA-11**

**2014-2019 PLAN**

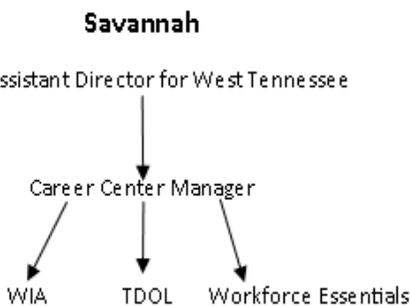
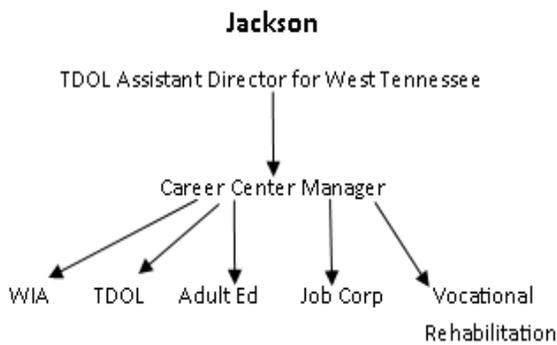
**NARRATIVE**

**Preface: Organizational Profile**

**Describe the American Job Center Network, implementing service integration and functional management, within your local workforce investment area. This is to include:**

The two Comprehensive Career Centers in LWIA 11 (Jackson and Savannah are managed by a Tennessee Department of Labor employee. That Career Center manager oversees the operations of all staff in that center. Since staff in each center is employees of different organizations, that organization’s director has direct supervision of that employee.

Organizational Chart for the Comprehensive Career Centers:



The Comprehensive Career Centers are unique as they have several partners co-located. This makes service referrals and integration much easier. The partners not located there have easy access through electronic referrals.

The Affiliate Centers in Lexington and Selmer are stand-alone sites. Offices in Henderson, Parsons, Bolivar, and Brownsville are located in Southwest Human Resource Agency Community Service Centers. Integration of services at the affiliate sites will not be

compromised due to the stand alone status of the offices. With the availability of technology, assistance is as close as a click away. Referrals to Jobs4tn.gov have given all staff in all locations the ability to assist job seekers and employers to readily find the assistance they need.

Jobs4tn.gov gives the prospective client so many opportunities that they may not have seen in the past. The efficient way this system is designed will allow an expansion of services while making it possible to measure the enrollments and outcomes. This technology is invaluable to both the job seeker and employer.

Functional alignment is regarded in LWIA 11 as a way to become customer focused, not program focused. This will reduce any duplication of time and resources from one program to another. Our aim is to continue to maintain a fully integrated system.

The welcome function at the comprehensive Center in Jackson is staffed using the receptionist as the first point of contact. This position is funded by WIA and TDOL. This person has the expertise to evaluate all customers’ needs and direct them to self-assisted services or staff-assisted services.

The welcome function at the comprehensive Center in Savannah is performed by all the partners there rotating as the receptionist. All have been cross-trained to be able to explain all services that are available.

The Skills/Career Development function is a function of all partners at the center; all partners understanding through cross-training the available services the other partners can deliver. They are also aware what partners have funding available for those activities.

We have a Business Services team already in place that includes members from all partners. The purpose of this team is to build relationships with employers and to have constant communications with all members of the team. This team oriented approach enables all partners to utilize information received by

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another partner to be able to be proactive while not being over bearing to the employer.

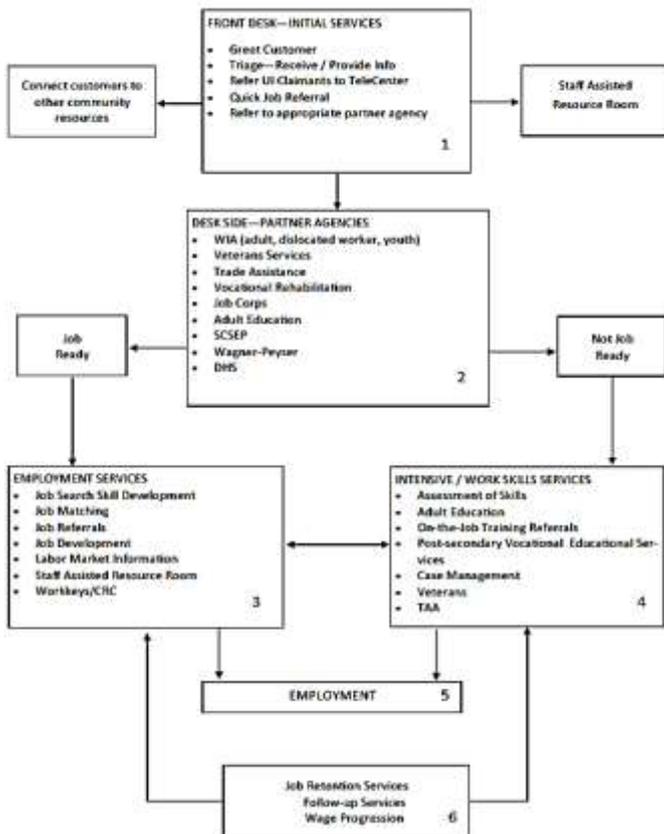
Members of the comprehensive Center consortium are the Workforce Investment Act, Wagner Peyser, and Vocational Rehabilitation. The site leads are Mark Chandler representing Workforce Services, Jimmy Bell representing the Workforce Investment Act, and Linda Randolph representing Vocational Rehabilitation. These three are already in close contact in all issues relating to policies and procedures. They also are responsible for their employees work schedules as directed by policy.

Cross training of all partners at the comprehensive Centers are of great importance to the success and flexibility of assuring a seamless customer flow for all. Cross training will be an initial process of which has already began, but will also be a continual process, with training being available to new staff as well as follow-up training on all current staff. This will insure any program changes with any partners will be understood by all partners. This training will be done on a quarterly basis.

Co-enrollment of participants across programs is a practice LWIA 11 is already involved in. Leveraging resources from program to program insures all participants get all the services they need while limited resources to just one partner.

In addition, assessments are also available to assist clients in determining their aptitude and interest. Tabe testing is still being used to determine their grade level, while Career Readiness Certificate assessments are widely used to determine skill levels.

The American Job Center Network branding will be incorporated into all brochures, flyers, advertising media and announcement, stationary, business cards, and name tags used by the American Job Center staff. Signage outside and inside all affiliate and comprehensive American Job Centers will reflect the American Job Center branding. No other partner or tenants' signage will be combined or incorporated on the American Job Center signage. LWIA 11 acknowledges and will be in compliance to this requirement, (as stated in Policy #7).



### I. Leadership

The West Tennessee Workforce Investment Board, LWIA-11 is administered by Southwest Human Resource Agency and is comprised of eight counties in West Tennessee. LWIA-11 is under the direction of the thirty-member West Tennessee Workforce Investment Board, which is composed of representatives from all 8-counties, and meets all requirements for private industry and public representation.

#### a. How do your senior leaders lead?

The West Tennessee Workforce Investment Board promotes effective communication with local area County Mayors, administrative entity staff and all other partner senior staff members in order to implement the Governor's goals and objectives as well as our workforce system's vision and values. This is accomplished through regularly scheduled meetings of executive staff which provides the overall direction in order to meet goals and objectives. Results of these meetings are communicated to front-line employees through meetings or emails making sure they are informed and understand the goals and objectives of our mission. Employees

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are encouraged to share any innovative ideas they may have that can be utilized as best practices.

Deployment of vision and values, including objectives as well as strategy, are disseminated to the workforce, key partners and customers through management meetings and electronically. The Board's website, [www.westtennesseecareers.org](http://www.westtennesseecareers.org), developed for The West Tennessee Workforce Investment Board, Area-11, our twitter account, @LWIA11\_WTWIB, along with newsletters and emails provide employees, partner agencies, and our customers with information regarding goals and objectives as well as strategies to obtain performance measures.

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

The main aspect of our mission regarding social responsibility focuses on "skill building". Our vision is to assist individuals in learning life skills that will allow them to lead a meaningful life in an ever-changing world. Strategies in our process of building skills includes referrals to partner agencies to help individuals develop soft skills, educational skills and specific occupational training to become a working self-sufficient individual that gives back to the community.

Actions of management staff are held accountable through disclosure of reports distributed to the Local Workforce Investment Board. Written monitoring reports are given to WIA Director denoting results of monitoring review, and a summary of these reviews is distributed to all local Board Members prior to meeting. Feedback is provided by the Board Members regarding any recommendations or concerns.

Fiscal accountability is maintained through disclosure to the LWIB of monthly financial statements. Weekly reports are also prepared that show actual budgets, obligations, actual expenditures, and remaining budget funds. A review of the weekly reports by management staff ensures that monies received through the State is being spent timely and within budget parameters.

All LWIB meetings are posted publicly and the notice states that all meetings are open to the public. Conflict of Interest forms are signed by each Board member annually and any appearance of a conflict is made known to each

member of the LWIB. All activities conducted on behalf of Local Workforce Investment Area-11 are conducted in a principled manner to avoid any direct or apparent conflicts of interest in matters, which could be construed to constitute a conflict of interest.

## **II. Strategic Planning**

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

The strategic planning process in LWIA-11 is a combined effort between all Career Center partners to ensure that the objectives of the Workforce Investment Act, including all the responsibilities of all partners, the Local Board, the Administrative Entity, and the Local Chief Elected Officials are met utilizing the strengths all involved bring to the table. This plan process is conducted yearly, with the guidance supplied by the Tennessee Department of Labor and Workforce Development.

LWIA-11 creates an environment that supports innovation by practicing Best Practices to identify issues and share them with all partners, by having a diversity of staff make-up and by having open discussions.

In order to collect and analyze data to develop information on key strategic planning elements, LWIA-11 utilizes the use of LMI reports, Hot Jobs, watch the UI rates in our counties and watch to see if the industries are declining or increasing.

The State Integrated Plan, including the Governor's and objectives is incorporated into our local strategy development by providing copies and meeting with key participants to discuss and listen to his/her input.

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

LWIA-11 prepares workers for high-skill, high growth opportunities Occupational Skills Training and On-the-Job Training by reaching out to industries to find out the supply and demand, by reaching out to partners, providing more remediation if necessary and Incorporate the Governor's Drive to 55 mission. Adult Education identifies those under educated and provides the education needed to ensure a smooth transition into secondary education.

**III. Customer Focus**

Customer focus continues to be the main emphasis in LWIA 11, whether it is the job seeker, employer, or employee. LWIA 11 continues to have several opportunities for jobs, but not enough qualified workers in some sectors. Several jobs in manufacturing are available, and we are attempting to meet all their needs by utilizing ITAs as a basis for their training. Whether it is advanced manufacturing, lean manufacturing, or industrial maintenance, we have the educational facilities to prepare eligible participants for the workforce. The healthcare industry is still seeing quite a bit of growth. We have assisted many individuals in acquiring their diploma in several aspects of healthcare. If ITAs are not an option, and employers need help immediately, we assist a large number of job seekers and employers utilizing On the Job Training.

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

The prioritized industry in the LWIA-11 area include; Manufacturing, Health Care, Service Industry, and Agriculture.

In alignment with the Governor’s Plan, LWIA-11 uses Labor Market Information and other available data to ensure decision making and investments in initiatives provide in-demand training and meets employers’ needs. LWIA-11 supports the use of the State and localized data to target jobs in demand and those that are declining. LWIA-11 will continue to monitor the economic trends and projections to ensure continued strategic investments.

The possibilities of economic development in our area weigh heavily on the development of the “Mega Site” in Haywood County. The infrastructure of the site is currently underway. This will enable new industries who are interested in the area to have a site that is immediately ready for construction. Our local ECD attends our monthly board meetings and keeps our members informed on the happenings from the state level. We act as a direct support to our ECD in which we are ready to deliver on any services needed.

LWIA-11 focuses services geared toward targeted populations by referrals to multiple

agencies which include but are not limited to: Vocational Rehabilitation, SCSEP/SSA, TOPS, Adult Education, and on-site staff for Veterans.

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

In order to build relationships and grow customer satisfaction, LWIA-11 utilizes twitter (@LWIA11\_WTWIB) daily to post events that are happening in our area, job openings, job fairs, career advice, notices of meetings, etc. Each post or event that is posted to our website is also sent out via twitter.

The Board’s website is used to post pertinent information regarding the WIA program, links to partner agencies, a monthly newsletter which is sent via email to County Mayors, Board Members, WIA Staff, ECD and Chambers. The newsletter is also sent to individuals requesting to be added to the list. LWIA-11 also utilizes a business services team to stay in contact with current and potential employers and customers.

We are constantly trying to figure out ways to grow our brand so that potential clients are aware of our services. We hope to expand upon our use of social media in the near future.

Customer satisfaction is a very important aspect for LWIA-11. LWIA-11 is committed to insuring that things we do internally and externally will make a positive impact not only on our customers, but also on our staff and local board. By utilizing actual negotiated performance measurements for employment retention, earnings, and employer and customer satisfaction, we can know just how successful we really are in carrying out our responsibilities.

Through customer satisfaction surveys, done either locally through our Career Centers, or as a part of the follow-up conducted by the University of Memphis, we are able to see us through our customer’s eyes. This is an indication of how successful we are in case management, training, and on-the-job development. Our customers being able to obtain training and skills they require in order for them to be successful in acquiring and retaining gainful employment that will continue to improve his/her earning potential.

The information we retrieve from all sources (i.e. eCMATS, University of Memphis, etc.) is all compiled and examined to determine the

validity of our information including the cost parameters. We then decide if changes are needed to enhance our productivity; if changes are deemed necessary, that information is passed on to all our staff.

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

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

Meeting performance measure standards and ensuring that customers are satisfied through cost-effective strategies are the main objectives of LWIB-11. Reports generated through Dolce Vita by Tennessee Department of Labor and Workforce Development staff are shared with management staff of WIA. Important performance measurement results are included for each local county served by LWIB-11 as well as identification of errors in data entry. Once these reports are received by management staff from the State, they are shared with all front-line and administrative staff thus ensuring open communication and collaboration to ensure program knowledge and have the skills needed to assist job seekers.

Weekly reports are also generated in Discoverer through the eCMATS State system by WIA administrative staff and shared with management staff. Review and discussion of reports assist in the assurance of goals and objectives being met and that budgeting is being maintained in a responsible manner. Recognition of concerns is captured before major problems arise, and appropriate staff is notified to correct any concerns noted thus improving our organizational performance. With the conversion of eCMATS to VOS, shared data will be made available to all partners. Staff training will be conducted with all local staff regarding the process of data entry and reporting.

In order to insure cross-training between all Partner staff, the Partner Consortium Committee will meet with all local partner staff prior to the 4<sup>th</sup> quarterly meeting to ensure staff has sufficient knowledge regarding each Partner program. This cross-training will allow collaboration of staff in regard to all services to ensure the needs of the customer are met. This will foster program integration and eliminate any functional gap(s) in service.

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

Training is conducted with appropriate staff of OJT contractors and other subcontractors utilized within the agency. This training informs the trainees of our mission and notifies them of our expected goals and objectives once the contract ends. Information is managed through reports utilized in Discoverer through the State's eCMATS system and developed excel spreadsheets for each contractor.

Discoverer reports are also developed per each local county prior to local monitor checking files for the county. Reports include such information as whether case notes, activities and exits are being entered timely into the eCMATS State system. Also ongoing file-sample monitoring is performed by conducting a physical "hands-on" review of files to ensure required forms/case notes, etc. is being maintained. Any concerns are brought to the attention of the corresponding staff and the WIA Director through a written monitoring report. Open communication with all involved is one of the main goals to assure employees of WIA and staff of partner agencies are aware of the policies and procedures and to keep all abreast of the vision of LWIB-11.

#### **V. Workforce Focus**

Comprehensive Career Centers are located in Madison and Hardin Counties. Affiliate Sites are located in Chester, Decatur, Hardeman, Haywood, Henderson and McNairy Counties.

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

Management's goal is to increase knowledge of all programs of frontline and administrative staff. Strategies to ensure that all staff is knowledgeable of all programs include, but are not limited to: evaluation of staff performance, regular informative staff meetings, staff attendance of professional development classes, such as Global Career Development Facilitator training, SETA Conference, NAWDP Conference and the NAWB conference.

Also, site lead staff of partner agencies is responsible in ensuring that other partner staff located at that site is cross-trained in all aspects.

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

Management meetings are held regularly in order to communicate LWIB-11's goals and objectives. The consistent message of our area's vision is made known to all frontline staff through written/oral communication thus enabling feedback from frontline staff.

Employee performance evaluations are completed annually that clearly define expectations of an employee's job performance. Should the employee not confer with the results of the evaluation, measures are made for further discussion to be made and, if necessary, higher level supervisors are consulted.

Survey Monkey is utilized to send out surveys. Survey answers are compiled and reviewed – if changes are deemed necessary, the area will be re-evaluated. Comments made on our website are emailed directly to one person who then ensures the question or comment gets to the appropriate staff member or partner.

**VI. Operations Focus**

**a. How do you design your work system?**

The Welcome function within our Comprehensive Career Centers is the first area that customers go to. The person in this position insures that each customer is directed to the appropriate partner for services. The welcome function includes the main entry point, resource room, self-directed activities, and staff-assisted services.

The welcome function staff includes a receptionist at the Comprehensive Career Center in Jackson that is jointly funded between WIA and WSD. The Comprehensive Career Center in Savannah is a shared position among all Career Center Partner.

The real-time customer flow begins with the Receptionist at both of the Comprehensive Career Centers and with the WIA Career Specialist at each Affiliate Site. Once the initial assessment has been completed, the customer will be referred to the appropriate partner for services. If while talking to the customer and it is deemed necessary that the customer has other needs, the partner will then refer the customer to other partner(s) who will be able to help the customer with other services.

Career Center Partners, such as the Tennessee Department of Labor & Workforce Development, Department of Human Services, Vocational Rehabilitation, Adult Education, Job Corps, may refer customers to the WIA program. The WIA staff may also refer customers to a partner agency. In some instances, the customer may be co-enrolled. In the case of co-enrollment, the staff for each partner works together to ensure a seamless experience for the customer. In addition, reverse referrals are received from Training Providers when it is noted that an individual wishing to enroll in a training program at the site needs additional assistance.

To maintain accuracy of case management and reporting, ongoing file-sample monitoring is performed by conducting a physical "hands-on" review of files to ensure required forms/case notes, etc. is being maintained. Any concerns regarding case management are brought to the attention of the corresponding staff and the WIA Director through a written monitoring report. The appropriate staff has 30-days to complete a plan of action to ensure the concerns will not be a problem in the future. The monitor will re-review the file-sample to ensure that corrections have been made and report findings to the WIA Director through a follow-up written report.

The Skills/Career Development function is a responsibility of all partners at the center; all partners understanding through cross-training the available services the other partners can deliver. They are also aware what partners have funding available for those activities. Since all partners are co-located, accessibility to information concerning job matches and assessments are simple.

Our Business Services Function includes Building positive relationships with employers, Identifying opportunities to address the human resource needs of employers, and custom design services to assist employers in meeting their needs.

LWIA-11 strives to provide and market business services to all employers within our 8-county area. We market our brand clearly so that potential business clients are aware of the services we provide, and we utilize social media as a way to market LWIA-11.

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LWIA-11 utilizes committees of the Board to address the skilled, high growth jobs in our coverage area. These committees work with employers and training providers in our area to identify job skills needed for successful employment.

LWIA-11 partners with all Career Center Partners to ensure that candidates get the needed skills that will allow them to meet the qualifications that employers are searching for.

Strategic sessions with partners from workforce development organizations, economic development organizations, employers and training providers seem to be the most effective way to distribute info to all our population with a need and an interest in pursuing a field of study that will help them prepare of the jobs of the future.

Staff involved in the business services function builds positive relationships with employers to identify opportunities and address potential human resource needs. The On-the-Job Training program allows a bridge between employers and job candidates recruited by Staff and referred to employers based on the needs of the business.

The Tennessee Career Centers offer our workforce a wide array of services including resource centers that offer computers with Internet, copy and fax machines, telephones, career resource materials, and labor market information. These centers also provide access to employers, job fairs, skills training assistance, access to job listings through [www.jobs4tn.gov](http://www.jobs4tn.gov), job readiness information, networking through meetings like WEOC, and rapid response meetings for dislocated workers. They also provide programs for Veterans who are re-joining the workforce. By motivating our clients to utilize all the resources available to them, will help to build a much stronger and more dedicated workforce for the future.

Business Service Teams will identify the need for programs such as RESA, Vets, etc. that are funding source focused and refer customers to those departments for services. Job development for specific job seekers will remain with the individual partner agency.

Although individual partner agencies will be responsible for carrying out their specified responsibilities with job seekers and employers, the Business Services team will be kept informed on the progress of such programs

with employers to better understand the current status of the program. This will assist the Business Services team the information they need to proceed as a group with all employers. All these items are discussed at the quarterly meetings held where data will be shared and recommendations for improvement will be made.

### VII. Results

Each year, the local levels of performance are negotiated with the Governor, The State Workforce Services division of the Tennessee Department of Labor and Workforce Development, and the chief elected officials to determine expected levels of performance for the nine common measures; three each in Adult and Dislocated Worker, (entered employment, retention, and earnings), and three in youth. (placement, attainment, and literacy/ numeracy). A copy of the Local Memorandums of Understanding between the Local Board and each of the one-stop partners will be completed for all partners. This MOU will describe the each partner's responsibilities in the operation of the One-Stop delivery system. The Local Strategic Plan will be published for a thirty day public review period. Announcements for this review period will be place in local newspapers, and on the local board website. The plan will be made available of the LWIA 11 website at [www.westtennesseecareers.org](http://www.westtennesseecareers.org). This allows public comments to be made concerning the plan from the general public including comments made by representatives of business and labor organizations prior to submission of the plan.

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

LWIA 11 has been very successful in all program activities including meeting our yearly budget, our common performance measures, and interactions with partner agencies, employers, and clients. We receive incentive funding each year for meeting or exceeding our common performance measures. The current goals of performance are: Adult Entered Employment-78.3%, Adult Retention-87.0%, Adult Average Earnings-\$12,600.00; Dislocated Worker Entered Employment-85%, Dislocated Worker Retention-92.2%, Dislocated Worker Average

Earnings-\$13,500.00; Youth Placement-75.5, Youth Attainment-79%, And Youth Literacy/Numeracy-42%.

We also utilize our internal dashboard or Weekly Management Report to track all indicators for our program including budgets, obligations, expenditures, enrollments, and exits for all our programs. This report is reviewed weekly by WIA staff, monthly by SWHRA staff, semi-monthly by our local elected officials, and quarterly by our local workforce board.

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

According to the latest Client Customer Service and Employer Satisfaction survey published by SPARKS\*BBER, Bureau of Business and Economic Research at the University of Memphis in February 2014, LWIA 11 was rated very high in both client and employer surveys. We continue to utilize these reports as well as internal survey information as a basis for planning. Internal surveys always show both customer and employer satisfaction results to be very positive, above 80%.

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

We continue to utilize the reports listed above as well as internal survey information as a basis for planning. Internal surveys always show both customer and employer satisfaction results to be very positive, above 80%.

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

Our senior leadership; chief elected officials, local board, and administrative entity has recognized the validity of Weekly Management Report, and are very proud of the steps we have taken and the progress we continue to make in delivering the services to those in LWIA 11.

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

LWIA-11 has not recently participated in additional Federal, State, or Non-Governmental Studies.