



**State of Tennessee  
State Workforce Development Board**

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# State Workforce Development Board Policy Key Performance Indicators

**Effective Date: November 4, 2022**

**Expiration Date: Automatic Annual Renewal Pending Statute Limitations**

## **Purpose**

The purpose of this policy is to establish key performance indicators (KPIs) as hard targets and to define the KPI performance period. Tennessee's KPIs streamline service delivery and quality collaboration among all partners within the Tennessee American Job Center (AJC) network. Each year, the latest set of KPI metrics are approved by the State Workforce Development Board (SWDB). Each quarter and following the close of each Program Year (PY), the SWDB reviews KPI achievement—fostering sustained excellence, improved outcomes, an opportunity to focus on long term objectives, and the promotion of workforce services to the greatest number of individuals with significant barriers to employment (SBE).

## **Scope**

- American Job Center Partners
- Fiscal Agents
- Local Workforce Development Boards
- One-Stop Operators
- State Workforce Development Board
- Workforce Innovation and Opportunity Act Core Partners

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## KPIs Further the Workforce Innovation and Opportunity Act

- Increased access to education, training, and employment- particularly for people with significant barriers to employment.
- A comprehensive, high-quality workforce development system by aligning workforce investment, education, and economic development.
- Improvement in the quality and labor market relevance of workforce investment, education and economic development efforts.
- Improvement in the structure and delivery of services.
- Increased family-sustaining employment, meet employer need, and enhance the productivity and competitiveness of Tennessee.

### 1. Key Performance Indicator (KPI) Oversight

Key performance indicators are designed to best implement the Workforce Innovation and Opportunity Act within the fiscal and programmatic context of Tennessee. The following are lists of KPI subjects. Key performance indicators are designed to deal with all WIOA programs, the administration of all WIOA programs, SBE groups, specialized populations as determined by the governor’s state workforce development board, and the connections between them. These lists are

not exhaustive. Programs, groups, or sub-groups may be added or removed in alignment with state, regional, and local priorities.

## 1.1 Programs

- Business Solutions
- Jobs for Veterans State Grants
- Reemployment Services and Eligibility Assessment
- Senior Community Service Employment Program
- SNAP Employment and Training
- Temporary Assistance for Needy Families (TANF)
- Trade Adjustment Assistance
- WIOA Title I - Adult and Dislocated Worker and Youth
- WIOA Title II -Adult Basic Education and Integrated English Language and Civics Education
- WIOA Title III - Wagner-Peyser
- WIOA Title IV - Vocational Rehabilitation
- YouthBuild

## 1.2 Significant Barrier to Employment (SBE) Groups

- Displaced homemakers<sup>1</sup>
- Low-income individuals or recipients of income-based public assistance<sup>2</sup>
- Native Americans<sup>3</sup>
- Individuals with mental or physical disabilities, including the recipients of Social Security Disability Insurance<sup>4</sup>
- Those age 55 and older<sup>5</sup>
- Justice-involved individuals<sup>6</sup>
- Individuals experiencing or have experienced homelessness<sup>7</sup>
- Youth in or have aged out of the foster care system
- Individuals who are
  - English language learners<sup>8</sup>
  - Individuals who have low levels of literacy- unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in an individual's family, or in society
  - Individuals facing substantial cultural barriers - participants, at program entry, perceives themselves as possessing attitudes, beliefs, customs, or practices that

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<sup>1</sup> WIOA Section 3(16)

<sup>2</sup> WIOA Section 3(36)

<sup>3</sup> WIOA Section 166(b)

<sup>4</sup> WIOA Section 3(25)

<sup>5</sup> WIOA Section 3(39)

<sup>6</sup> WIOA Section 3(38)

<sup>7</sup> 'Homeless individual' is defined in the Violence Against Women Act of 1994 Section 41403(6); 'Homeless children and youths' is defined in the McKinney-Vento Homeless Assistance Act Section 725(2)

<sup>8</sup> WIOA Section 203(7)

influence a way of thinking, acting, or working that may serve as a hindrance to employment including non-traditional employment<sup>9</sup>

- Eligible migrant and seasonal farmworkers<sup>10</sup>
- Individuals within two years of exhausting lifetime TANF eligibility
- Single parents - including pregnant women
- Long-term unemployed - unemployed for 27 or more consecutive weeks<sup>11</sup>
- Other groups as the Governor determines to have barriers to employment

## 2. Key Performance Indicator Roles and Responsibilities

### 2.1 Roles and Responsibilities

The following identifies roles and responsibilities relating to KPIs:

#### State Workforce Development Board (SWDB)

- Provides the strategic vision for Tennessee's public workforce system
- Upon review of SWDB staff recommendation, determines state annual KPI targets
- Approves quarterly and annual KPI targets
- Monitors, on a quarterly and annual basis, KPI achievement

#### State Workforce Development Board Staff (SWDB Staff)

- Recommends the adoption or revision of piloted or established KPI measuring devices
- Recommend state target guidelines and for each KPI measuring device
- Divides annual state target guidelines into Grand Planning Regions
- Reviews and analyzes local provider KPI target proposals
- Leads KPI target negotiations with local providers
- Following the KPI negotiations, submit a KPI target proposal to the SWDB by date (March 31<sup>st</sup>)
- Runs and analyzes targeted KPI reports to identify trends, best practices, and areas for significant improvement
- Analyzes the efficiency of WIOA funds in relation to KPIs
- Facilitates and leads quarterly internal & external KPI-related technical assistance
- Provides opportunities for improvement using monitoring, sanctions, and corrective action
- Escalate protracted opportunities of improvement to the state workforce development board
- Publish and disseminate data/trends timely including the creation of public facing dashboards

#### Regional Planning Councils

- Identify and respond to regional strengths, weaknesses, opportunities, and threats

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<sup>9</sup> WIOA Section 3(37)

<sup>10</sup> WIOA Section 167(i)(1-3)

<sup>11</sup> As defined by the United States Bureau of Labor Statistics' Current Population Survey

- Make a proposal to local providers on how best to divide regional KPI guidelines into LWDAs

### Local Providers

This group will consist of Local Workforce Development Boards (LWDBs) and providers of programs listed under the scope of this policy.

- Consider the KPI target proposal of the respective Regional Planning Council before independently submitting quarterly and annual proposed KPI targets to SWDB staff for review
- The Executive Director negotiates KPI targets with SWDB staff
- Following KPI negotiation, submit a KPI target proposal to the SWDB staff

## 3. Monitoring and Technical Assistance

The KPI assessment weight and the KPI achievement scale are the two tools for KPI evaluation. SWDB staff use these tools to monitor each KPI measuring device and rapidly implement a graded response in accordance with each KPI achievement level and subject-matter expertise.

### 3.1 Assessment Weight

The KPI assessment weight tool will display the percentage each evaluation period is valued relative to the final KPI score. Subsequent guidance will be released, after consultation and approval from each responsible program, that outlines how each period of evaluation will be weighted.

### 3.2 Achievement Scale

The KPI achievement scale will display multiple levels of KPI achievement, with each level denoting the progress each responsible entity and program has made towards fulfilling their negotiated target. Refer to the latest key performance indicator guidance which sets the bounds of each achievement level. The below table displays the universal achievement level that will be used to determine the progress, per program, towards the defined KPI goal.

<b><u>KPI Achievement Levels:</u></b>
Best Practice
Target Achieved
Approaching Target
Needs Improvement
Needs Significant Improvement
Unacceptable

### 3.3 Appealing Assigned KPI Targets

A Local Workforce Development Board (LWDB) has twenty-one (21) calendar days to appeal KPI targets based on final notice of assigned targets. The appeal must be submitted with an LWDB letterhead signed by the LWDB chairperson to [workforce.board@tn.gov](mailto:workforce.board@tn.gov). The appeal must be addressed to the SWDB chairperson and sent thirty (30) days prior to the SWDB quarterly meeting. Final decisions regarding KPI targets will be determined by the SWDB.

### 3.4 Incentives & Sanctions

Key performance indicators determine in part to how incentives or sanctions will be awarded or issued. In combination with fiscal and compliance-based metrics, KPI achievement levels of "Target Achieved" and "Best Practice" may be eligible to receive public recognition by the state workforce board and performance incentive contracts.

## 4. Automatic Renewal Process

All policies approved by the State Workforce Development Board will be automatically renewed on July 1 of every year unless the statute of limitations for the policy expires or changes. A list of policies that will be automatically renewed are submitted to the State Workforce Development Board during the meeting prior to July 1 every year. If a policy requires any type of substantial change, the policy will be resubmitted to the State Workforce Development Board for a new approval and will not be subject to the annual renewal process.

## Contact

For any questions related to this policy, please contact the **Program Integrity Unit** at [Workforce.Board@tn.gov](mailto:Workforce.Board@tn.gov).

A handwritten signature in black ink, appearing to read "Tim Berry", is written over a horizontal line.

Tim Berry, State Workforce Development Board Chair