



**STATE OF TENNESSEE  
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT**

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October 2, 2006

The Honorable Elaine Chao  
The Secretary of Labor  
U.S. Department of Labor  
200 Constitution Avenue  
Washington, DC 20210

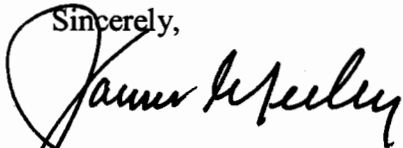
Dear Secretary Chao:

With great honor I present to you the Tennessee Program Year (PY) 2005 Workforce Investment Act (WIA) Annual Report. The attached report provides an overview of the PY 2005 activities, statewide programs, local workforce accomplishments, along with the required performance data.

In the past year, Tennessee has progressed towards an enhanced and empowered workforce development system. Through the coordination of programs and services we have rejuvenated our local workforce system and expanded the level of service delivery. We continue to strive towards the level of excellence that places Tennessee at the forefront of the competitive global market.

As we continue to face the challenges of workforce development in the 21<sup>st</sup> century, Tennessee will remain committed to providing our citizens with a customer-focused workforce development system. We believe that the essential key to economic empowerment is through enriching the lives of all Tennesseans.

Sincerely,



James G. Neeley

JGN:DH:rk



**Division of Employment and Workforce Development  
Tennessee Department of Labor and Workforce Development  
Annual Narrative Report to the Employment and Training Administration  
United States Department of Labor  
Program Year 2005**

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## Executive Summary: Innovation and Evaluation 2005

During Program Year 2005, the Tennessee Department of Labor and Workforce Development's Division of Employment and Workforce Development has moved forward and beyond the crossroads reported for Program Year 2004. Through innovative programs and approaches to



workforce development, the division completed important studies and maintained on-going evaluations of its programs and processes. But some things stayed the same. Governor Bredesen continues to believe that "Tennessee will be successful in economic development when all 95 counties are achieving success and when every willing Tennessean is working and has the opportunity, access and support for additional training to reach their maximum talents." And the new leadership and this administration continue significant

investments in people and community infrastructure. To report the outcomes of workforce development in Tennessee, and thus to shed light on our path to future achievements, is the subject of this Annual Report.

### *A. Continuing Economic and Workforce Development in Tennessee*

As one of his first formal acts in office, Governor Bredesen created the Governor's Jobs Cabinet. The Jobs Cabinet embodies the governor's strategy of coordinating the highest levels of government leaders and private stakeholders to find specific strategies to grow and retain better paid, higher skilled jobs. The governor charged the Jobs Cabinet to join him in getting out of the State Capitol and listening to Tennesseans on the frontlines of the community – workers, classroom teachers, plant managers, parents, small business owners and workforce development trainers. Over Program Year 2005, the continuing result of these "jobs roundtables" has been the introduction of an improved economic development program, the FastTrack program, and the further implementation of a \$20 million Jobs Package from past legislative sessions targeted at job training and infrastructure improvement opportunities.

Seven Commissioners from state government: Economic and Community Development, Agriculture, Education, Environment and Conservation, Labor and Workforce Development, Tourist Development, and Transportation. Additionally, the President of the University of Tennessee, the Executive Director of the Tennessee Higher Education Commission, the Chancellor of the Tennessee Board of Regents, the President of the Tennessee Industrial Development Council, and the President of the Tennessee Chamber of Commerce and Industry serve as members of the Jobs Cabinet. Through the collaborative efforts of the Jobs Cabinet, the state has been able to maximize and leverage program dollars more efficiently and reduce duplication of services provided across state agencies.

Taken together with the initiatives of the State Workforce Development Board, Tennessee has increased the competitive position of Tennessee workers and businesses. With this and the Board's five guiding principles established during PY 2004,

- Workforce Development = Economic Opportunity
- Customer Focused Performance Based System
- Integrated, Seamless, Cost Effective, Competitive, and Responsible
- Utilization of Career Centers, and

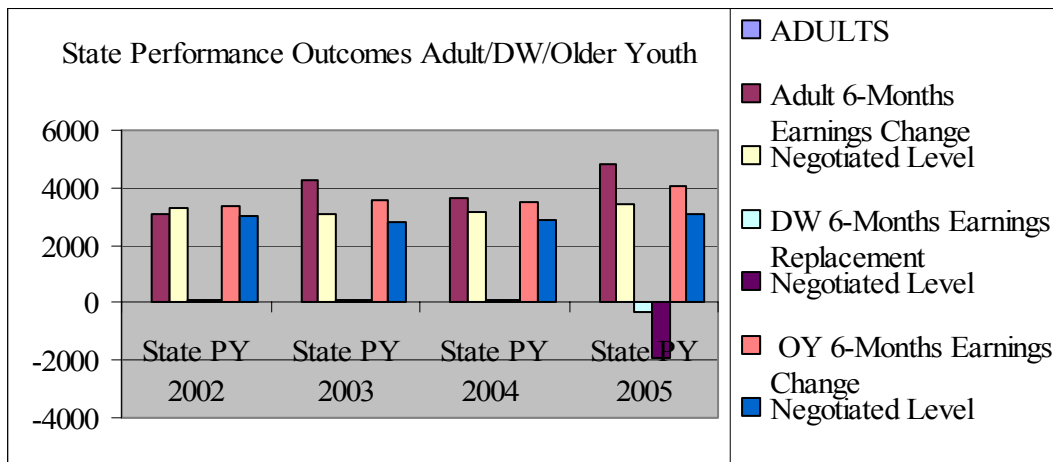
- Demand Driven,

the Tennessee Workforce Development System remains uniquely positioned to address the national strategic priorities of the workforce investment system.

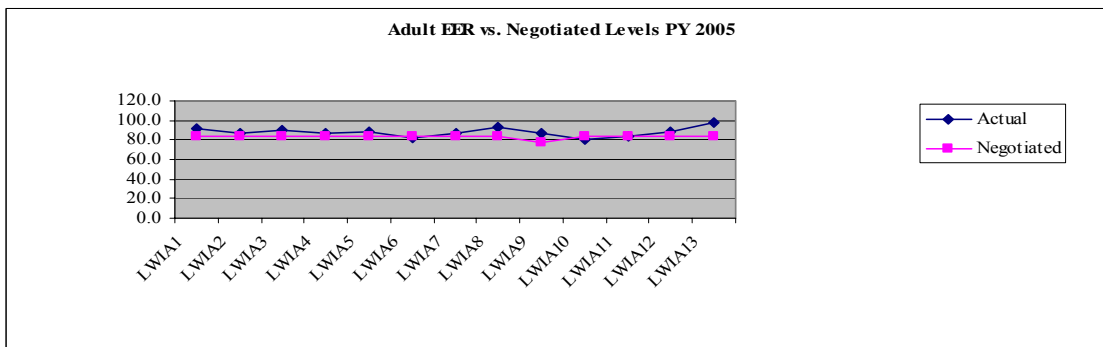
**Innovation in Tennessee**

With respect to the 13 Tennessee Local Workforce Investment Areas’s (LWIA’s) delivery of continuous improvement, innovation consists in demand-driven, Skills Shortage programs and significant increases in Incumbent Worker and FastTrack program participation, to mention but a few of the major programs implemented by the local areas. Working together with the State Workforce Development Board, Local Workforce Investment Boards, One-Stop Career Centers, employers, community based providers, the Tennessee Board of Regents, Tennessee Higher Education Commission, AFL-CIO, and the University of Memphis, Tennessee’s workforce system achieved important milestones in performance outcomes.

The chart below illustrates Tennessee’s common performance outcomes in earnings measures for Program Year 2005, as compared to the three previous year’s outcomes. This gives us a picture of



the increasing initiative undertaken by the local areas and the State. The trend to PY 2005 has been one of continuous improvement. It would seem that our common performance outcomes, consistently above 100% of the goals, hardly change. Directly related to these earnings outcomes, Tennessee has performed well in selected employment measures as well, as illustrated in the following chart which sets out local area performance in entered employment:



The upshot of this data, and additional data from the full trend analysis of performance outcomes for 4-full years, is that Tennessee is continuously improving in workforce development, in accordance with the Governor's initiatives for job growth, employment, and related economic development.

### **Evaluations**

Tennessee also conducted a full process evaluation of its WIA data collection and data extraction process and procedures. In collaboration with the University of Memphis' Advanced Information Technology Center (AITC), information technology/security experts put together a detailed analysis of the script currently used to extract quarterly data validation extracts from eCMATS (enhanced Case Management and Tracking System), for reporting on WIA programs. The aim of the analysis was to both document the existing code, and provide a detailed description of the inherent logic, in order to identify potential errors or limitations of the current reporting process to ETA. The result of the analysis is a full overview of the stored procedures used to provide reporting files for DRVS, WIASRD, as well as WISPR and WISRD. Program Managers and Directors then conducted a series of meetings with AITC to assess the results of the specific script codes used to extract data for ETA reporting. In this process, we learned what may have gone wrong, what was going right, and we took immediate steps to resolve any coding issues the exist in the script procedure. The outcomes of this evaluation have led to several innovative actions, to include the development of a Wiki website, from open-source software, now used to track all changes to the extract script, and document the mapping procedure between the extract file and the WISPR and WISRD.

In addition, Tennessee participated in the EMILE Feasibility Study, commissioned by the Employment and Training Administration. The Tennessee Department of Labor and Workforce Development brought together key members of all ETA-funded programs in workforce development, and extensive analyses of our data collection system were conducted in order to provide relevant and needed information to the study group, Capital Research Corporation. The outcomes of this study, in which Tennessee played a central role, included the identification of gaps in the data collection instrument, as well as the strengths which accompany integrated program efforts in the department.

### **WIA Youth Program**

*“Our youth now love luxury. They have bad manners, contempt for authority; they show disrespect for their elders and love chatter in place of exercise; they no longer rise when elders enter the room; they contradict their parents, chatter before company; gobble up their food and tyrannize their teachers.”*

**- Socrates, 5<sup>th</sup> Century BC**

As only time can demonstrate, the more things change the more they stay the same. The challenge of serving our at-risk youth population is real as the number of disconnected youth continues to grow.

## SNAPSHOT OF RISK INDICATORS

Indicator	Report Year	Number
School suspensions	2003	85,009
Teen pregnancy (ages 15-17)	2003	4,020
School expulsions	2003	2,288
Committed to state custody	2003	7,229
Remaining in state custody	2003	9,918
Juvenile court referrals	2003	84,059
Children receiving food stamps	2004	373,071
School aged special education	2003	110,379
Cohort dropout	2003	9,442

This snapshot excludes additional indicators such as children in or aging out of Foster Care, homeless youth and youth who need additional assistance to complete an educational/employment credential. By looking at the numbers, the task seems overwhelming. Despite the volume, Tennessee continues to meet or exceed negotiated WIA performance levels and remain good stewards of our allocated funds.

Much of the success can be attributed to numerous existing partnerships with youth serving agencies, an active State Workforce Development Board, quarterly youth lead meetings (to include strategic vision partners) and the credibility of the Career Center System throughout our State. The State staff has also continued to provide technical assistance around capturing performance, data collection and shared model approaches to add as much consistency despite the uniqueness of each Local Workforce Investment Area (LWIA). A word also needs to be stated about the way the local youth leads engage, challenge and manage their local contractors to optimize performance outcomes. As previously stated, success cannot be achieved by operating in a vacuum. Partnerships are necessary to expand resources, streamline activity and get the most value for our limited dollars. Some of the partnerships and activity is included in the following chart:

Youth Serving Agencies	Snapshot of Activity
Tennessee Department of Children's Services	<ul style="list-style-type: none"> <li>* Foster Care &amp; Juvenile Offender representatives attend quarterly meetings as part of Tennessee's strategic vision team.</li> <li>* Labor and Workforce Development (L&amp;WFD) staff served on the Chaffee oversight committee and is an active part of the Chaffee foster care plan.</li> </ul>
Tennessee Commission on Children and Youth	<ul style="list-style-type: none"> <li>* Part of the strategic vision team and provide data related to at-risk youth.</li> <li>* Serve on several LWIA youth councils and provide support for Tennessee Suicide Prevention Network (TSPN) with an emphasis on teen suicide prevention.</li> </ul>
Department of Education	<ul style="list-style-type: none"> <li>* Commissioner serves on the State Workforce Development Board.</li> <li>* L&amp;WFD included in planning Counselor's Institute.</li> <li>* Vocational/Technical Education partners with L&amp;WFD on the Jobs for Tennessee Graduates program.</li> <li>* L&amp;WFD staff participate in evaluating Lottery Education</li> </ul>

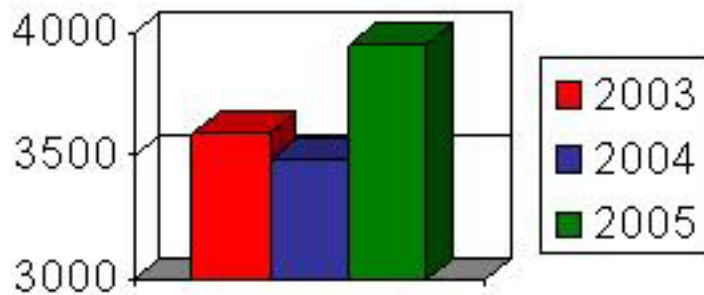
	<p>After School Program grants (LEAPS) targeting dropout prevention and increase in SAT/ACT exam.</p> <ul style="list-style-type: none"> <li>* Partner with Special Education on the Tennessee Transition Leadership team.</li> <li>* Commissioner of L&amp;WFD serves on the Vocational/Technical Oversight Committee.</li> </ul>
Job Corps	<ul style="list-style-type: none"> <li>* The Tennessee Job Corps Consortium meets quarterly. Meetings are attended by both representatives from WIA youth and the Career Center System.</li> <li>* Job Corps representatives serve on a majority of LWIA Boards or Youth Councils.</li> </ul>
Human Services	<ul style="list-style-type: none"> <li>* Provide expertise in serving youth with disabilities through their Vocational Rehabilitation Division and participate on the Tennessee Transition Leadership Team with Community Based organizations and the Disability Law and Advocacy Center of TN.</li> </ul>
Inter-Departmental Youth Transition Task Force	<ul style="list-style-type: none"> <li>* Includes many of the same agencies already listed with strong ties to the Governor's Children's Cabinet and the Governor's Office of Child Care Coordination. Meet bi-monthly.</li> </ul>

Tennessee remains committed to the federal strategic vision for youth and continues to develop relationships with other youth serving agencies. This coupled with several important Governor initiatives should have a positive impact on youth over the course of the next several years.

Some of these initiatives include:

Books from Birth is a program which provides an age appropriate monthly book distribution for all children born in Tennessee through the age of five. This program is funded through local community organizations and corporations and is modeled after the Imagination Library started by Dolly Parton in 1996. Another is the Governor's Pre-K initiative which targets early childhood education and preparing kids for kindergarten. A third initiative is lottery scholarships which provides youth with opportunities to enroll in post-secondary education. While WIA eligible youth may benefit from a lottery scholarship the other two initiatives should have a long term positive impact on the risk indicators by helping kids literacy and ability to learn and complete an education credential.

Specific to WIA youth an analysis of this year's performance outcomes demonstrates a benefit from the federal approval of our youth individual training account (ITA) waiver. Since the original waiver approval for older/out-of-school youth to use or have access to ITA's we noticed a statistical insignificant fewer number of older youth are being served but more are accessing post-secondary education options which in turn has translated into higher older youth earnings. The chart below demonstrates the increase in older youth earnings over the past three years of data.



The youth ITA waiver which was approved through June 2007 continues to expand options while creating an increase in earnings opportunities for older youth. The state of Tennessee remains hopeful that a second waiver to do away with the Request for Proposal (RFP) process to identify youth contractors will be approved. By allowing this waiver more funds can be used in making the Career Centers youth friendly by concentrating services around an existing employment network as opposed to spending dollars funding contractor personnel, infrastructure and administrative costs.

**Innovative Incumbent Worker Program and FastTrack**

Tennessee’s approach to workforce investment in PY 2004 also worked on strengthening the relationship of local businesses by supporting small business through the incumbent worker program and the FastTrack Program. The actions taken not only keep jobs in local areas, but assisted the skills of workers in gaining momentum for new and better paying jobs. The involvement of the business community in the development of the workforce has been vital. Assisting small business has communicated the intent of the state toward the local business community. It built confidence that trained workers can be supplied. Although Tennessee’s Career Centers currently deliver several program services that are less fragmented, more needs to be done to upgrade the skills of those delivering services. One area of focus was on staff training at each level of service delivery. When an employer identified the need to train a group of job applicants in a specific occupational skill area, the Local Workforce Investment Area assisted with meeting the employer's training needs. The local program can pay up to 50% of the total cost for training a group of potential employees. The employer must agree to hire all of the applicants referred who successfully complete the training.

Employment and Workforce Development offers employers access to job seekers through the Career Center System. Any employer can place a simple request for referrals through the labor market exchange program offered at each of the career centers.

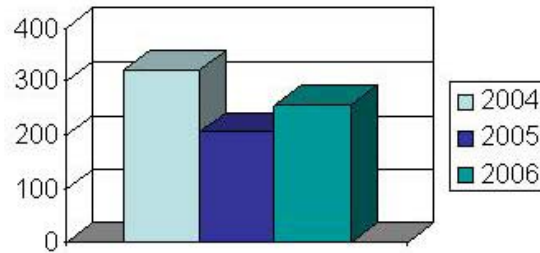
**WIA Employer Services**

Over the past year the Employer Services unit has continued to engage many employers in our state through its primary programs which include the Incumbent Worker Training grants and the Governor’s Fast Track initiative.

The Governor along with Tennessee’s State Workforce Development Board and the Commissioner of Labor and Workforce Development all include services to employers as a core guiding principle in economic development for the benefit of Tennessee’s workforce. The incumbent worker training program has seen an increase in demand which in turn has translated in a continued investment of WIA funds for this program.



## SNAPSHOT OF INCUMBENT WORKER TRAINING GRANTS Cost per Participant



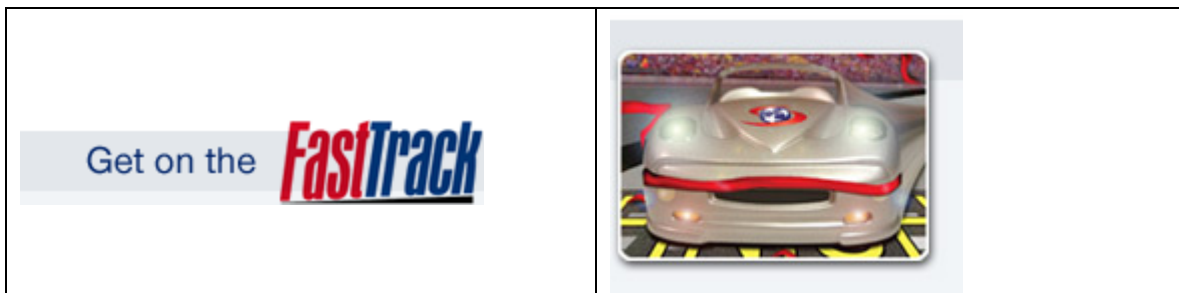
The above chart demonstrates the average cost per employee trained which has led to a variety of positive outcomes. Over the same three year period which includes the current year over 21,100 employees will benefit from the upgrading of skills which in turn leads to preventing company relocations, lay-offs, job creation, lower employee turnover and a positive impact on earnings. All of these factors contribute to healthy and productive communities.

When you consider that there is a required employer match and the grant value may not exceed \$50,000, Tennessee employers have invested over \$4.5M to benefit from these funds which in turn benefits the worker.

To date the three year grant average amount is approximately \$28,000 that has benefited over 186 industries in our state. The value of this investment cannot be overstated.

### FastTrack

Governor Bredesen formed the Tennessee Job's Cabinet (Executive Order 6) soon after taking office in 2002. After several listening tours and meetings with the Job's Cabinet, Executive Order 15 was signed implementing the FastTrack Initiative. The goal of FastTrack was to assemble resources of Tennessee State Government and Higher Education to provide more timely and effective response to the needs of businesses in the area of job growth and job retention. FastTrack is under the direction of the Department of Economic and Community Development. They coordinate with members of the Governor's Jobs Cabinet to attract and retain new and existing businesses and continuously evaluate current programs, incentives and processes. A primary goal is to ensure that all inquiries, requests and demands of businesses receive an initial response within 72 hours.

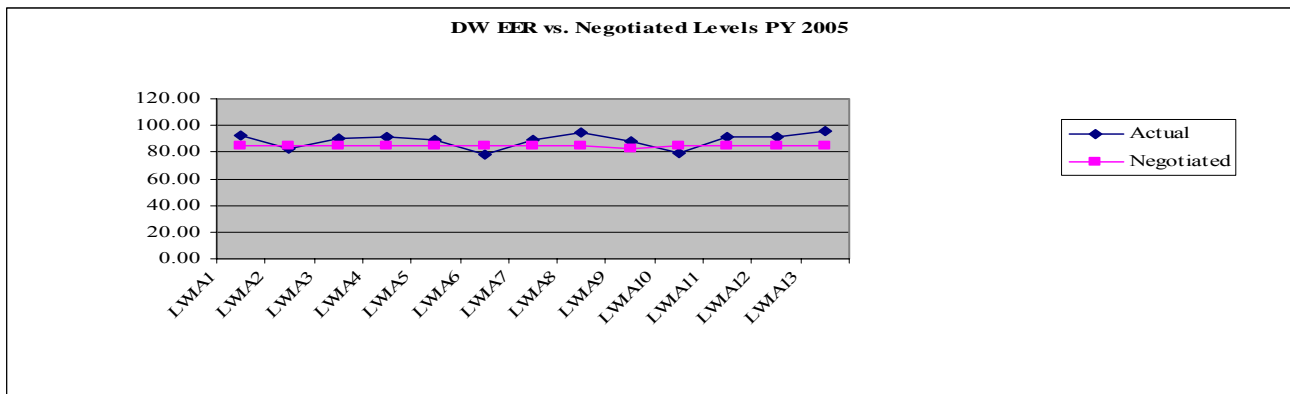


The Tennessee Department of Labor and Workforce Development is a partner in both the Jobs Cabinet and FastTrack.

Often representatives from the Employer Services division meet with new or existing businesses in collaboration with ECD, TVA and the Department of Revenue, etc. to assist with addressing barriers and identifying resources. The TDLWFD brings all the resources of the Career Center System, including the Workforce Investment Act, to the FastTrack collaborative making this an effective employer service model.

### Dislocated Worker Program

By looking at Tennessee’s **Dislocated Worker Program** (includes the Rapid Response Unit), the PY 2005 investments in people and community also appear both steady and marked by noticeable changes. The chart below indicates a microcosm of the overall, consistent pattern of entered employment outcomes for Workforce Investment Act



participants in Tennessee; namely, a consistent pattern of outcomes at or exceeding 100% of the negotiated goals. The Tennessee Department of Labor and Workforce Development’s Dislocated Worker Unit is the Governor’s designated site for the Worker Adjustment and Retraining Notification (WARN) Act, Public Law 100-379. Rapid Response is a strategy designed to respond to major layoffs and plant closings by quickly coordinating services and providing immediate aid to affected workers. Rapid Response teams work with the employer and employee representatives to quickly maximize public and private efforts to minimize disruptions associated with job loss for individuals and communities.

To address the issue of unexpected changes in the employment and economic landscape in Tennessee, in PY 2004 Tennessee completed concerted work to fully incorporate Rapid Response/WARN activities and investments into our enhanced Consolidated Management and Tracking System (eCMATS). A Rapid Response module was added to the system, accompanied by a detail design document and user training manual. Rapid Response is a strategy designed to respond to major layoffs and plant closings by employers by quickly coordinating services for retraining affected employees. Thus, early intervention services through coordinated services and integrated Career Center staff, along with increased ability to track and report on participants, were enhanced with the improvements entered into eCMATS.

### Senior Community Services Employment Program

Another indicator of underlying change and improvement in a steady environment of performance accountability is our **Senior Community Service Employment Program (SCSEP)**. During PY 2005, this program in Tennessee contracted with the following organizations:

**Upper East TN Human Development Agency**

301 Louis Street (37660)  
PO Box 46  
Kingsport, TN 37662-0046  
Lois Smith, Executive Director  
Jackie Sensabaugh, Project Director  
**Carter, Johnson, Sullivan, Washington**

**East TN Human Resource Agency**

911 Cross Park Drive  
Suite D100  
Knoxville, TN 37923-4517  
Gordon Acuff, Executive Director  
Polly Bird, Project Director  
**Campbell, Claiborne, Morgan, Scott, Union**

**Upper Cumberland Human Resource Agency**

3111 Enterprise Drive  
Cookeville, TN 38506  
Phyllis Bennett, Executive Director  
Virginia Donaldson, Project Director  
**Cumberland, Fentress, Jackson, Macon, Putman,  
Van Buren**

**Mid-Cumberland Comm. Service Agency**

531 Metroplex Drive Suite A200  
Nashville, TN 37211-3140  
Beverly Bass, Executive Director  
John Governor, Project Director  
**Ceatham, Dyer, Henry, Houston,  
Humphreys, Montgomery, Stewart, Obin, Weakley**

**Hardeman County Literacy Council**

200 Hope Street  
PO Box 856  
Bolivar, TN 38008-0856  
Margie Lovelace, Director  
Ophelia Parks, Project Director  
**Chester, Hardeman, Hardin, McNairy**

**Senior Services Inc.**

4700 Poplar Ave.  
Memphis, TN 38117-4411  
Deborah Cotney, President  
Anthony Culver, Project Director  
**Shelby, Fayette**

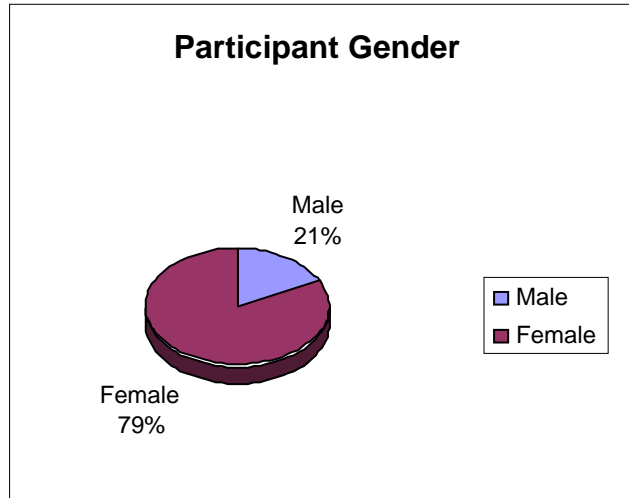
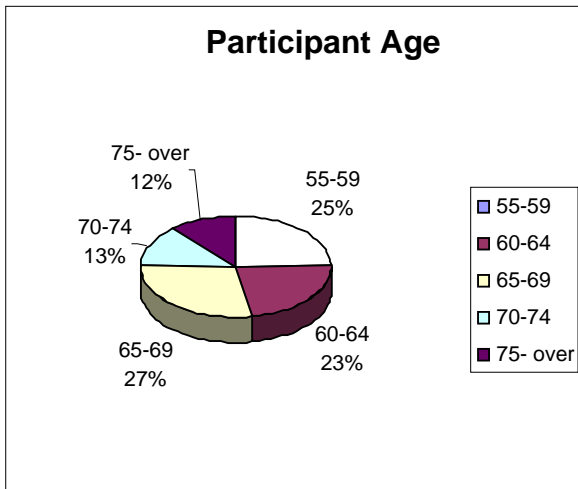
The results of an aging population required adjustments to our way of thinking about untapped resources in Tennessee's labor pool. The SCSEP program in Tennessee has been strengthened due to the continued collaboration with the career center system. In order to meet the demand of this special population, community outreach initiatives, and job fairs are developed to provide employment opportunities for the mature worker. The success of these collaborative efforts is due to the partnerships that exist between our SCSEP sub-contractors, national contractors, and community programs which contribute to the economic prosperity of this population.

During PY 2005, the majority of the participants of the SCSEP program lived in urban communities. However, with the increase of service industry jobs, the rural participant population is expected to increase in the upcoming years. It is our goal to ensure that our workforce development system is accessible to those participants with limited industrial employment opportunities.

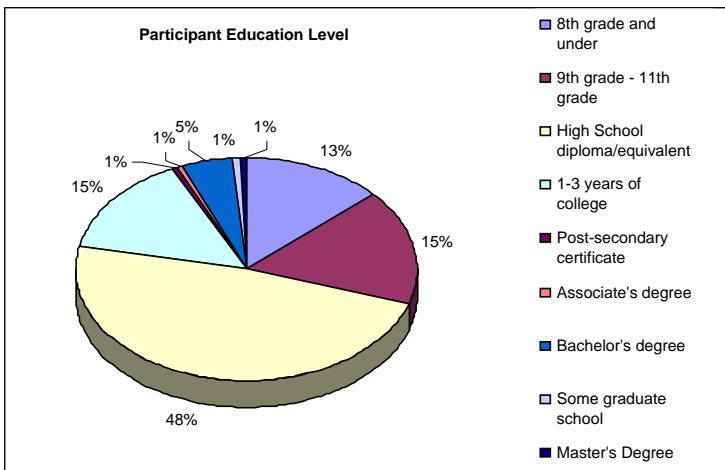
The PY 2005 outcomes of employment and training programs for this population are reflected in these charts of baseline data:

## Senior Community Services Employment Program – Participant Characteristics

### Year to Date



During PY 2005 the majority of senior participants who received employment services were females whose ages ranged between 55-65 years old. This exclusive population represented a wide range of ethnic and cultural backgrounds and was able to use our career services and establish employment in a global and competitive labor market.



Education levels of the senior participants ranged from 8<sup>th</sup> grade and below to graduate degree attainment. In these findings it is evident that the senior services initiative has the capacity to place individuals from diverse socio-economic backgrounds in careers that provide employment and financial security. Through the continued growth of this mission these training services will serve as a catalyst and ensure that this special population of jobseekers will be able to maintain a competitive edge in an unstable job market.

In Tennessee, our mature workers represent not only individuals who have retired, but also people who simply want a career change. We have made significant strides in developing a workforce system that caters to the specific needs of the low income population, as well as the needs of individuals seeking career growth and development. TDLWD has recently developed program initiatives that provide opportunities to the “baby boomer” population who offer employers a wealth of knowledge and expertise.

## *Expanding the Horizon – Boomer Careers Website*



There also have been significant outreach initiatives which attract experienced older workers, such as the 'Boomer Careers' website. The Web site offers baby boomers information on Tennessee job search, career transition, guidance on education and training, résumé writing, and career counseling at the Tennessee One Stop Career Centers. The site goes one step further in assisting the boomer generation with links to resources that can help them remove obstacles in their job search such as caring for an older family member. This new Web site enhances the work done at Tennessee Career Centers to help older workers, as valued members of our state's workforce, to make the career and lifestyle changes they desire.

### **Faith-Based and Community Initiatives**

#### **The President's Initiative**

Upon the creation of the Office The Faith-Based and Community Organizations Initiative, a paradigm shift occurred in federal government. The separation of church and government eroded. Previously existing barriers have been eliminated and the playing field was leveled to foster partnerships for non-traditional stakeholders. As a result, assistance of individuals, families, and communities who battle social distress can transform their lives by the opportunity to participate fully in services programs.

Across the United States faith-based social agencies have served as ground level community service organizations providing assistance to all individuals in need. Today the President's Faith Based Community Initiative generates funding opportunities for some of America's most effective and efficient social providers. To help Americans in need, in Fiscal Year (FY) 2005, \$2 billion in competitive grants across seven federal agencies were awarded to faith-based organizations.

#### **Tennessee's Mission – Statewide Coordinated Service Delivery**

In PY 2005, the State of Tennessee, in a collaborative effort with other federal agencies, provided grants to faith-based and community organizations, establishing and expanding activities that aid in the delivery of educational and human social services. This social reform effort assisted with the implementation of training programs focused on the development of employability and job training services.

Tennessee Department of Labor and Workforce Development (TDLWD) Faith-Based and Community Organizations Initiative program lends to the provision of leadership and guidance to the Local Workforce Investment Areas, Local Workforce Investment Boards, State Workforce Investment Board

and the One-Stop Career Centers to facilitate a seamless integrated delivery system for a demand driven workforce. The promotion of such a unified team will progressively enhance Tennessee's competitive and profitable edge.



In PY 2005, TDLWD engaged in a Memorandum of Understanding with the Division of Employment and Training, U.S. Department of Labor, and Center for Faith- Based and Community Initiatives. SHARE Network, an online resource directory, will be implemented to provide Tennesseans with linkages to the career center system as well as faith-based and community organizations. This partnership will promote the coordination of social services throughout the state and provide service access points for individuals seeking assistance in their perspective neighborhoods and communities.

There will be (4) four local workforce investment areas initiating SHARE Network in January of 2007. Once these pilot projects are evaluated and assessed, TDLWD will initiate the effort statewide. TDLWD is committed to the empowerment of local social services and community programs to ensure that most in need populations have access to the career center system.

A vital and pivotal component for the success of our faith based and community initiative is to continuously monitor the progress of the strategic decisions and provide solid leadership at a high quality level. In addition, we will continue to formulate strategies for program implementation and develop tasks which will respond to the specific needs of special populations. In this upcoming program year, it is Tennessee's mission to systematically move toward this adopted level of excellence.

### **Reentry Collaborative**

#### **Building Strong Partnerships**

The Tennessee Department of Labor and Workforce Development (TDLWD) is committed to ensuring that our career center system is accessible to individuals from all facets of social and economic backgrounds. Our goal is to provide a service delivery system that encompasses and targets the specific needs of special populations. Ex-offenders, who are released from our state correctional facilities, have several barriers to overcome in order to successfully transition back into society. Our career center system is an essential component of this transition.





In an effort to increase the accessibility of our career center system to service the special needs of ex-offenders, TDLWD in collaboration with the Tennessee Department of Correction (TDOC), has implemented several initiatives to assist ex-offenders entering the career center system. TDLWD serves as a key member of the Tennessee Reentry Collaborative, a consortium of state agencies that provide programs focused on offender reentry. Through this alliance, TDLWD has the capability of developing workforce system programs that target this special population.

In PY 2005, TDLWD established Reentry Point of Contacts (POCs) in all comprehensive career centers. These individuals were selected to provide assistance to ex-offenders entering the career center system. The POCs also serve as a liaison between the local correctional facility and the local career center. In this capacity, the POC will provide a direct link to the career center system before an incarcerated person is released from prison.

In our state correctional facilities, pre-release programs have been established to assist individuals with reentry transition. Pre-Release coordinators facilitate instructional courses that provide soft skills to individuals who are scheduled for release. These pre-release programs positively influence transition success, and assist with the overall reduction of recidivism.

This past year, TDLWD has made a commitment to provide career center system training to pre-release coordinators currently working in state correctional facilities. The curriculum will be tailored to provide these coordinators with extensive knowledge of career center system services. Once the coordinators successfully complete the training program they will be certified career development facilitators. TDLWD affirms that through increasing the accessibility of our career center system ex-offenders will successfully conquer the challenges of a demand driven workforce system.

## B. Local Initiatives and Capabilities

### LWIA 1

#### LWIA 1: Overview

Area 1's Northeast Tennessee Workforce Investment Board works in partnership with the Tennessee Department of Labor and Workforce Development to ensure the businesses and industry in our region are able to train and retain highly skilled employees. Last year, the NETWIB produced a high quality



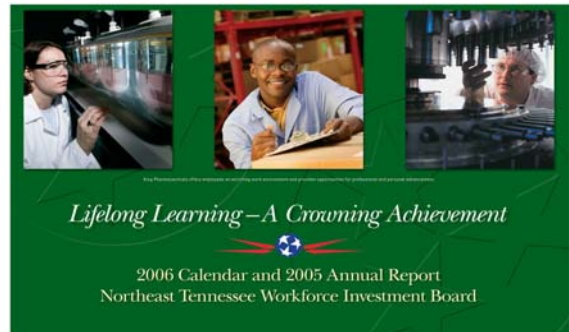
Employer Recognition 2006 calendar to highlight the commitment of local business and industry to education and skill training for their employees.

The theme of the calendar was aligned with the NETWIB's strategy to promote and increase the number of individuals attaining a GED, high school diploma, college degree, technical skill certificate or other educational achievement. Each month the focus was on an individual or employee who exemplifies the impact of education and skill training on company success and achievement. As a part of that initiative the NETWIB hosted an Employer Appreciation

Luncheon recognizing employers who had supported the project along with those who had participated in the Incumbent Worker's Training Program. Because last year's effort was so successful, the NETWIB is now producing a calendar for 2007. The focus for '07 is once again on education and skill enhancement for our workforce. We hope that sharing these stories will promote the importance of lifelong learning.



The Alliance for Business and Training celebrated its 20<sup>th</sup> year of service in workforce development system initiatives, having served more than 20,000 individuals during these 2 decades. The agency has invested more than \$25,000,000 in training, economic development and employer services for Carter, Johnson, Unicoi, Sullivan and Washington counties during its 20 year history.



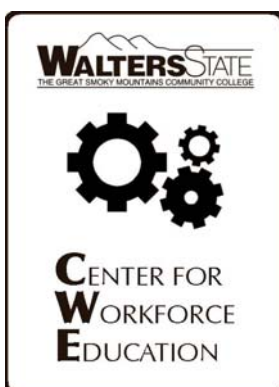
### LWIA 2

#### LWIA 2: Overview

#### CENTER FOR WORKFORCE DEVELOPMENT

#### Walters State Community College

Morristown, Tennessee



In November 2005 the Center for Workforce Development staff and Walters State Community College's Technical Education Division staff received one of the first Community-Based Jobs Training Grant to fund an innovative Center for Workforce Education on campus. The center is designed to provide flexible, affordable skills training in advanced manufacturing, particularly automotive parts manufacturing. The \$1.95 million grant includes \$500,000 for the latest manufacturing equipment. The center will be



open from 6 am to 10 pm, with courses offered in modular format as well as traditional methods. Partners that supported the grant proposal include major local industries, the Tennessee Department of Labor & Workforce Development, and the Mid-East Regional P-16 Council for Excellence in Education. The center's advisory council, composed of target industry representatives, has advised the faculty and WIA staff on the selection of equipment for the center, the technical curriculum, and employee and applicant assessments. The center has an affiliate career center along with the technical classrooms. The first incumbent workers have been enrolled, utilizing a tailored set of courses selected by their employer. The staff presented the project at the Southeastern Employment & Training Association spring conference, and has received a number of requests for a copy of the proposal from colleges and boards that plan to submit a similar proposal in the second round.

WIA involvement in the regional and county P-16 councils has included support for a regional educational forum and providing data. The goal of the P-16 councils is to raise the educational level of the area residents who currently often lack a high school diploma or GED. The youth program is also working with the Hamblen County P-16 Council on the Ready by initiative. 21

Local Area 2 staff and partners at the Five Rivers Regional Career Center in Talbott prepared a Level 1 application to submit to the Tennessee Center for Performance Excellence. Participating staff included the Tennessee Department of Labor & Workforce Development, WSCC Center for Workforce Development, Adult Education, Experience Works, and Vocational Rehabilitation.

In 2005 WIA staff was actively involved with local chambers and economic development agencies in recruiting and retaining area businesses and industries, such as Colgate Palmolive. Incumbent worker training grants, funded by the Tennessee Department of Labor & Workforce Development, and on-the-job training provided significant services to employers. These included employers in rural locations, such as Keifer Built in Hancock County.



## LWIA 3

### LWIA 3: Overview

#### Our Primary Goals

Workforce Connections (LWIA 3) continues to focus on these primary themes: Providing Improved Services To Customers, Building Effective Partnerships, Serving Diverse Populations, and Promoting Professional Development and Continuous Learning.

#### Providing Improved Services To Customers

Continued development of the Youth Program has resulted in a substantial increase in Youth Program enrollments. The in-school program model concentrates on providing services such as tutoring, grade incentives, and community service projects to insure that at-risk youth actually complete high school. During the past year, there were 14 program graduates. The out-of-school program model is focused on basic skills preparation, GED preparation, and leadership activities in the community.

In the adult program, 220 were enrolled in vocational training activities and 1,287 were placed in jobs through the Career Center. Ross learning center operated by Workforce Connections assisted 92 participants to receive their GED. A total of 456 students were served and 89.9 percent of those entered the program functioning below the 9<sup>th</sup> grant level.

In conjunction with the Greater Knoxville Area Chamber of Commerce, the Career Center sponsored a call center job fair attended by 150 job seekers and nine employers representing over 650 jobs. A Medical Industry job fair was held on the campus of Knoxville College with 200 job seekers visiting sixteen employers representing over 200 clinical and non-clinical positions.

### **Building Effective Partnerships**

Pellissippi State Community College and the University of Tennessee participated with Workforce Connections to honor GED graduates. Over 100 graduates proudly crossed the state in caps and gowns while over 500 happy family members and friends observed. The Business Advisory Council continues as a sub-committee of the Workforce Board. The University of Tennessee Center on Disability Employment and Workforce Connections joined forces to develop a funding proposal for customized employment. The Work Incentive Grant provided staff and equipment to Career Centers in LWIA 2 and LWIA 3 for better services to customers with disabilities.

Career Center staff participate as board members and volunteers with a variety of community organizations including Tennessee Technical Center at Knoxville advisory boards for Medical Assistance and Surgical Technology, Tennessee Valley Human Resource Association, Business Advisory Council, CAC Transportation Board, Boys and Girls Club Advisory Council, Senior Aide Advisory Board, and many others. These relationships make the Career Center a central part of workforce development in the area.

### **Serving Diverse Populations**

The Career Center experienced a 13.3% increase in Resource Room visits this year and more than 300 job seeking customers attended workshops conducted by Career Center staff and others. Specialized workshops for the Tennessee School for the Deaf, University of Tennessee graduate students in vocational rehabilitation, and Knox County Schools special education teachers.

Outreach through the Hispanic Chamber of Commerce increased the number of Spanish speaking job seekers and job search workshops for Spanish speakers were conducted. The Disability Program Navigator participated on behalf of the Career Center in activities involving a number of service providers to persons with disabilities.

### **Promoting Business and Economic Development**

Twenty-six employer recruiting events were hosted by the Career Center during the year. Workforce Connections managed five Incumbent Worker Training Grants with existing local employers. Staff from Workforce Connections and adjacent workforce areas participated in a workforce study being conducted by the Chamber of Commerce using a major national consultant. The Chamber of Commerce was the primary recruiter for businesses applying for Incumbent Worker Training Grants.

### **Success Stories**

A career center specialist worked with a husband and wife team who enrolled in a truck driving program. The wife cared for a daughter with special needs and had not worked out of the home for some time. The husband was unemployed.

They completed their CDL on 02/25 and went immediately to work. During their first 2 weeks on the road, they drove 32,000 miles at \$.32/mile (= \$10, 240 for 2 wks). One year later, they are making \$.50/mile and driving an average of 4000-6000 miles per week (\$2000-\$3000 per wk). They

stated that when they did their income tax, they averaged around \$100,000 for last year. They are getting ready to purchase their own rig and have decided to drive a month, stay home a month.

They both stated because of WIA's assistance, they can now afford to have someone help take care of their daughter (they were in financial duress before they started driving). They are extremely happy with driving and can now live a comfortable life.

A customer came to us in 2001 after being laid off from Imperial Home Décor. She was previously laid off in the first group of Levi's. She really wanted to be a nurse, but at the time Tennessee Technology Center had a long waiting list and she wanted to start school soon. She then went to Roane State and enrolled herself, completed her first year of pre-requisites while also getting out of a very abusive marriage.

WIA paid for her nursing program at Roane State. She is very thankful for the assistance she was able to receive. She graduated from Roane state May of this year and is working at Fort Sanders Regional Hospital as an RN with starting pay of \$ 17.00 per hour.

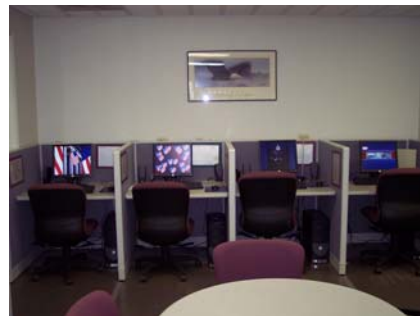
## LWIA 4

### LWIA 4: Overview

#### Accomplishments

Full implementation of the U.S. Department of Labor Work Incentive Grant to allow LWIA 4 to better serve individuals disabilities:

- Career Assistive Technology (CAT) cubes in 3 of our larger career centers
  - Large Touch Screens
  - Computers with a variety of keyboards, mouse devices, etc.
  - TTY Phone capability
  - Braille Printer
  - Software programs to assist with reading, composition, Braille translation, magnification and other special needs
  - Desk Top CCTV devices to provide magnification capabilities
- Purchase and Training of many resources for all of nine of our Career Centers
  - Software to assist with magnification, reading and other special needs
  - Portable magnification devices, reading pens and other tools to serve special needs
  - Keyboard Translation devices for individuals with hearing disabilities and to serve the Spanish speaking population
- Training for Career Center staff:
  - Software and Hardware mentioned above
  - Training to help staff better work with individuals with disabilities including sign language, mental health issues and more
- Promotion and Education of the tools available to all WIA partners, other social service agencies, Secondary and Post Secondary Training Institutions, local employers and business organizations, etc.



with



- Successful Youth Future Stars Program including a 3 Day Leadership Academy for over 60 youth that were selected from the youth participating in the local Youth Future Stars program in the nine counties of LWIA 4.
- Major Effort to Focus on Cost Savings
  - In total LWIA 4 realized over \$23,000.00 in savings (mostly telephone and internet related) in the Career Centers for all WIA partners. This savings is offset by an expected increase of over \$11,000.00 in utility cost resulting in a net annual savings of approximately \$12,000.00.
  - ETHRA Workforce Development has eliminated 3 administrative positions in an effort to reduce costs and operate more efficiently. This resulted in an annual savings of over \$100,000 for 2005/2006.
  - ETHRA Workforce Development has required that sub-contractor staff review each position that is vacant due to attrition before replacement to take advantage of opportunities to streamline work. This has included eliminating 3 positions in Career Centers that will result in an annual savings of over \$100,000.
- Receipt of the Tennessee Quality Award Commitment Level (level 2) for the Tennessee Career Center at Cumberland County

### **Selected Examples of Coordination with Employers**

- Blount Memorial Hospital – We have been able to work closely with their CN A and LPN instructors to assist in accommodating clients with disabilities. One example from the past has been to purchase special stethoscopes to assist people with hearing loss in their required job duties.
- Animal Works – The employer customized position and work duties for individual with speech, motor, and learning delays.
- America’s Collectibles Network (AC N) – A customer with a physical disability who had restricted keyboarding skills worked to improve her keyboarding and math skills. She was able to obtain a job at AC N where they customized a position for her which suited her skills.
- Asbury Acres – This employer goes out of their way to assist employees with severe disabilities. They create a team training environment that teaches the employee work skills and prepares them for workplace success.
- Oak Ridge Retirement Community - Brandon is an In-School/Younger Youth customer with mental retardation who has realistic career goals and should be encouraged to pursue these. He will need a great deal of external support in a vocational setting in order to proceed and succeed. WIA is assisting Brandon with work clothes and a work experience at the Oak Ridge Retirement Community through the Future Stars program to be completed 6/30/06 to help him achieve work experience thus increasing his level of confidence in himself. The Anderson County School System assists Brandon by his attending special classes
- Clinton Cards, Comics, and Collectables - Bernard is an In-School/Younger Youth customer with a learning disability where he shows a deficit in writing that makes it difficult for him to succeed without special accommodations and modifications. WIA is assisting Bernard with work clothes and a work experience at Clinton Cards, Comics, and Collectables through the Future Stars program to be completed 6/30/06 to help him achieve work experience thus

increasing his level of confidence in himself. The Anderson County School System assists Bernard by his attending special classes.

- Successful Incumbent Worker Training Program Implementation
  - Grants were awarded based on the recommendation of a committee comprised of a TDOL&WD Marketing Representative, TDOL&WD District Manager, state of Tennessee Economic Development representatives and ETHRA Workforce Development representative.
  - Grants were awarded based on state and a local board policy targeting funds to be distributed across all nine counties in LWIA 4 and to hard skills related training.
  - Over \$185,000 of grants were awarded to 18 companies in nine counties.
- Successful Implementation of On-the-Job Training programs offered through the Fast Track Initiative:
  - Great Dane, Huntsville, TN
  - Crossville Coal, Crossville, TN
  - Omega, Clinton, TN
- Full implementation of hard skills components in Career Centers to meet employer needs for job seekers with basic computer skills, customer service skills, specialized software skills, etc.
- Continued focus on training of subcontractor and ETHRA staff to ensure WIA implementation, change to Common Performance Measures, focus on business services, new ideas in delivering services to jobseekers and employers, etc.
  - Regional Training for the Greg Newton Video Conference Series
  - Opportunities through the Incentive Grant to attend training by employees and subcontractor staff including:
    - Work Keys Conferences to better implement Work Keys in Career Centers
    - Quick Books Training to provide basic training in the Career Center to meet specific employer needs
    - Participation in local county Leadership training
    - Participation in training offered through Economic Development
    - Specific software training such as Excel, Word and Access to meet job position needs and specialized employer needs
    - Organized and offered a brown bag lunch training series offered by the University of Tennessee on Presentation Skills, Healthy Lifestyles, etc.
- Developed and funded special programs to meet local targeted needs including:
  - Tennessee Technology Center at Harriman – additional LPN class to meet growing healthcare demand
  - Tennessee Technology Center at Huntsville – additional LPN class to meet growing healthcare demand
  - Scott County Government and Tennessee Technology Center at Huntsville – special program targeted to work with youth in Scott County to reduce risk of not completing high school
  - ETHRA Workforce Development – special program targeted to work with youth in Monroe County to reduce risk of not completing high school
  - Anderson Career and Technical Center – special program to expose Anderson County youth to jobs in the growing high skills manufacturing environment

## Success Stories

### *Hurricane Katrina Success Story Fabian Doulton*



Our success story for this month is Fabian Doulton, piano player and singer. Fabian was a victim of the Katrina hurricane and came to us from New Orleans. His major needs when he arrived were clothes, gasoline, relief from a very painful dental situation and, of course, a job. We are very happy that we were able to help in all areas. We bought him clothes at Walmart and gave him gas vouchers for gasoline. We also provided him dental care with a dentist who was willing to help work him in on an emergency basis, since his face was terribly swollen. We also made recommendations of hotels, nightclubs, and elder care facilities for him to contact about playing engagements. From those, Fabian has done a few “gigs” as he calls them and expects more in the future. Fabian is a frequent visitor to the Career Center and uses our computer lab and other resources.

Fabian said from the beginning that his plans were to remain in this area. He is very positive about his future here and we are very glad he chose Oak Ridge as his new home.

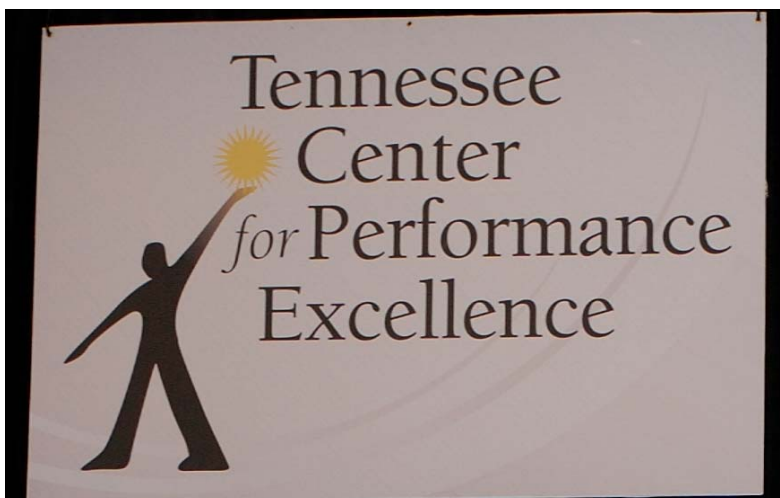
## Release

### FOR IMMEDIATE RELEASE

### **Tennessee Career Center Cumberland County to Receive Tennessee Center for Performance Excellence 2004 Recognition**

The Tennessee Center for Performance Excellence (The Center) today announced that the Tennessee Career Center Cumberland County in Crossville, Tennessee will receive recognition in its annual award program. Awards will be presented at the 12<sup>th</sup> annual Awards Banquet on February 17, 2005, at the Renaissance Hotel in Nashville, Tennessee. Cumberland County Career Center provides universal access to individuals and businesses seeking labor market information, training and assessment.

The Center, through its annual evaluation and assessment process, recognizes organizations that have achieved the highest standards of excellence in their operations and results.



The program uses the *Criteria for Performance Excellence* established by the Baldrige National Quality Program as the evaluation and education tool.

Awards are presented in four categories: Interest Recognition (the beginning level), Commitment, Achievement, and the highest level – the Excellence Award. The Tennessee Career Center Cumberland County will be recognized at the Interest level.

Awards are determined on the basis of fulfilling the criteria described for each level. There is no limit to the number of awards presented annually, but to achieve the Center's prestigious Excellence Award, an organization must demonstrate an exceptional commitment to management excellence relative to the standards.

To date, 16 organizations have attained this "world class" designation of which four – Eastman Chemical Company, Federal Express, Pal's Sudden Service and Caterpillar Financial Services, Inc. – have also achieved the Baldrige National Quality Award. For 2004, an Excellence Award is not being presented.

At the Center's three other levels, seven will be honored at the advanced level with the Achievement Award, ten are being recognized with the Commitment Award and 18 are Interest Recognition recipients.

"It is an honor for me to recognize and to offer my congratulations to all of these great Tennessee companies that have demonstrated a commitment to excellence," Tennessee Governor Phil Bredesen said. "The employees of each of these organizations are to be commended for having set and met the standards for quality performance that reflect positively on our state."

Since the Center's creation in 1993, nearly 1,000 organizations have progressed through one or more levels of achievement. A Board of Examiners made up of more than 85 experts in business, education, health care and government assessed this year's applicants in seven categories: leadership; strategic planning; customer and market focus; measurement, analysis and knowledge management; human resource focus; process management; and results.

Excellence implies more than competence," said Katie Rawls, president of the Tennessee Center for Performance Excellence. "It means striving for the highest possible standards. The 2004 Award winners represent the best and have done a great service by setting high standards for others to follow. I applaud their accomplishments."

The Tennessee program, which is itself a national and international role model, is open to all businesses as well as public and private education institutions, health care organizations, government agencies and other non-profit entities. Serving as chair of the 2004 Board of Directors is Dr. Michael Browder, General Manager, Bristol Tennessee Electric System.

For more information on the Tennessee Career Center Cumberland County, contact Pam Stubbs, Quality Coordinator, at (931) 484-7456.

For more information on the Tennessee Center for Performance Excellence, contact Katie Rawls, President, at the organization's Nashville office at (800) 453-6474 or (615) 214-3106.

### **Do Our Programs Really Work?**

WoW, how time flies. It seems just like yesterday that the former JOBSWORK (now Families First) program was getting started. I would definitely say that this "ages" me somewhat because this was in the early 1990's. To set the stage for this success story, run the film back 15 years. We were starting a new mandatory program with Department of Human Services called "JOBSWORK". Customers were referred (both self-initiated and mandatory) to maintain 40 hours per week activities with the local JTPA offices until they could come off of the welfare roles through employment. Yes, we were still



Job Training Partnership Act (JTPA) with our 8 counties working under Roane State Community College under the helm of Bobby Renfro.

Roane County had a goal of 16 JOBSWORK participants to enroll and maintain with the goal of getting them “self-sufficient” preferably via additional training to aid them getting off the welfare roles once and for all. We thought this would be an almost impossible process. But we were proven wrong.

One of Roane County’s first 2 JOBSWORK participants was Lisa. Lisa was from Oliver Springs. She was the mother of twin girls attending elementary school. Lisa had really never worked a steady job. She came into the program with great enthusiasm but did not really know what direction she wanted to go into. Lisa worked on the many in-house activities and worked on getting her skill levels sharpened for additional training. She investigated her training options and came up with the goal of becoming a “Dental Hygienist”.

She enrolled at TTC-Knoxville for the one year program. This year was somewhat long for Lisa. She juggled attending and driving to school in Knoxville daily as well as staying active with her girls in their many activities. Once Lisa completed training, she began to job search. An opening became available at a local Roane County Dentist’s office. Lisa applied but lacked the direct experience this dentist wanted. With the help of an OJT (On-the-Job Training) contract through JTPA, the local dentist agreed to hire Lisa to train her to meet his specific needs. At the completion of the OJT contract, Lisa was hired on permanently with this dentist.

Fast forward 15 years, at the end of June I was working on Families First contract close-out and had to call this particular dentist’s office regarding a bill. To my surprise, Lisa answered the phone that day. We got to catch up on how she and her daughters were doing. Lisa was still successfully working with this dentist maintaining her self-sufficiency. Best of all, her daughters were now grown, out on their own, and best of all, both graduates of UT-Knoxville. One is working in a hospital in Knoxville as a pediatric Respiratory Therapist while the other is currently working at the Knoxville Zoo in the field of zoology.

I got cold chills when I spoke with Lisa and realized how our programs helped this family both short and long term. This is truly what our programs (JTPA, WIA, JOBSWORK, Families First, etc) are all about. This personal effort by one welfare mother not only broke the cycle of poverty for her immediate family but the families of her children and probably of her children’s children in years to come.

### **Success Stories**

Nicky Ramdharri came into the Career Center in July of 2004. He was out of work and already enrolled in LPN training at TTC-Harriman. During his first days of class he had heard other people talking about coming through the Career Center so he decided to see if he could possibly get some assistance as well.

During registration at the Career Center Nicky told the staff about his unsettling past which included:

He had come here a few years ago from another country. Upon moving here, he had a few family members that had already relocated to this country. He moved in with his cousin who had married an American man and moved to Morgan County to settle down. Nicky did what he could to contribute to the household without having any income. He kept the yard work done and would occasionally buy a gallon of milk for the family. Nicky was not an American citizen but was trying to find a career that made him feel as if he belonged. He held a couple of different jobs, but none really made him feel that it was the career for him. Then he decided to join USMC. During his military training Nicky suffered a brain aneurysm. He was given an honorable discharge and sent home to recover. Nicky has done very well in his recovery,



although sometimes it takes his thoughts a little longer to process. He just takes his time to make sure he says things correctly.

The Career Center immediately began assisting Nicky with books, travel, a nurse pac, liability insurance and uniforms. These are things necessary for LPN training. He could not receive other assistance due to not being an American citizen. He told the staff how fortunate he felt to get help from the Career Center otherwise he may not have been able to get training at all.

Nicky graduated from Practical Nursing training on June 21, 2005. Soon after he applied and received US Citizenship, while doing this he also applied to change his name to Nick Compton because Compton is his father's name. His father had come to America and became a citizen long before Nick did. Nick was very proud and honored.

On August 5, 2005 Nick took his Licensed Practical Nurse exam and passed. Before taking the exam he had been applying for jobs. But one in particular he was excited about when they told him to come back when he passed his license exam. He did just that and was hired on August 9, at a nursing home in Knoxville as an LPN making \$16.00 per hr.

Nick Compton now feels as if he has the most important things in life, good health, a great new career, ability to obtain a home of his own, his father's name and can call this great nation his home. He is very grateful to all who has helped him achieve these things. Morgan County Success Story: November 2005

**Odis:** In August of 2003 Odis was laid off from his job at Roane Hosiery and he was devastated. After 25 years of service at one place he did not know where to turn. The mill was all he knew. Like the rest of the workers he took the literature, brochures and listened to what the area services had to offer. Odis was afraid that he was too old to start over with training, but there was not a large industry left in the area for him to settle into as he once did.

He came into the Career Center to apply for unemployment. While he was here he talked with the staff about how the Center assisted with training and job search. He took some brochures of area TTC schools to look at, the staff encouraged him to think of all options. In early Oct 2003 Odis came into the Career Center and said he had decided to take Industrial Maintenance at TTC-Crossville. He was concerned that it would be a risk to start school again at his age, but with the industry being so low in this county he needed a new trade to be able to move on with his life. He lives with his two elderly parents who need constant assistance and he is afraid to be away from them very long especially at night. Going to school would allow him to learn a new trade while drawing unemployment, getting assistance from TAA, and he would be able to be home with his parents at night.

Odis was registered with the Career Center in mid October. He met with the pell grant representative at the Center to get his paper work taken care of. During the rest of October, November and December Odis attended classes at the Career Center to upgrade his reading, math and language to required levels before entering training. He completed this task and began Industrial Maintenance training on January 5, 2004. It was taking some time for his TAA application to be approved, which seemed to be the standard procedure with dislocated workers going into training at this time because there were so many. The Career Center worked with Labor and Workforce Development and WIA paid for his tuition and books for his 1<sup>st</sup> quarter of training to get him started until the TAA picked up. In March of 2004 the Career Center began assisting Odis with transportation for the drive to TTC in Crossville. The Center paid him travel throughout his entire training lasting until March of 2005. Odis said he appreciated any help he could get. The only income he had was his unemployment and his parents needed a lot of medication that he helped buy. He was doing all that he could for them.

March 18, 2005 Odis graduated from TTC-Crossville with an Industrial Maintenance Technician diploma. He had done it and proved to himself that he wasn't too old to learn. He was more than ready to go to work. Odis came into the Career Center faithfully every week. He would meet with the Workforce Development representative once a week and go through her job listings. He did go on interviews, but most of the jobs there would be a lot of miles to travel to get there and home again or it would be a night shift job or it didn't pay enough for him to take. He told the Center staff "I'm praying hard and I know that God help me find the job I need to be able to be home with my parents at night and be close to them during the day in case of an emergency". He came to several job fairs at the Career Center with no luck. Then one day in November of 2005 the job listings had an electrician position at a local facility. He applied and interviewed for the position. On November 14 he was hired as an electrician at Pioneer Air Systems. It was a day shift position making \$10.00 per hour. He stopped by the Career Center to tell us how excited he was. He said he couldn't have done it without our help, giving him constant leads and mostly support and encouragement. He also said he knew the Lord would come through for him. He's found a decent paying job not far from home. He can be close to his parents during the day and be home with them at night. He got certified in a new trade and is beginning himself a new history of employment he hopes that will last until he retires.



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This is a just another one of the success stories showing partnership between Adult Education, UT Educational Opportunity Center, Labor and Workforce Development and WIA.

**Virginia Jones**, came to the Tennessee Career Center in the summer of 2003 to seek employment. She is from Sevier County but had lived in Nashville for many years before moving here to Blount County. She had more than 25 years of work experience in state, social services or educational settings, but was experiencing difficulty pursuing jobs in this area because of her age. While job searching in the resource room, the WIA Manager inquired about her skills and job interests to better assist her. At that time, it was obvious that she had very special talents and skills which would make her a valuable employee to anyone in the administrative/clerical areas. The manager then made a referral to the local Experience Works counselor, Joe Gallagher. After reviewing her eligibility, it was then determined the Career Center would be a training site for in order for her to acquire new skills which would make her more employable. She was also enrolled through WIA for Adult funding for supportive services related to her training needs. After working/training for the specified period of time for Experience Works, she was then hired at the Tennessee Career Center as the Resource Room Assistant. She has been with us for over 2 years total and has been a value added part of this staff. She is compassionate and caring to those who are in need of WIA or other community services and attends to their needs very effectively. Virginia has recently taken a job with Maryville College and is continuing to grow in her career.

### **WIA Partnership with Sunbridge Health**

ETHRA Workforce Development Director Debbie Petree and Program Administrator Deb Miller have been working closely with Sunbridge Health corporate staff in California to help better meet the needs of their local facilities – Marshall Voss Nursing Home in Roane County and Sunbridge Nursing Home in Campbell County. This relationship has resulted in speaking to the Administrators for all SunBridge facilities in Tennessee in order to promote WIA services throughout the state. Roane County and

Campbell County WIA staff were afforded the opportunity to set up a See the Possibilities Day at their local facilities to promote WIA services, hiring of WIA customers and more. Additionally Sunbridge is also going to be applying for an Incumbent Worker Grant and will be a key private business liaison as ETHRA Workforce Development applies for the U.S. DOL Community Based Jobs Initiative grant for the healthcare field.

Campbell and Roane County WIA staff worked closely with partners Adult Education, Roane State Community College and the Tennessee Technology Centers to provide a See The Possibilities Day on-site at the two facilities in LWIA 4. The day provided information for current employees to sign up for Basic Skills and GED classes, ask questions about upgrading their skills and education in the health care field and gave employees a great chance to network on career planning. Both the staff at the Tennessee Career Center and staff at the nursing homes hope to make this regular event for the employees.

The Campbell and Roane County WIA Staff are making referrals, providing assessments and testing, conducting career planning, helping customers in completion of applications and resumes, along with providing community resource workshops for individuals interested in the medical field.

Sunbridge Nursing Home is providing on-site Certified Nurses Assistant classes to fill job openings at one of Campbell County's larger medical care facilities. Students enrolled in the class receive a training wage during their Certified Nurses Assistant Training classes. WIA staff works with the students to provide support services toward required work related employment items. Once the enrolled individual completes their training at Sunbridge Nursing Home, their training wage of \$5.15 per hour increases to \$7.25 an hour as a full-time Certified Nurses Assistant. Each quarter several students in the Certified Nurses Assistant Training classes from Sunbridge Nursing Home are referred and enrolled into WIA services at the Tennessee Career Center in Campbell County and provided supportive services as they begin their new employment. Since June 2003, Sunbridge Nursing Home has hired over 50 WIA customers in CNA, LPN, RN and other positions.

Sunbridge Nursing Home has also been a great training facility to work with the Tennessee Career Center in Campbell County to train young people in the WIA Future Stars Youth Program. When Tyson Nelson graduated from Campbell County High School she was interested in the medical field. Through her positive training received in the Activities Department at Sunbridge Nursing Home, Tyson was convinced she was in the right field of study as her career choice. Sunbridge and its staff provided Tyson opportunities to train alongside Certified Nurses Assistants, Licensed Practical Nurses and Registered Nurses along with doctors and staff to help make her career choices. Today, Tyson is employed in the Campbell County community as a nurse at St. Mary's Medical Center. Congratulations to Sunbridge Nursing Home and all the citizens in Campbell County who benefit from their training and community involvement.

The Tennessee Career Centers at Roane and Campbell Counties and ETHRA Workforce Development look forward to a continued positive partnership with Sunbridge in providing support, training and jobs in LWIA 4.

### **A Multifaceted SUCCESS STORY Dustin and Dana Hollifield**

This success story is about two of our participants--Dustin and Dana Hollifield. It is also an example of how the WIA Program can help open one door of success which can lead to another and so on. Dana Loveday came to the Tennessee Career Center in August of 2002. Her employment goal was related to childcare, her true interest in life. WIA assisted Dana as she attended Roane State Community College. During this time she married Dustin Hollifield, another of our WIA participants. Dustin received WIA assistance with training at the Tennessee Technology Center and graduated with a drafting diploma. He is currently employed at Nucsafte in Oak Ridge.

Dustin and Dana wanted to start their own business. They leased and beautifully renovated a daycare facility next to Clinton Middle School--the perfect location. They now own the daycare and have enrolled a little one of their own, their daughter Bailey! They have also hired another of our participants, Darla Goodman, to be a caregiver there. Also, one of our Future Star participants will begin a work experience there in March and she hopes to become a full-time employee when she completes her work experience.

**Pam** has benefited from a variety of Career Center services and other partners especially Workforce Investment Act (WIA) Services, Adult Education, Department of Human Services and the Chamber of Commerce. Pam, has some significant learning disabilities, but through services received and through contacts she developed, Pam was hired full time at the local newspaper.

Pam is a Families First (TN's Welfare to Work Program) customer who has really benefited from the classes taught by WIA staff at the Tennessee Career Center in Campbell County to improve her software and employability skills. Additionally, Pam learned to use hardware and software that was available on the Career Assistive Technology (CAT) cube that assisted her in overcoming learning disability related barriers to learn to write newspaper quality articles.

Pam was referred to the Tennessee Career Center in Campbell County by Families First staff to pursue her goal of some short term training and employment. Pam rode the ETHRA van each day to classes at the Career Center. She was one of the first and last customers in the Career Center every day. Pamela learned quickly and had perfect attendance. She stayed extra hours at the Career Center working with Adult Education staff, Chamber of Commerce staff and the WIA staff taking advantage of the Career Assistive Technology (CAT) Workstation, which has a variety of hardware, software and other resources to assist individuals with disabilities.

Pamela now drives to work at the Jellico Christian Journal Newspaper/LaFollette Press Newspaper where she is a journalist. She also works part-time with the University of Tennessee doing typing assignments for Patricia Duffley-Renow, Assistive Technology Practitioner who consults through ETTAC with the Career Centers in LWIA-4. With many new friends, added self confidence and a positive outlook on life, Pam, who had not worked since 1995, now has two jobs and is a great spokesperson for services available through the Career Center, Workforce Investment Act and all partners, Chamber of Commerce, ETTAC and Department of Human Resources.

**Janie:** The Future Stars program is a unique opportunity where the youth of our community can explore career opportunities, develop academic skills and participate in a work experience opportunity. The Tennessee Career Center of Blount County has had the pleasure of working with a talented young lady, Janie, who was referred from a local educational institution. Janie was presented with diagnosed disabilities including speech, motor and learning delays.

Initially, assessments (some funded through the WIG grant) were provided to Janie to gain her confidence and to develop objectives for ensuring her success. Quickly, Janie began to strengthen her basic reading and math skills. Her next successes came as she gained leadership and team building skills by working through various activities with her peers in the youth Future Stars Program.

Janie experienced continued success once she began her work experience for the summer. Many achievements were gained in her daily learning activities at her work site with The Good Samaritan Clinic. Her mother sent an appreciation letter to us stating, "It has been a very positive and educational time of learning for her and a taste of the real job world, which cannot be duplicated in the classroom. She has been able to explore the areas where she has interest and to try new skills. She has been learning job responsibility, team work and is developing more confidence in her own abilities."

Accomplishments abounded as Janie was selected to participate in the Leadership Academy to continue development of her skills. Not only did she learn many new leadership and social skills at the academy, but she received a perfect attendance award at the closing ceremony of the event for her participation in the Future Stars program. Skills that have been developed and enhanced through the

Future Stars program will be life-long, valuable skills for her to continue her educational and employment endeavors. Janie continues to pursue her high school education and her career interests in animal science and sign language.

**Tara** is a former Future Star, who started in our WIA Youth program on a work experience. She has Juvenile Rheumatoid Arthritis, but other than her small, frail appearance, you would never know it. She did so well in her WIA sponsored work experience in the office at Lenoir City High School that they continued to request her assistance each year. Tara participated in Super Saturdays, and involved herself in many of the physical activities as best she could. She always kept a positive attitude and never complained. On many occasions, Tara would float to the top of the group as a leader regardless of the activity because she was such a positive person. She even assisted us with a community service project where we agreed to paint the whole outside of our local Habitat for Humanity building.

Upon completion of her last year of her work experience, Tara did so well that the WIA program awarded her scholarship money to assist her with school. In coordination with Vocational Rehabilitation, we counseled with Tara to help her try to choose her future career. She was very interested in Cosmetology and had been since she had started with us. After further discussion, however, she decided that the physical standing that would be required would probably prove difficult for her in the future. We then conducted assessments and even spoke with some of the school counselors about career possibilities. However, she continued to desire to work in some type of cosmetic field. Tara finally decided on the esthetician field, in which she would be able to sit down while she works on patients. After meeting with Tara, the owner of the East Tennessee School of Cosmetology agreed that Tara could definitely pursue this field so we moved forward. Shortly afterwards, we started getting wonderful reviews on how Tara was doing. She not only did well in the classes, she was also helping the other students.

Tara just recently successfully completed her testing and certification in the esthetician field. She is actively looking for work, and has heard from a couple of spas in that regard. However, Tara really wants to open her own salon one day. She most likely will do just that!

**Jeff** is a youth customer with Intellectually Gifted/Asperger's Syndrome whose goal is to be a Math Professor, and is currently attending the University of Tennessee at Knoxville. Through training provided by WIA funding, staff learned techniques and resources to better work with Jeff. WIA staff then worked closely with other agencies to put together a plan to help secure Jeff's success. The Youth Future Stars program was invaluable to Jeff to help him develop social, leadership and teamwork skills. WIA also assists Jeff with travel assistance while he is in training. Vocational Rehabilitation has assisted Jeff with his tuition and books.

**Dorothy "Dot" Watson** began working at Athens Products in 1979 and probably thought that she would work there until she retired. Little did she know that the company would close in 2003 and that she would become unemployed at the age of 47. She knew that she wanted and needed to make a major career change.

Dorothy did her research and decided that she wanted to attend the Tennessee Technology Center in Athens and enroll in the Business Systems Technology program. She was eligible for National Emergency Grant (NEG) funds. She was also eligible for TRA. She enrolled school in March 2004. NEG funds were used to pay for her books, tuition and support for her first quarter. She also eligible for TRA for almost a year. In second quarter she became eligible for a lottery scholarship and her funding



She  
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sources were readjusted. In February 2005 she began a co-op position at Denso through Randstad as a data entry clerk. She gained valuable work experience through this assignment. In June 2005 she received her certificate from TTC and began working for Leonard Blevins Tax Service as a bookkeeper in August 2005.

Dorothy has now been working for Mr. Blevins for 10 months, and her future looks bright. She is definitely a success story.

**Edie** is an Adult customer with PTSD and Fibromyalgia whose goal is to become a Registered Nurse after graduating from Lincoln Memorial University in December '06. WIA has assisted Edie with travel assistance, uniforms, car repair, and the cost of some books, while Vocational Rehabilitation has assisted her with tuition and books. Training received by the Career Center staff has prepared them to better work with customers with disabilities such as Edie.

**Thomas** is an Adult customer with ADD whose goal is to become a Respiratory Therapist when he completes his courses at Roane State Community College in Oak Ridge in May '07. WIA has assisted Thomas with travel assistance and uniforms while Vocational Rehabilitation has assisted him with books. Thomas also has received the Simmons Scholarship for Health Care Providers that assists him with tuition and books. The Career Center staff has worked closely with Vocational Rehabilitation to ensure Thomas' needs are met that will help ensure his ultimate success.

**Sherri** is a Dislocated Worker who has juvenile rheumatoid arthritis. We are currently working with Sherri and our Labor partners to try to help her find employment. She wants to go to work in a less physical environment so she is searching in that field while she is receiving her Unemployment Insurance. She is also coming to classes in some of our In-House programs.

**Cain** was a young man uncertain which direction to take in today's world!

Cain had been in the Youth Program previously but things at home were not good at that time. He had a small child whom he had custody of every weekend. As time progressed he was still searching for a trade which he could count on for a good future and a good living that would enable him to pay his child support. Cain moved in with his Grandmother. She seemed to be influential in his returning to our office and his decision to go back to school.

Our Youth Coordinator referred Cain for Adult WIA services. She believed if he could find a trade that would keep his interest, he could be successful. WIA staff discussed different career options with Cain. He was interested in Industrial Electricity and staff agreed this particular field would be a good fit for Cain based on his assessment results. He started the program on 3/28/05. WIA staff monitored Cain closely. He had a 92 average at the end of the first grading period. His Instructor's notes stated, "doing well...good student". Cain continued to do well in all areas and he kept a part-time job during school. WIA counseled with him often during this time. Student was making wonderful progress. Cain graduated 12/16/05; his transcript grades were never below a 92.

Cain was referred by WIA for an interview with a local electric firm. He got the job and has already received a raise. The owner called the WIA office personally to let us know that Cain is an asset to his organization and if he ever needs another good electrician that he will definitely call WIA. Cain said, "I appreciate your help and understanding", I could never have made it without your support."

**Linda Wimberly:** After the events of the last two weeks and the realization of all the work that will come in the near future, it makes perfect sense to profile of one of our former WIA participants Linda Wimberly.

Linda, a member of a family of eight children, left school after the 8<sup>th</sup> grade in 1969 to help her mother with the children and a grandson her parents raised. Her brothers and sisters adored her and

thought of her as a second mother. She married, had a son of her own and worked for 22 years in local sewing factories. She had a good life but deep inside she knew that she wanted and needed more. She wanted an education.

In 1995 she decided to do something about it. She signed up to take the GED test. She really didn't expect to pass the test. She took the test and waited several weeks for the results. When she received her results, she was elated to find out that she had passed her test and received her GED!

Linda was content with the fact that she had fulfilled her dream of a high school education. She continued to work in the garment industry and was a very productive worker. It was not until 1999 that her world was shaken again. She received notice that her employer, Owenby in Tellico Plains, was closing. She knew that there were very few garment factory jobs left in Monroe County. She knew that she had to make drastic changes in her life.

Because much of Owenby's work was going out of the country, Linda qualified for special benefits through TRA/TAA and was eligible for the Job Training Partnership Act program. She knew that she needed to do something, but the thought of going to college scared Linda to death. She and some of her co-workers were a very tight group. They checked into all of their options and decided to enroll into college together which probably made all the difference in the world. They had a strong support group which is so important when dislocated workers enter into the unfamiliar world of college. Cleveland State's Vonore campus staff was very pro-active and put together classes that would begin in January 2000 so that there would be no major gap in the time of the plant closing and the time that classes would start. Linda enrolled into a two semester certificate program (Workforce Preparedness Certificate—Business with concentration in Computer Business Applications emphasis) in January 2000. Linda would be the first to admit that there were some rough times. The curriculum was intense. Linda had never even touched a computer before. She struggled in the beginning but after the initial shock she began to flourish in her efforts. She studied hard. She finished the semester in May 2000 and was transitioned into the new WIA program in July 2000. She began her second semester in August 2000. In November she wrote in her monthly progress report that she had enjoyed going to school and had made many new friends. She completed her coursework in December 2000 with a 3.0 GPA!

Linda began her job search after she finished school. She checked out various leads and put in applications. Linda's opportunity came at the end of July 2001 when the WIA staff referred her to the Monroe County Chapter of the American Red Cross for a position as a clerk. She was hired on 8/6/01.

Just as she did in her college work, Linda has flourished in this position. She has outlasted four directors. She is now the office manager and does it all. At the present time she is the only paid staff person with the Monroe County Chapter. She, her board members and community volunteers are working round the clock with the Katrina storm victims. She is making decisions that will shape the future for many storm victims. She is doing an outstanding job and is definitely a success story. Monroe County is definitely lucky to have someone with Linda's experience and compassion in a leadership position during this time of crisis.

**James Morgan**, an 18 year old youth, was referred to the WIA program by Monroe County Adult Education instructor Bev Taylor on November 21, 2005 and was enrolled into WIA services on November 29, 2005. He had dropped out of high school and was in the process of getting his GED. At that point it was agreed that he would be given WIA support for each day he attended class and that WIA funds would be used to pay for his GED testing fee.

James work hard in class and took the GED test on February 3, 2006. He passed on his first attempt! Now he was an unemployed 18 year old, but at least he had a GED. He was ahead of the game in that respect.

James took a job at a local sewing factory, but it was not a good match for him. He eventually left this job to seek other employment.



The WIA staff continued to refer James to job openings in the area. Since he had very little work experience, it was decided that he would be a good candidate for a work experience position. Since he lived in Madisonville and wanted to work in a manufacturing environment, it was decided that Hope Industries in Madisonville would be contacted. This company was very interested in working with James. Since the company required all employees to have drug screen test before employment, it was decided that WIA funds would pay for his drug screen. He began his work experience on June 1, 2006. The company exposed him to many jobs in the plant, and he obtained valuable work skills. His work experience ended on June 30, 2006.

On July 4<sup>th</sup> James was hired as a full time employee by Hope Industries. The company is very pleased with his performance and he loves his job. This was a win-win situation for both James and Hope Industries.

### **Youth Success Story**

**Amber Weaver Vincil** participated in our Youth Work Experience program this past May and June. When we were working with Amber to try to find a worksite for her, she expressed an interest in working for a medical office. Since that was a popular request this year, we already had two participants placed at the medical locations that we have used in the past. In checking with a new location, Summit Medical Group in Lenoir City, I discovered that not only were they interested in working with one of our youth, but that they also needed someone permanently for an office position. The office manager assured me that if Amber did well that she would have a good chance of getting full time employment with them. Needless to say, Amber was elated and excited about starting her new job and we were hopeful that she would get the job full time. She expressed to me her strong desire to make a good impression, and we were able to purchase some work clothing for her so that she could feel more confident. Amber also was determined to pass her GED during this time. When she tested initially, she said that she got really tired towards the end of the exam. She only needed to pass one section in order to pass the GED overall. We all encouraged her to pursue the exam again and Summit Medical Group let her off to retake the section that she did not pass. A few weeks later, we received the positive results that she had passed! Every time I drive by Summit Medical Group on my way to work, I get this really good feeling inside. While working with our program, Amber passed her GED, did an excellent job on her work experience and now has managed to secure full time employment with Summit in their office. She also has a scholarship through the Adult Education program and is thinking about taking some college classes in her field as she continues to work full time.

### **LWIA 5**

#### **LWIA 5: Overview**

In Local Workforce Investment Area 5, the Southeast Tennessee Development District serves as the Administrative Entity for the *Workforce Investment Act (WIA)*. The workforce area is uniquely configured rural and urban portion of southeast Tennessee, positioned in a broader regional tri-state labor hub that extends to the bordering states of Alabama and Georgia.



The Local Workforce Board has worked diligently to establish a premier system of workforce delivery. In building its system, the Board envisioned an integrated network of partners collaborating to help Tennessee business remain strong and profitable through providing an educated, trainable workforce. To deliver workforce services across nine Tennessee counties, the Area offers convenient, accessible



services through its two full-service and four satellite One-Stop Career Centers.

The demand for workforce services has continued to grow. In the past year alone, more than 73,000 customer contacts were made across the Southeast Tennessee Career Center System. More and more, job seekers have begun to realize the significance of education and training as a way to eliminate skills gaps and to provide entry into the higher demand, higher paying jobs in the marketplace. The Career Center system has proved instrumental in enhancing the employability of these workers through providing information that enables them to make more informed choices when accessing skills to the labor market. Strengthening the workforce through education and job training accomplishes more than any other factor in terms of promoting the wealth of communities in southeast Tennessee.



Providing universal services to all job seekers through the Career Center System is best achieved through collaboration and partnerships. Nowhere is the strength of partnerships more crucial to the Career Center than through the expansion of services to traditionally underserved populations. To expand Career Center services to workers with significant disabilities, the Local Area was awarded a \$225,000 grant from the ARC of Tennessee to pilot a customized employment model. Program Year 2004 was the first year of operation of the pilot, and already the Career Centers have witnessed a marked increase in the number of workers with



disabilities accessing the Centers for service. The Area is fortunate that a prior *Work Incentive Grant* through Chattanooga Goodwill Industries provided more than \$150,000 in assistive technology to the Career Center Resource Rooms, effectively eliminating barriers to accessibility for the hearing and visually impaired.

The Department of Labor's funding of its workforce programs remained relatively stable over the past year, but with the need for workforce services continuing to escalate, supplemental grants provided through the Tennessee

Department of Labor's State Reserve Funding proved to be a real boon to Local Areas. To further support the escalating skills shortage of health care professionals in Southeast Tennessee, the Department of Labor and Workforce Development provided grants totaling more than \$300,000 to Local Area 5 to help address these critical shortages. State grant funds were supplemented with a \$30,000 allocation from National Health Care Parkwood Nursing Home. Special purchase classes to train Adults and Dislocated Workers have enabled the Local Area to train nearly 50 Licensed Practical Nurses over a three-year period.

Area 5 has a strong history in launching model programs and conducting regional and national demonstration projects. This record led the Tennessee Department of Labor and Workforce Development to select Southeast Tennessee to serve as the State's first Career Readiness Certification (CRC) project test site. Based on the *ACT WorkKeys™* assessment model developed by *American College Testing, Inc.*, (ACT) the Career Readiness Certification functions as a portable skill credential that serves a two-fold purpose: it enables workers to document that they have the skills necessary to competently perform a job and it helps employers to make more informed hiring decisions. To pilot the project, the Tennessee Department of Labor and Workforce Development awarded \$50,000 to Area 5. As an introduction to the WorkKeys system, grant resources were program-med to provide no-cost job profiling to area employers. To date, 15 companies, representing six different industry sectors have benefited from grant-supported, customized job profiles. Since the inception of the project, over 500 workers in Southeast Tennessee have taken the *WorkKeys* assessments and have been awarded Career Readiness Certifications (CRCs).

The Career Readiness Certification (CRC) initiative became the leading dynamic that prompted the Local Area to move toward supporting a stronger shift to regional collaboration as the vehicle to advance the larger region's economy. Out of this work, a new *Tri-State Regional Workforce Collaborative* was born, bringing together a coalition of partners representing Business, Workforce, Government, Education, Job Training, and Economic Development from three states. These multi-state partners have joined forces to focus on a new direction in economic and workforce development. Based on the premise that economic competitiveness is driven by market forces and commerce - not by physical or governmental jurisdictions, the Collaborative identified three states: Tennessee, Georgia and Alabama, to participate in the Regional Workforce Collaborative. Data establishing commuting patterns and proximity to major centers of commerce were used to identify 26 counties that are currently represented in the Collaborative.



**(Photo of Katrina Evacuee successfully trained and job placed)**

Sophisticated technologies abound in modern manufacturing and, when a labor market analysis conducted by the Southeast Tennessee Workforce Board revealed a vast undersupply of workers trained in the operation of Programmable Logic Controller (PLC) technologies, the Board went to work to address the skills deficit. To help eliminate this crucial skill shortage, the Board joined forces with the Southeast Tennessee Development Corporation and commissioned the construction of a customized training unit. TDOL&ED provided Special Reserve Funding in the amount of \$100,000 to provide instructional support and training aids necessary to train 100 workers. Through the PLC training, a sufficiently skilled pool of workers will be developed that will be able to respond effectively by using upgraded technical and diagnostic skills to conduct complex programming of systems vital to advanced manufacturing.

As Hurricane Katrina ravaged the Gulf Coast last year, hundreds of thousands of families were left homeless and destitute. Many were evacuated to other parts of the country and more than 600 arrived in southeast Tennessee. The U.S. Department of Labor provided funding to States in need of hurricane reintegration assistance. In Southeast Tennessee, the Development District was awarded \$100,000 to provide for a professional Hurricane Reintegration Counselor to deliver employment and training support to evacuees. In addition, \$76,000 was awarded as a National Emergency Grant to provide for emergency food, clothing, childcare, and transportation, and relocation assistance. The Reintegration Counselor set up shop in the Career Center in Chattanooga and roughly 300 evacuees received vital support services. A number of families have elected to permanently settle in the area and the Chattanooga Career Center assisted 92 Adults in securing successful employment.

While employment and job training services that benefit the jobseeker are critical components of a public workforce delivery system, the Workforce Board has long recognized business and industry as the ultimate customer and key stakeholder in the workforce system. To ensure that the business community is familiar with the services available through the Southeast Tennessee Career System, Business Services Representatives made 526 personal contacts with employers during the past program year. Expanded marketing helped to forge important relationships that serve as a conduit for sharing information on training incentives available for new hires, as well existing workforces.

Employers in LWIA 5 realize substantial cost-savings when they rely on the Career Center system to assist with their human resource needs. As job orders are filed, the Career Center assumes responsibility for recruitment, worker assessment, referral of trainable job applicants and follow-up. These services are provided at no cost to the employer and save the company valuable time and

resources. In addition, many employers benefit from incentives derived through WIA's *On-the-Job Training (OJT)* program, as well as the Incumbent Worker Program, and initiative jointly administered by the State and the Local Area.

## LWIA 6

### LWIA 6: Overview



Gary D. Morgan

Executive Director

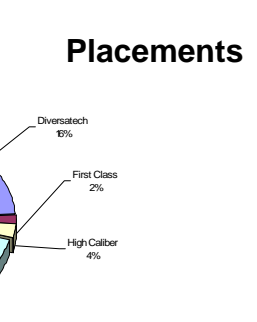
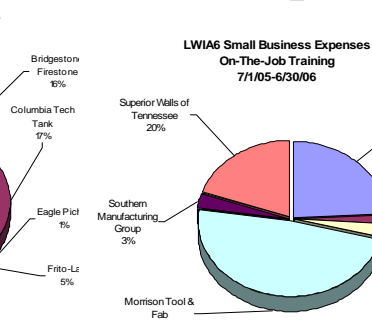
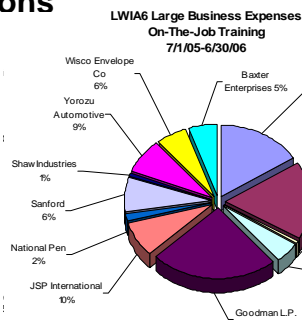
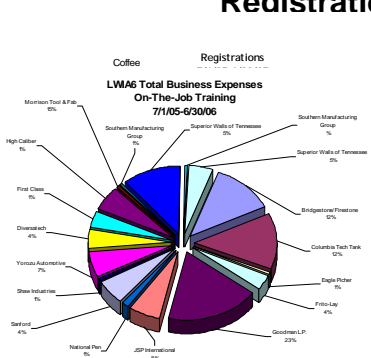
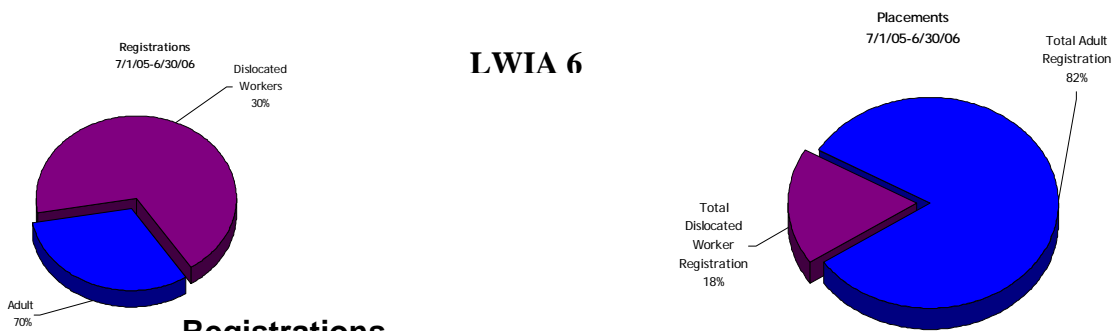
Workforce Solutions, with the direction of the Local Workforce Investment Area Six Board, which includes, Bedford, Coffee, Franklin, Grundy, Lincoln, Moore and Warren Counties, has just completed the most successful year (program year 2005-2006) in the agency's history.

**1,601 adults and dislocated workers were registered with Workforce Solutions, and received either core, intensive, or training services. 1,069 of those individuals entered employment with an average starting wage of \$10.49 per hour. The average cost per placement was \$1,465.35.**

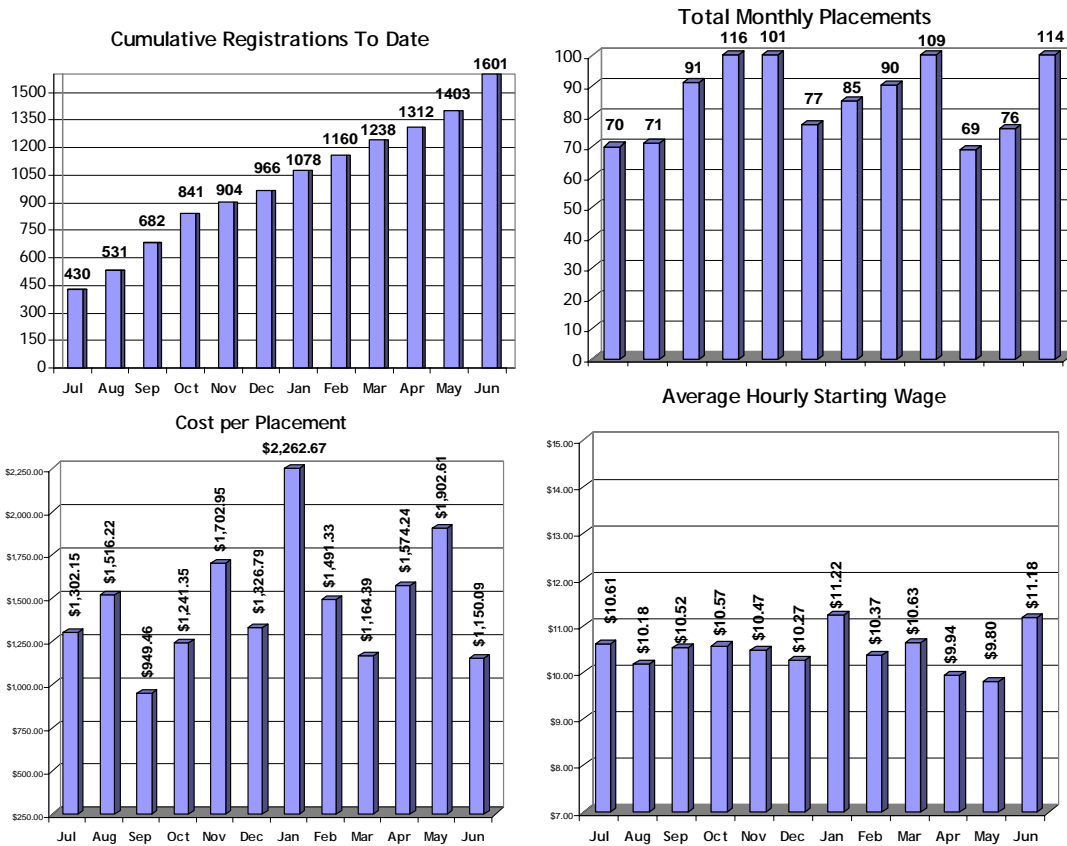
The main reason for this success is the growth of the on-the-job training program in Area Six. 21 of the area's best employers participated in the on-the-job training program. \$549,537.66 was reimbursed to these 21 companies for their assistance in training entry-level employees.

11 training providers were utilized to train 297 individuals through the individual training account (TTA) program. Vocational skills training were provided at various locations throughout the state.

8 youth contractors provided both in-school and out-of-school services to 311 participate in Area Six. 62 credentials were achieved, including 33 GEDs, 14 high school diplomas and 15 post-secondary education certificates.



## LWIA 6 - Adult & Dislocated Worker Update -- Program Year 2005-2006



## LWIA 7

### LWIA 7: Overview

#### Counties Served:

Cannon, Clay, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, White

#### New employers and the services provided in 2005:

##### Incumbent Worker Training Program:

Dana Automotive, Tutco, Fleetguard, Phoenix USA, Premier Diagnostic

##### Direct Employer Services (Recruitment, screening, testing, assessments, referrals, etc.):

Tutco, Dell Computer, Nestle Waters, Placement Pro, MP Components, Cheddars Restaurant, Sam's Club

##### On-the-Job Training:

Dana Corporation, Perdue Farms, Nestle Waters

##### Skills Shortage Grant:

Premier Diagnostic, National Health Care, Stones River Hospital

##### Fast Track:

Perdue Farms





**Upper Cumberland Career Center  
Job Fair ~~~ Dell Computer**



**Dana**

**Corporation--Provided OJT & Incumbent Worker Training**



**Nestle Waters North America  
Provided Assessment, Screening, and OJT Services  
Nestle has hired 165 employees through LWIA 7  
Nestle's volume of production was over 1 billion bottles in 2005**

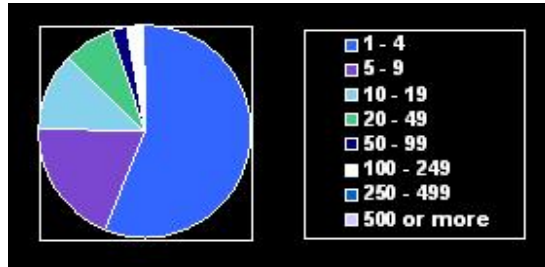


**Premier Diagnostic  
Provided Incumbent Worker Training & Skills Shortage Grant**



**Percent of employers marketed by services and the tools used to measure effectiveness**

Employer size varies by area  
 All potential employers are contacted  
 Effectiveness measured by customer satisfaction surveys and individual contacts



**Employers by Employment-Size Class**

LWIA 7									
Total Est.	1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-599	1000 or more
4131	2302	810	489	328	103	71	19	5	4
100%	55.7%	19.6%	11.9%	7.9%	2.5%	1.7%	.47%	.12%	.11%

*Cost savings implemented in 2005*  
**Number of Establishments by Employer-Size Class**

On going process  
 Reduction of In-School Program costs while maintaining same level of service

**Collaborative efforts with all partners**

Service integration  
 Access to network of education & training providers, social services, & other public job placement resources

**All partners in the Career Center (and partners that have separated from our Career Center since inception and why)**

- TN Dept. of Labor & Workforce Dev.
- Workforce Investment Act
- Vocational Rehabilitation
- Adult Education
- Families First (no longer co-located in Area 7 due to financial reasons)
- Title V – Older Workers

**News Releases and Successes**



## LWIA 7 Successes

**Diane Oracion**

**Medical**

**Brooke Johnson**

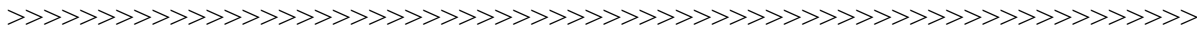




**Tammy Rule Snow**



**Wendy Mee**



**LWIA 8**

**LWIA 8: Overview**

**WorkForce Essentials, Inc. and the North TN Workforce Board (NTWB) have had a very exciting year. Many new "partnerships" have established along with unique grant funded opportunities for py 05/06.** been



**Newest Career Center in LWIA 8: Waverly, Tennessee**—It's official! Humphreys County citizens now have a unique, multi-faceted workforce development career center. The newest Career Center in LWIA 8 was introduced in Spring 2006. "The Humphreys County community, employers, and individuals now have a centralized location where they can easily access free employer or job seeker resources. We are proud to be a part of the Tennessee Career Center System," stated County Mayor Jaycee Rawlings.

**Employer partner: Convergys Clarksville**—Through the crafting of a unique partnership, North TN Workforce Board has helped establish a job pool qualified candidates for consideration of employment by Convergys. As a new method of finding qualified individuals, Convergys turned to Clarksville Montgomery

**ATTENTION Hurricane Survivors:**  
**If you are a victim of Hurricane Katrina or Rita, WE CAN HELP!**

The TN Department of Labor & WorkForce Essentials have Specialists to provide career & life counseling, help you find employment, secure job skills training, locate housing & transportation, and offer guidance regarding unemployment insurance & health issues.

*Call Reintegration Counselors Betsy Abrams or Laurie Swift at 931-551-9737 or [www.worldforcessentials.com](http://www.worldforcessentials.com)*

the of



County Career Center partners Mid-Cumberland Community Services Agency, National Council on Aging, & Workforce Essentials to establish a training partnership where job seekers are trained specifically for Convergys' work environment. Once individuals graduate from the training, Convergys can select from a now widened pool of qualified candidates. To date, 51 mature workers have participated in the training.

### **Hurricane Reintegration:**

In the fall of 2005, we announced the addition of two Reintegration Counselors to help people & families displaced by Hurricanes Katrina and Rita. The Counselors worked directly with individuals and linked them to a wide array of government resources available through the workforce development system, Department of Labor, Department of Human Services, and other non-profit organizations. The Reintegration Counselors established offices at the Clarksville Montgomery County Career Center and scheduled regular visits to Career Centers and Workforce Essentials offices across the area.



To date, the Reintegration counselors provided career & life counseling, helped victims find employment, secured job skills training, located housing & transportation, and offered guidance regarding unemployment insurance & health issues to more than 355 individuals. Although the Hurricane Reintegration Grant is ending, The United Methodist Committee on Relief (UMCOR) has awarded WorkForce Essentials with a grant for \$460,000 to further assist hurricane affected families with long-term recovery.

### **First Ever Regional Workforce Summit:**

**Nashville**—Three workforce boards that span Middle Tennessee joined forces recently and brought a nationally known futurist to a first-ever regional workforce summit titled, The Barlow Perspective: The Impact of a Futuristic View on Today's Strategic Direction. Community leaders from Montgomery to Lawrence Counties, and areas in between, were chosen to participate in an interactive audience-response driven strategic planning meeting.

Hosted by Middle Tennessee Workforce Investment Board, South Central Tennessee Workforce Alliance and the North TN Workforce Board/Workforce Essentials, this event offered a new perspective and awareness to allow these community leaders time to collaborate and strategize regional workforce goals to enhance tomorrow's economy.



### **Jobs for TN Graduates (JTG) Program:**

WorkForce Essentials' JTG program has been established in 4 area county school systems, Cheatham, Houston, Robertson & Williamson. In the 05/06 school year, we served 236 students.

Not only do we have a positive local program, but we have also been recognized state-wide, regionally and nationally as an award winning program. In the State of TN competition where we competed in 11 events, we had seven 1st place winners and four 2nd place winners. In the National competition held in Washington DC, we had one 1st place award winner, two 2nd place winners, and one 3rd place winner.

### **Incumbent Worker & Fast Track Grants:**

The North Tennessee Workforce Board and WorkForce Essentials were awarded with \$171,000 in Incumbent Worker Training Grants. These monies have been used to assist A.O. Smith (Cheatham); EraChem Comilog (Humphreys); Hendrickson (Montgomery); JDAK (Robertson); Jet Harbor, Unipres USA and Western Plastics (all Sumner); and Rainbow (Montgomery) with on-the-job upgrading of skills training programs for a total of 400 employees.



In the workforce & economic development arena, we got on the Governor's "Fast Track" to assist 650+ employees of Bavarian Polymer and Metrican (Dickson); Sertapak USA and Electrolux (Robertson); Trane (Montgomery); Nissan and Community Health Systems (Williamson); and Gastite (Sumner) with more than \$500,000 worth of training in preparation for their expansion efforts.

**Career Center Business Services FACTOIDS...**

- Provided Services to more than 600 employers (business customers)
- We have served business customers in 23 states

**A Whole Lotta Career Center Customers...**

**7/1/05 – 6/30/06**

- Clarksville-Montgomery County 49,474
- Dickson County 17,402
- Humphreys County 4,458
- Robertson County 23,861
- Sumner County 28,387
- Williamson County 14,886

**Company WIA Results 05/06...**

	<u>Adults</u>	<u>Dislocated Wkr</u>
Total Enrollments:	706	613
New Enrollments:	455 (150%)	241 (145%)
Placement Rate:	92.84%	92.68%
Wage Rate:	\$13.15	\$12.68

**LWIA 9**

**LWIA 9: Overview**

**Mission**

The mission of NCAC is to provide job readiness, career resources and employment connection products to individuals, employers, and organizations so they can make a broader contribution to the economic well being of the community.

### Strategic Goals to Accomplish Mission

1. To provide employment skill products to Middle Tennessee job seekers as evidenced by the percentage of Middle Tennessee job seekers who acquire a job and stay in the workforce for at least six months, and increase their wages.
2. To provide employment connections products to employers through collaboration with the chamber, local business organizations, our diversity council, the employers council and the community at large.
3. To provide communication products that will enhance opportunities for employers and job seekers to connect with our services and provide an opportunity to be a partner with economic development in retaining and attracting business to the area.
4. Continue “management by data” to facilitate a business model approach as we attempt to meet our performance goals and serve our customers
5. To provide academic enhancement, career and community connection products to qualifying youth in Middle Tennessee youth in addition to facilitating after-school programs that support technology careers and collaborations with community colleges and technology centers

### Strategic Planning Statement for the Future

As we look toward the future, the Middle Tennessee Workforce Investment Board visualizes a skilled workforce in a community that promotes self sufficiency, economic opportunity and life-long learning



and supports business and economic growth. To realize this goal, we will position ourselves to enhance our partnerships with the chamber, secondary and post secondary schools, economic development entities and business. In addition, we will identify ways that we can be a catalyst for change and an avenue to provide the community with the information it needs to assure that we, as a region, have the workforce that we need to thrive. As an example, over the past year we have updated our Health Care Career Handbook and distributed it to all high schools in the area, all hospitals and a significant number of health care providers. This past year there were

17,000 visits and 141,000 hits on this web site, providing health care career information to youth and career changers alike. We have also developed a similar handbook to provide information about the career of teaching. We will continue our regional collaboration efforts which were kicked off this year with a highly successful regional strategic planning effort in collaboration with local areas 8 and 10.

### Strategies for Improvement

There are so many opportunities around the area of workforce development. One of the biggest challenges is not the lack of vision, not the lack of ideas, not the lack of willingness or hard work, (we



had

over 141,000 visitors to our six centers last year alone) but the need for true collaborations that will create true change. Our opportunity for change this coming year is in regionalization. The diversity between the LWIAs in our region is a strength. This strength lies in the realization that different areas require different leadership styles, different types of collaborations and different approaches to meeting the needs of each local area. Combining that diversity and that strength with regional collaborations and strategies that will effect true change in the region would be an incredible win!

### **Local Workforce Board**

Our local workforce investment board provides several key ingredients in assuring that employers and job seekers alike can be successful in a global economy. The first is to provide oversight in assuring that our publicly funded workforce services are high in quality and reliable. The second is to serve in a more strategic role as a catalyst in identifying issues and convening the relevant organizations and individuals in the community to work through these issues. As part of this latter role, the board facilitates relationships with other business organizations, local political entities, educational personnel and economic development to provide the collaboration needed to come up with real solutions to tough problems.

### **Program Year 2005-2006 Achievements**

The Tennessee Career Center (TCC), located in LWIA 9, has continued to place its primary focus on contributing to the economic development and stability of our area by working and partnering with the citizens and organizations of our community. Over the past year we have had over 95,000 visits to our 6 career centers and have worked with more than 500 employers.

Of significant interest this year was the effort around formulating a handbook for individuals interested in entering the field of education. With the teacher shortage looming due to a significant number of current teachers reaching the retirement age and others dropping out of the field altogether, the Middle Tennessee Workforce Investment Board (WIB), made the decision to formulate a handbook for individuals interested in entering the field of teaching. This handbook entitled: Teaching as a Career-Your Roadmap into the Classroom covers the types of teaching licenses, the ways to attain those licenses, including alternative approaches to entering the teaching field, and a “day in the life” of a teacher. In addition, the handbook covers the various ways in which one goes about applying for a job in teaching, which varies considerably from county to county.

In addition to our focus on teaching, the Nashville Career Advancement Center (NCAC) has made a significant contribution to the community by serving as a catalyst in the creation of quarterly round table discussion forums for HR professionals and community leaders around the issue of diversity. Through the leadership of NCAC staff, the forum has attracted sponsoring organizations that include Gaylord, Deloitte & Touche, Vanderbilt University and HCA. Over 200 employer representatives attended these forums during the year.



In an attempt to get additional feedback on our performance, the Tennessee Career Center consortium of partners developed a brief survey of twelve questions that could be responded to either manually or electronically. An introductory letter was provided to all center employees announcing that individual meetings would be conducted to introduce the survey and encourage participation. Some interesting information was gathered using this tool including:

- 96% of respondents and their families would use the center for services.



- 98% of the center employees enjoy their job.

### Other accomplishments

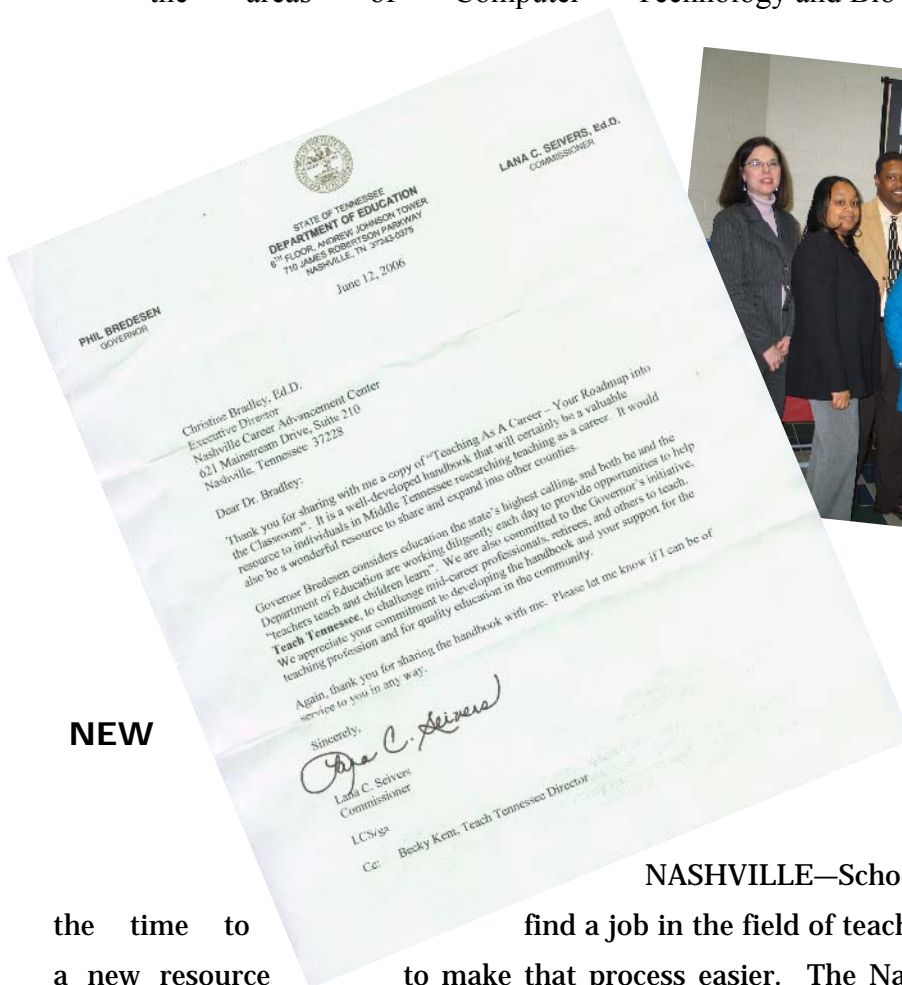
Facilitated incumbent worker training for 433 individuals



Served and continue to serve as the site for Nissan's interviewing process over the course of several months.

In partnership with other community partners and Metropolitan Government, facilitated workshops and job fairs for Katrina victims. As recipient of the Katrina grant we have most recently provided intensive services for more than 100 Katrina evacuees and have found employment for 20 of these individuals.

Through the continued implementation of our H-1B grant, we are training over 300 incumbent workers and 64 unemployed workers, in the areas of Computer Technology and Bio-med/Bio-tech.



**NEW**

the time to  
a new resource



### NEWS RELEASE

## WORKERS IN MIDDLE TENNESSEE OFFERED RESOURCE FOR TEACHING AS A CAREER

NASHVILLE—School is out, summer is here and now is find a job in the field of teaching! Middle Tennesseans now have to make that process easier. The Nashville Career Advancement Center

(NCAC), acting under the direction of the Middle Tennessee Workforce Investment Board (MTWIB) developed a “one-stop” guide called, *Teaching as a Career*, for workers interested in becoming K-12 school teachers.

This handbook and adjoining web site will provide a user-friendly guide to researching teaching as a career. It presents a first-hand account of a “Day in the Life” of teachers in various settings with different backgrounds to show the different classroom perspectives. It offers a step-by-step approach to applying for teaching positions in each of the four counties we serve (Davidson, Rutherford, Trousdale and Wilson). In addition, it provides a comprehensive review of requirements and resources for a variety of academic and vocational teachers.

“It is our hope that students, transitioning job seekers, and counselors use this guide as a resource map to a promising future in Tennessee’s education field,” said Christine Bradley, executive director of NCAC. “Through investing in the future, we hope to be accountable for quality education and economic stability throughout our community.”

The handbook and matching web site brings together information to one single location. For now, the handbook can be found at the six Middle Tennessee Career Centers and online at [www.TeachingAsACareer.org](http://www.TeachingAsACareer.org). Distribution to high schools, colleges and universities will start in the near future.

Listed below is an overview of the information that can be found in the book and online:

- The Introduction explains who created this handbook and its adjoining website as well as why it was developed.
- Career Descriptions offers general descriptions and first-person perspectives of the teaching field.
- Teaching Requirements include a directory of Tennessee Colleges/Universities, Tennessee Community Colleges and Tennessee Technology Centers. It also explains the exam and licensing requirements for academic and vocational teachers.
- Employment offers an overview of the application process, substitute teaching requirements, and a K-12 school directory for four Middle Tennessee counties: Davidson, Rutherford, Wilson, and Trousdale.
- High School to Teaching focuses on the needs of those leaving high school who hope to someday teach. It includes some preparation tips and a listing of Tennessee Education Scholarships.

- Career to Teaching focuses on the needs of those transitioning from another career, a university or college where he/she did not major in education, or a homemaking role. It lists some state and federal programs aimed at helping this group.
- The Resources page offers a directory of available financial assistance- both state and federally implemented. It also lists general and subject-specific professional organizations in the teaching field.

For more information, please call NCAC Communications Director Angel Winter at 862-8890 ext. 319.

-end-

## LWIA 10

### *LWIA 10: Overview*

**Submitted by Joe Beard**

### **Truck Driver Training Success Story**

The Murray closure displaced a number of individuals who indicated an interest in training to become truck drivers. While the training was readily available at several locations in the state, all of these training sites would have required long commutes and overnight lodging. The South Central Tennessee Workforce Alliance and Career Center staff brought together key players in a cooperative effort to set up a training site in Lawrence County. Lawrence County Executive

Ametra Bailey and City of Lawrenceburg Commission members Tim Dickey and Keith Durham were able to secure a location for the training. Sharp Transport of Lawrenceburg supplied two semi-trucks and trailers to be used in the training and committed to hire a number of those individuals who completed the training. Volunteer Training Center of Murfreesboro provided the curriculum and the instructors and secured the necessary approval from the Tennessee Higher Education Commission to operate a training site in Lawrence County. To date, 35 former Murray workers have received training and have gone to work in the field. Sharp Transport hired 15 of these workers. The average beginning wage for these individuals is \$14.22 per hour which represents an increase of \$ 1.25 above their average wage prior to dislocation.

The local training has been so successful that Volunteer Training Center has continued to operate a training facility here in Lawrence County even after most of the Murray customers have been served. Other dislocated workers and some WIA adult customers are receiving training, along with individuals who are providing their own financing. The local site continues to start a new group of trainees every three weeks, with a current enrollment of 18 people. Volunteer Training Center has also employed a full time staff person, hired through the career center, who provides clerical and other services for the local facility.



**Submitted by Elaine Newcomb**

### **R.N. SKILLS SHORTAGE GRANT CLASS**

On July 17, 2006, seven men and twenty-three women graduated with A.A.S. degrees in registered nursing from a part-time evening and weekend nursing class at Columbia State Community College. This class was funded through a skills shortage grant and was a collaborative effort of the South Central Tennessee Workforce Alliance, Columbia State Community College, NHC (National Health Care Corporation), and Maury Regional Hospital. The students were employees of Maury Regional and NHC. They will soon be taking their nursing boards in their quest to become Registered Nurses.

Freddy Roberts is a notable success story in this class. After working four years at UCAR and nine years for International Comfort Products, he became a dislocated worker when the ICP plant closed in 2002. He then pursued a career in healthcare by first becoming a Certified Nursing Technician at NHC in 2003. Choosing to continue on the career ladder, Freddy completed practical nursing training through a joint class effort between NHC, the Tennessee Technology Center at Hohenwald, and the South Central Tennessee Career Center. He became a Licensed Practical Nurse in 2004. When the opportunity arose for NHC employees to be admitted into the skills shortage nursing class to further their career goals of becoming Registered Nurses, Freddy seized the opportunity. He has now more than replaced his wages, is secure in a career with nothing but personal and professional growth potential!

**Submitted by Sheryl**

### **Project Learn first graduation Commencement Ceremony scheduled for June 24, 2006 (Student shares success after passing GED test)**

Phillip Anderson wanted to attend college to get a degree, but dropped out of high school his senior year. After years of trying to make a lifestyle without a diploma, he put pride and embarrassment aside and decided to take the GED test. He heard about classes being provided at the Tennessee Career Center in Columbia and decided to take part in the opportunity.

“I started out just wanting to get information in regards to joining the program,” says Anderson. “But once I got there the process immediately starting rolling. Janet Waire, a long time family friend and Adult Education employee encouraged me to stick with the program after trying to give up initially. I had already taken some GED courses in New York and thought the classes at the Tennessee Career Center would be a waste of time. She continued to motivate me by telling me that the classes would prepare me for taking the GED test. I’m glad she had the patience to hang in there with me and not allow me to give up on myself.”

Phil received his GED in December 2005 and immediately enrolled in classes at Columbia State Community College. He is now majoring in Mass Communications with a 4.0 grade point average.

“It’s a blessing from God just to be going to school,” says Anderson. “I never thought that I would ever go to college. Now that I am a student, I strive for greatness.”

In addition to going to college, he is the father of two boys and a member of Mt. Calvary M.B. Church where his uncle, Rev. Kenny Anderson is the pastor. Phil is also a member of a Hip Hop band, *Evolution*, who currently has the number one selling album in Sound Shop's history. They are hosting a charity concert at Columbia State's Cherry Theater on July 7, 2006 with portions of the proceeds will help benefit the Boys and Girls Club of Columbia. He goes by the stage name Suay Lo.

"When I first came to the Tennessee Career Center in October of 2005, I was at a low point in my life. It was people like Janet Waire, Jean Glover, Greg Baker and my church family that helped me once again see myself worthy. I thank God for each and every one of them. Now I am confident with anything that I take on and that takes me on. I look forward to the future and it looks very bright."

Phillip Anderson participated in the Tennessee Career Center/Project Learn's first Commencement Ceremony on Saturday, June 24, 2006 at Columbia State Community College Cherry Auditorium.

**Submitted by Suzanne**

### **Global Career Development Facilitator**

The South Central Tennessee Workforce Alliance had eleven employees who achieved GCDF certification in 2005, and an additional ten staff are working on GCDF certification in 2006. Our goal is for each employee to become certified as long as funds are available to send them to the training classes. We would also like to have an employee become certified to lead GCDF training for others so that we can continue to provide this valuable and effective training as we hire new staff, and as additional partners join our workforce development system.

**Submitted by Vivian Cathey**

### **Special Project with Youth**

The Tennessee Arts Commission, through an arts advocacy grant to the South Central Tennessee Workforce Alliance, allowed for an innovative project last fall using puppet theater to build self esteem and presentation skills to a group of WIA youth from five rural counties: Giles, Hickman, Wayne and Perry Counties, plus students from our GED Class located at the SYLVAN center in Maury County. The students, under the supervision of professional Artists from Wood & Strings Theater, adapted a story from the collection of books from the Imagination Library. They designed and built puppets and production sets and rehearsed the storyline preparing for their performances. Five professional Tennessee artists worked with four groups of At Risk students from the Middle Tennessee area. Under the artists' guidance, the students were directed in a theatre production and instructed in puppet, costume and prop construction. They concluded the experience by producing a puppet play with a taping of the performances at Columbia State Community College under the guidance of professional puppeteers. This project greatly benefited many underserved populations. For many, it was the first time they had stepped on a college campus. A tour of the campus was provided also that day.

The live public performance was attended by 75 people. Students participating in this theatrical production were enthusiastic and demonstrated the pride that they felt upon the culmination of the project. All participants said they would engage in this activity if the opportunity became available again. The highpoints included the growing creative output from the students as they witnessed the professional artists at work alongside of them and as they witnessed the response given to them by the audience. This concluded by being one of the most successful projects taken on for the youth by the South Central Tennessee Workforce Alliance.

# LWIA 11

## LWIA 11: Overview

### Annual Report

**Counties Served: Benton, Carroll, Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Henry, McNairy, Madison, and Weakley**

Local Workforce Investment Area 11 is administered the Southwest Human Resource Agency and is comprised of twelve counties in West Tennessee. LWIA 11 is under the direction of the thirty-nine member West Tennessee Workforce Investment Board, composed of representatives from all 12 counties, and meets all requirements for private industry and public representation.



by

LWIA 11 continues to provide accessibility to the needs of individuals seeking employment and meeting the needs of public and private sector employers. Employers are given the opportunity to utilize the West Tennessee Career Center, and affiliate sites located in our area to assist in individual assessments, determining skills and abilities and referring appropriate applicants to employee openings. By coordinating available resources, LWIA 11 assists employers in developing specialized training for current employees who may be upgraded to a higher skill level. Job seekers can also access information at the West Tennessee Career Center and affiliate sites about existing programs, specialized training, available financial aid, high demand occupations, growth projections in the area, and other relevant job and training information. On the Job Training (OJT) is also utilized to assist both job seekers and employers in securing permanent employment for individuals.



The regional collaboration between Areas 11, 12, and 13 has been a tremendous asset to the success of our program this past year. The insight and assistance each area provides to one another has been instrumental in helping each area achieve the successes we have enjoyed this past year.

This past year has been a very successful one in assisting all three areas (youth, adult and dislocated workers) in education, training and job preparation. This past year LWIA 11 served a total of 844 Adults compared to 583 the previous year, 286 Dislocated Workers compared to 331 the previous year, and 525 Youth compared to 405 the previous year.

To help continue to meet the needs of employers in area, several special projects were undertaken. One such project was an HVAC (Heating, Ventilation, and Air Conditioning) class at the Tennessee Technology Center in McKenzie. This class was made possible through a grant from the Tennessee Department of Labor and Workforce Development.



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Meeting the health care shortage continued to be a priority this past year. We have utilized funding from state grants through the Tennessee

Department of Labor and Workforce Development as a means of educating students in Licensed Practical Nursing. This funding made it possible to conduct LPN classes at the Tennessee Technology Centers in McKenzie, Whiteville, Paris, and Crump.

LWIA 11 was part of a consortium of employers and training facilities in West Tennessee that submitted a proposal to Washington, D. C. designed to upgrade the skills of Licensed Practical Nurses to become Registered Nurses. The partners involved in this endeavor were Jackson State Community College, West Tennessee Healthcare, and the area Tennessee Technology Centers. A grant in the amount of \$1,800,000.00 was received to assist the partners in making this a reality. Distance Learning capabilities will be utilized in the initial training of the selected participants. An additional grant of \$75,000.00 was received to assist in development of distance learning opportunities for students at the Tennessee Technology Center in Whiteville and Jackson State Community College who want to pursue RN training. Southwest Tennessee Development District will administer this grant from Delta Regional Authority to the West Tennessee Workforce Investment Board, Area 11.



LWIA 11 utilized Incumbent Worker funding from the Tennessee Department of Labor and Workforce Development to help assist ten manufacturers and 1,276 employees in our area. The total funding amount secured for Incumbent Worker Training in our area was \$188,896.00. These numbers compare to eight manufacturers, 969 employees, and a budget of \$258,870.00 the previous year. The companies participating in the Incumbent Worker Training Program this past year were PML Inc., Pepsi Mid-America and Haldex Brake Products of Paris; Jones Plastic and Engineering of Camden; Plumley Division of Dana Corporation and Windsor Republic Doors of McKenzie; Custom Tool and Design and Norandal of Huntington; Aldelano Packaging of Jackson; and American Food Service in Savannah.

A recognition luncheon for the companies participating in this program held at the Paris Civic Center in Paris, Tennessee on February 10, 2006. James Neeley, Commissioner of the Tennessee Department of Labor and Workforce Development was the principle speaker for that occasion. only has this program been successful in helping employers upgrade the skills of their employees, but in helping LWIA 11 to establish and develop a closer working relationship with employers and has enhanced ability to educate them on the other services we offer such as OJT (On the Job Training) and other specialized training.



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Twelve companies and 124 participants, compared to six companies and 19 participants the previous year, benefited this past year from their participation in the Area 11 On the Job Training (OJT) program. The companies involved in this program were Brent Allen Septick, Blackwelder Termite Control, DeWayne's Quality Metal, Institutional Casework Inc., Jones Exhaust, Maytag, Mark IV Automotive, MIG, Mundt Rental, NuTech Stone, Ramer Wood Products, Top Design Inc., White Printing, and Wright's Marine.



LWIA 11 remains on the cutting edge in developing innovative training opportunities with the new technology necessary to maintain a skilled workforce in the 21<sup>st</sup> Century. To assist in this training, funding was received from the Tennessee Department of Labor and Workforce Development to establish a class at the Tennessee Technology Center in McKenzie to train Biomedical Technicians. These participants are being trained in the installation, operation, and maintenance of sensitive electronic medical equipment currently being used in hospitals, clinics, and other healthcare facilities. This class began in January, 2006.



Local Workforce Investment Area 11 has recognized a need in our area to train individuals who have been, or currently are incarcerated in our penal system. In an ongoing effort to meet this need, LWIA 11, along with faith based organizations in our area is in the process of putting together a training program designed to assist them in their transition back into the workforce. The training currently being sought will enable them to learn the skills necessary to function as laborers in carpentry and masonry. The faith based organizations will also offer support services and transportation for these individuals.

The devastation caused by Hurricane Katrina in 2005 forced some of the evacuees to relocate to West Tennessee. With funding supplied through the Tennessee Department of Labor and Workforce Development, we in LWIA 11 hired a Re-integration Counselor to assist the evacuees in our area receive the assistance they needed. Special funding has been requested from the Tennessee Department of Labor and Workforce Development to continue a Work Experience component that has been developed for the evacuees in our area. These jobs are designed to place workers in employment with government agencies and nonprofit organizations. As of 30, 2006, there were 9 participants currently in our Experience program. We expect to add to that total as become available.



June Work jobs

## LWIA 12

### *LWIA 12: Overview*

#### **Releases:**

#### **HEALTHCARE WORKFORCE CONSORTIUM IS FORMING**

The Northwest Tennessee Workforce Board in partnership with the Tennessee Career Center System has as its purpose to improve the quality of the workforce and enhance the productivity and competitiveness of the seven county Local Workforce Investment Area including Crockett, Dyer, Gibson, Lake, Lauderdale, Obion, and Tipton Counties in northwest Tennessee.

In order to address the needs of the healthcare community, a consortium of healthcare providers is needed. Therefore, the Northwest Tennessee Workforce Board has contracted with Dr. David Penn, Director of the Business and Economic Research Center at Middle Tennessee State University to prepare a study of healthcare occupations in Northwest Tennessee and assist in the forming of a formal Healthcare Workforce Consortium.

The goals of the consortium are to 1.) Identify workforce needs in the broad range of healthcare occupations, 2.) Establish clear career paths through a regional Healthcare Career Ladder, 3.) Create

awareness of the challenging preparation needed in middle and high schools to adequately train for healthcare occupations.

Working with the Northwest Tennessee Workforce Board, the Business and Economic Research Center from MTSU will solicit involvement from area healthcare providers to form a Healthcare Workforce Consortium.

A preliminary analysis indicates Northwest Tennessee has 334 ambulatory healthcare services, 21 hospitals and medical clinics, and 59 nursing and residential care facilities. The Consortium will lead this group of healthcare providers in assessing two critical components.

First, encourage a scan of the current state of healthcare services in the area and second, to project short and long-term demand and supply of workers in healthcare occupations.

Following the formalization of a Healthcare Consortium and analysis of workforce trends, a Regional Healthcare Career Ladder will be developed to highlight avenues for worker advancement. The Regional Healthcare Career Ladder will establish linkages between one level of employment to the next, offering details regarding employment opportunities, educational requirements, and expected pay.

The final stage of the process is preparing a career awareness program which will be targeted toward middle and high school students, teachers, administrators, parents, and the public regarding the healthcare career ladder. The goal of the program will be to provide a realistic picture of job opportunities in the area; to show possible healthcare career paths with the associated education required; and to provide concrete plans for achieving the education needed. This process will help provide a chain of labor supply for the healthcare professions.

The Workforce Investment Act is a federally funded program administered by the Northwest Tennessee Workforce Board and Dyersburg State Community College, designed to meet workforce needs. Businesses and job seekers can qualify for federally funded training programs. For more information call 866-286-3585.

### **WOOD COMPLETES PRACTICAL NURSING PROGRAM GRADUATES FROM TTC RIPLEY AT ALAMO**

**ALAMO**—Kimberly Wood of Alamo recently completed the Practical Nursing Program at the Tennessee Technology Center Ripley at Newbern and passed the State Board exam and earned licensure.

Wood maintained an excellent grade point average throughout the program. She was a recipient of a Workforce Investment Act Needs-Based Scholarship through the Tennessee Career Center at Alamo. “I couldn’t have hand-picked a better recipient. Kim is dedicated, hard-working and a true self motivator” remarked Melissa Bane, Career Center Case Manager.

Following graduation Wood accepted a position with Bells Family Medical as a Licensed Practical Nurse (LPN). She is not only successfully completing her role at Bells Family Medical, but also attending an X-ray Technician certificate program on the weekends.

“She will not let her dreams fall by the wayside. If she sets her mind on a goal she will accomplish it. I have no doubt that she will continue moving up the healthcare career ladder and I wish her the very best of luck” said Bane in closing.

Kimberly resides in Bells with her husband Shane and two daughters, Shayna and Georgie.

The Workforce Investment Act is a federally funded program. Job seekers can qualify for federally funded training programs, including the LPN program at TTC. For more information contact Melissa Bane at the Tennessee Career Center at Alamo 696-2530 or [bane@nwtworks.org](mailto:bane@nwtworks.org).

### **TITTLE JOINS AGRILIANCE**

Sharon Tittle, a long-time resident of Ridgely, found herself a dislocated worker from Reelfoot Products in Ridgely and seeking full-time employment. Considering the depressed job market and the competitive labor force in the marketplace, Tittle decided to improve her available skill set.



Ty Sirmans, Tiptonville Career Center Case Manager, secured funding for Tittle as a dislocated worker through federal funding provided by the Workforce Investment Act. She was able to enroll in the Business Systems Technology (BST) program at the Tennessee Technology Center in Newbern. It is a self-paced program allowing Tittle to complete the program well ahead of schedule while maintaining an excellent scholastic average.

Tittle graduated with a diploma in Business Systems Technology with a concentration in Medical Administrative Assistant on October 28, 2005. Following graduation Tittle's job

seeking days ceased when she accepted employment as Office Secretary with Agriliance in Ridgely on December 5, 2005.

Tittle resides in Ridgely with her husband and four children.

The Workforce Investment Act is a federally funded program. Job seekers can qualify for federally funded training programs, including the BST program at TTC Newbern. For more information contact Ty Sirmans at the Tennessee Career Center at Tiptonville 731-253-8171 or email [sirmans@nwtworks.org](mailto:sirmans@nwtworks.org).

### **VETERAN RETURNS TO ROOTS OF ARMY TRAINING** *COMBAT MEDIC TO CERTIFIED NURSING ASSISTANT*

**Alamo**—Teresa Acor found herself unemployed after being dislocated in a mass layoff from Vanity Fair in Henning. She was searching for employment, but found herself venturing away from the manufacturing industry. Acor found herself drawn to the healthcare field. It is a profession that brings back memories of years past.

Acor is a Veteran who served as a Combat Medic for 91 Alfa unit. She served in Fort Sam Huston in Texas during AIT, Fort Jackson South Carolina, and finally Fort Sheridan in Illinois. She had not given much thought to her medical training until the layoff. Acor seized the opportunity to expand her previous military training and enrolled at the Tennessee Technology Center at Ripley's Alamo location in the Patient Care Technician program.



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Fortunately, Acor was a recipient of the Tennessee Lottery Scholarship and a Workforce Investment Act Needs-Based Scholarship available through the Tennessee Career Center at Alamo. She completed the Patient Care Technician program earning certification as a Lab Technician, EKG Technician, and as a Certified Nursing Assistant.

“Teresa is very dedicated and a hard worker. She doesn't accept failure and gives 100% to accomplish her goals. I don't see her slowing down any time soon. The sky is the limit for her” stated Melissa Bane, Career Center Case Manager.

Acor is currently employed with Jackson Madison County General Hospital as a Certified Nursing Assistant (CNA). She resides in Alamo with her husband and has three children and one grandchild.



The Workforce Investment Act is a federally funded program. Job seekers can qualify for federally funded training programs, including the PCT program at TTC. For more information contact Melissa Bane at the Tennessee Career Center at Alamo 696-2530 or email [bane@nwtworks.org](mailto:bane@nwtworks.org).

**MILLER GRADUATES TTC NEWBERN**  
*Begins Nursing Career with Union City Manor*

**Tiptonville**—Michelle Miller of Tiptonville was working a dead-end job at a local tobacco shop. She was making ends meet and working a regular schedule, but she wanted more. She wanted to feel fulfilled at the end of the day; she wanted to make a difference in someone’s life. She wanted to become a nurse.



Miller made the commitment to change her career and her life. She was dislocated from the tobacco shop when it was bought out and new management was brought in. As a dislocated worker in search of a new high-demand career, she qualified for a Workforce Investment Act (WIA) Needs-Based Scholarship through the Tennessee Career Center in Tiptonville.

Miller applied and was accepted to the Practical Nursing Program at the Tennessee Technology Center at Newbern. “It’s a very demanding program requiring the students to stay focused and on task to succeed, not a problem for Michelle” said Career Center Case Manager Ty Sirmans.

During the intensive one year program, Miller completed clinicals at Dyersburg Regional Medical Center, Wesley at Dyersburg-Nursing Care, Ridgely Care and Rehabilitation Center, MedSouth and numerous doctors’ offices in conjunction with classroom instruction.

On March 10, Miller crossed the stage at graduation to accept her diploma and enter the next phase of her professional career. She passed the National Council Licensure Examination for Practical Nurse (NCLEX-PN) exam in mid-April and has accepted employment with Union City Manor serving as a Licensed Practical Nurse (LPN).

“I’m so proud of Michelle. She set a goal to better herself and her career and she never wavered” concluded Sirmans.

WIA is a federally funded program. Job seekers can qualify for federally funded training programs, including the Nursing program at TTC Newbern. For more information contact Ty Sirmans at the Tennessee Career Center at Tiptonville 253-8171 or [sirmans@nwtworks.org](mailto:sirmans@nwtworks.org).

**ADAMS COMPLETES WORK EXPERIENCE**  
*CONTINUES EDUCATION AT DSCC*

**COVINGTON**—Raphael Adams of Brighton recently made a commitment to finish his high school education, gain valuable work experience, and earn a college degree. At 19, Adams attended Adult Basic Education, worked diligently, and earned a GED. He did not stop; Adams then visited Tennessee Career Center at Covington

Employment Specialist, Twana Jackson, who connected Adams to an 8-Week Work Experience at Children and Family Services in Covington where he served as a Custodian.

Adams began the 8-Week Work Experience program in October 2005 and completed with a flawless



performance in December 2005. “Raphael was dependable and exhibited excellent leadership skills. He also had perfect attendance while employed with Children and Family Services” stated Employment Specialist, Jackson. “Raphael has displayed a high degree of integrity, responsibility, and ambition.

December came and Adams 8-weeks were complete. However, Children and Family Services staff found Adams to be a valuable asset and offered him a part-time position which he gratefully accepted.

Dianne Wynn and Mary Jones of Children and Family Services have been mentors to Adams encouraging him to always be a team player and to keep a positive attitude and outlook on life.

With the support of his family, staff members at Children and Family Services, and his Employment Specialist, Adams enrolled in January 2006 at Dyersburg State Community College at the Jimmy Naifeh Center in Covington. He is working to earn an Associate of Applied Science Degree in Communications Information Technology. Following graduation, Adams plans to work in the high demand field of Computer Technology.

Raphael Adams resides in Brighton and is the son of Stacy Treadway and Thurman Adams.

Any person between the ages of 18 to 21 who is interested in participating in the 8-week Work Experience program should call Twana Jackson at 475-2529 or email [jackson@nwnworks.org](mailto:jackson@nwnworks.org) for more information. The Workforce Investment Act is a federally funded program.



### **KING COMPLETES WORK-EXPERIENCE PROGRAM**

**UNION CITY**—Tracy King of Union City embarked on the Tennessee Career Center’s 8-week Work Experience Program in late July not quite knowing what to anticipate. King had completed High School, but had not yet decided on a career path to pursue.

King worked closely with Neva Webster, Employment Specialist, to be placed in an 8-week Work Experience within Obion County. King’s worksite became the Obion County Public Library serving as a Library Aide and Assistant. Her general tasks involved everything from compiling records to sorting and shelving books to issuing library materials to customers.

King’s supervisor, Kurt True, stated “Tracy always did a great job with everything.” Her co-workers stated that they were really going to miss her and Julia Bass went on to say “she’s a good worker, follows instruction well, and gets along well with everyone.”

King completed the 8-week Work Experience in late August and received a certificate of achievement in acknowledgement of her success. King stated that the Work Experience had been a positive learning experience for her and that it taught her the value of education.

“A lot of young adults don’t recognize the absolute need for education and training that working adults and their parents try to convey. The work experience is a real eye-opener for those individuals who haven’t joined the workforce previously” remarked Webster. “When I ask work experience participants what they have learned they almost always say ‘I need to continue my education’ and I must say that’s refreshing.”

King began classes at Dyersburg State Community College August 29 and plans to apply for the Nursing program in the fall 2006 following her first year of prerequisites and academic study. King resides in Union City with her 11 month old daughter, Ava.

Any person between the ages of 18 to 21 that is interested in participating in the 8-week Work Experience Program should call 866-286-3585, extension 10 for more information. The Workforce Investment Act is a federally funded program.

**COMMISSIONER HITS THE BOOKS**  
*Begins Career as Registered Nurse*

**ALAMO**—County Commissioner, John Antwine, returned to college to brush up on old skills and acquire a whole new set of marketable skills. In late 2003, Antwine was dislocated from Kelly Foods in Jackson during a mass layoff and found himself unemployed and unsure about the job market. His wife Laura, a Registered Nurse, encouraged him to join the medical field.

Antwine met with Career Center Case Manager, Melissa Bane, to seek career counseling and advice on the current marketplace. He left the office reassured and registered for classes at Jackson State Community College. He also received, as a dislocated worker, a Workforce Investment Act (WIA) Needs-Based Scholarship to enroll in the Nursing Program at DSCC.

“I think he was somewhat apprehensive to jump back into school after being out of the classroom and in the workforce for so long, but he quickly found that it’s doable and an exciting challenge” remarked Bane. “He made excellent progress and maintained employment the entire time he was in the program.

Antwine completed prerequisites, Nursing coursework, and clinicals during the rigorous program. All the while, he was working at Jackson Madison County General Hospital, when not in class, in order to gain meaningful experience and to contribute financial support to the family.

In May 2006, the Antwine family proudly looked on as he walked across the stage to accept the Associate of Science in Nursing Degree he had worked so hard to achieve. “I am so proud of all his hard work and accomplishments. I don’t think John will ever allow anything to appear unattainable again, not even on the surface. He set the goal and never lost focus” concluded Bane.

Antwine will sit for the state board exam in mid-June to become certified as a Registered Nurse. He has also accepted full-time employment with the MED in Memphis working in the Trauma CU unit.

Antwine resides in Alamo with his wife, Laura, and is the proud father of three children, Heath, Annie, and Elizabeth. He is a member of Alamo United Methodist Church and serves as a County Commissioner for Crockett County.

The Workforce Investment Act is a federally funded program. Job seekers can qualify for federally funded training programs, including the Nursing Program at JSCC. For more information contact Melissa Bane at the Tennessee Career Center at Alamo 696-2530 or [bane@nwtworks.org](mailto:bane@nwtworks.org).

### STUDENTS COMPLETE CAREER EXPLORATION

**TIPTONVILLE**—Students at Lake County High School participated in an In-School Tutorial: Career Exploration Summer Component from June 6 through June 17. The Northwest Tennessee Workforce Board contracts the program out to the school as part of Workforce Investment Act (WIA) youth services.



The summer component was a two-week adventure for students, in which they learned soft skills applicable to all occupations, career management skills, requirements for various in-demand occupations across an array of industries, toured businesses in the area, and much more. The career exploration activities included criminal justice careers, health science education careers, and nutrition and foods careers.

During the week the students were presented information from various guest speakers from each of the career fields studied. Students also visited the following industries: Emergency Medical Services (EMS) and Riverside Surgery Center in Dyersburg and the West Tennessee State Prison in Henning.

The trip to the EMS was an exciting trip for many of the students. They were able to learn about Emergency Medical Services and the Emergency Medical Technician's (EMT) duties and job responsibilities through hands-on experience. The Technicians demonstrated real-life situations and exhibited the proper actions. Students also had the opportunity to peer inside an ambulance and sit on the stretcher.



Similar interactive activities were experienced by students while touring Riverside Surgery Center and the West Tennessee State Prison. "Practical application is an integral

component for a student to encounter while considering various occupations. It allows for a better understanding of job requirements and duties and permits the student to see the profession in-action in addition to the textbook description" stated Ellen Cash, Youth Coordinator with the Northwest Tennessee Workforce Board.

Instructors Kerri Ervin, Kathy Johnson, and Officer Jimmy Snyder feel that the two-week summer component was a complete success and that the students gained a lot of knowledge regarding education and employment in northwest Tennessee. "The program emphasizes the long-term development of youth by expanding upon successful youth development components" stated Joey Hassell, Director, Lake County High School.

The Workforce Investment Act is a federally funded program. Businesses and job seekers can qualify for federally funded training programs. For more information call 866-286-3585. *Preparing Today's Workforce for Tomorrow's Jobs.*

### NEAL COMPLETES WORK-EXPERIENCE PROGRAM

**DYERSBURG** – Lisa Neal of Newbern embarked on the Tennessee Career Center's 8-week Work Experience Program in late July not quite knowing what to expect. Neal had not completed high school and was uncertain about her future career options. She thought she wanted to work with children, but had not had the opportunity to explore the field.

Neal worked closely with Kasey Sartin, Employment Specialist, to be placed in an 8-week Work Experience within Dyer County. Neal's worksite became the Newbern Housing Authority as an Office Aid and Recreation Assistant. Her general tasks involved everything from broad-spectrum clerical duties to assisting with the summer youth program.

Neal's supervisor, Jane Norsworthy, stated "Lisa does whatever is asked of her." She went on to say "She has a positive attitude and is a hard worker." Neal also received rave reviews from her Employment Specialist; Sartin stated "I really enjoyed working with Lisa. She is focused and determined to succeed."



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Neal completed the 8-week Work Experience in late August and received a certificate of achievement in acknowledgment of her success. She is currently enrolled at Dyer County High School in the diploma completion program. Upon graduation, Neal plans to further her education at Dyersburg State Community College studying Social Work.



While working with children in the summer youth program at Newbern Housing Authority, Neal discovered her passion to help children and families in need.

Any person between the ages of 18 to 21 that is interested in participating in the 8-week Work Experience Program should call 866-286-3585, extension 10 for more information. The Workforce Investment Act is a federally funded program. Job seekers can qualify for federally funded training programs.



### **SALUTATORIAN'S, RICE AND WEAVER** *Locals Share Honors at Graduation*

COVINGTON – Alicia Rice and Jennifer Weaver tied for Salutatorian at the Tennessee Technology Center at Covington's July graduation ceremony. Both enrolled in the competitive Practical Nursing Program in June 2004 and completed the course in one year.

“Alicia and Jennifer were both excellent to work with. I could not have hand-picked two more deserving recipients of Workforce Investment Act Needs-Based Scholarships. Not only were they both able to maintain an excellent grade point average, but also complete an accelerated program right on-time” stated Delores Hudson, Career Center Case Manager.

Throughout the 12-month accelerated program, Rice and Weaver completed classroom coursework as well as six months of clinicals. In August, both Rice and Weaver passed the National Council Licensure Examination for the Practical Nurse (NCLEX-PN) and became Licensed Practical Nurses (LPN).

Continuing their healthcare careers together, Rice and Weaver have accepted employment at the MED in Memphis as LPN's. Both plan to continue their education and enroll in Dyersburg State Community College's LPN to RN Fast-Track program.

### **BROTHERS PURSUE IDENTICAL CAREERS**

Brothers, Dale Curtis and Robert McLaughlin, both of Alamo have chosen to pursue identical careers. They grew up in an extended family of truck drivers and as the industry has grown, the family of drivers has grown accordingly.

Curtis and McLaughlin enrolled at Heartland Truck Driving Institute in Dyersburg in June 2005. Both were recipients of Workforce Investment Act Scholarships through the Tennessee Career Center at Alamo and maintained above average grade point averages throughout the 4-week intensive training. Curtis graduated with a 98.2 GPA and McLaughlin completed with a 99.

Following graduation, Curtis and McLaughlin accepted employment with Werner Enterprises headquartered in Omaha, NE. They were required to complete a mandatory 8-week on-the-job training process before joining the companies 8,900 tractors, over 24,735 trailers, and 14,000 employees.

The brothers were driving full-time in late August and are transporting retail store merchandise, consumer products, food and paper products, beverages, industrial products, and building supplies.

“Dale and Robert were confident that they would perform as successful truck drivers. They had been exposed to the transportation industry early in life with a number of their family members serving as drivers. I'm sure they will continue to drive successfully. They are both hard workers and determined to attain the goals they set for themselves” said Melissa Bane, Career Center Case Manager.



The Workforce Investment Act is a federally funded program. Businesses and jobseekers can qualify for federally funded training programs, such as the Truck Driver program at Heartland. For more information call 696-2530 or email [bane@nwtworks.org](mailto:bane@nwtworks.org).

### **RETURNING SOLIDER JOINS WORKFORCE WITH AID OF TENNESSEE CAREER CENTER**

**DYERSBURG**—Willard Hawks of Dyersburg returned home from service in Iraq with the U.S. Army 230<sup>th</sup> Guard Unit and began looking for employment in early October 2005. Hawks was assisted greatly with his job search by Career Center Veterans Representative, Marvin Koonce. “Veterans make great employees. They have proven themselves as responsible and disciplined adults through their service. I am more than willing to assist any veteran with their reintegration and employment need” stated Koonce.

Hawks explored all the available employment options and chose to pursue the rapidly going transportation industry. He received a Workforce Investment Act (WIA) Needs-Based Scholarship through the Tennessee Career Center as a Dislocated Worker from the U.S. Army enabling him to attend Heartland Truck Driving Institute.



“Willard was great to work with. He set a goal to become a Truck Driver and he worked steadily to reach that goal. He’s very dedicated and a hard worker” remarked Mike Whitson, Career Center Case Manager. “I wish him the best of luck.”

Following graduation and earning a commercial driver license (CDL), Hawks accepted employment with Werner Enterprises headquartered in Omaha, NE which is among the top five largest truckload carriers in the United States. Hawks has been driving successfully with the company for eight weeks, following Werner’s On-the-Job Training program.

WIA is a federally funded program. Job seekers can qualify for federally funded training programs, including Truck Driving at Heartland. For more information contact Mike Whitson at the Tennessee Career Center at Dyersburg 286-8300 or email [whitson@nwtworks.org](mailto:whitson@nwtworks.org).

## **LWIA 13**

### **LWIA 13: Overview**

#### **Business Services Success Stories I**

##### **“Businesses”**

###### **Cascade Tissue**

Cascade Tissue previously had a limited working relationship with MACC, but after a change in personnel management, they sought the assistance of the Business Services Unit in order to fill some urgent staffing needs, as well as exploring the availability of government tax-incentives. After meeting with a team of representatives, a customized referral system was implemented, and today Cascade stands out as a leader in the number of Career Center customers hired.

###### **ABX Air**

After deciding to compete in the low-fare air traffic market at Memphis International Airport, ABX Air, a Wilmington, OH based air carrier turned to Business Services for assistance. We were able to provide ABX with facilities, and assist them with the application, testing, and screening process. With

this newly formed partnership we responded in a tremendous way by providing the personnel needed for ABX to begin operations in Memphis.

### **Bryce Corporation**

The Bryce Corporation a manufacturer of aluminum laced bagging products, learned about Business Services through exposure to the “Workforce Solutions to Business” brochure. After meeting with the staff, what started out as a limited relationship expanded into, the delivery of more comprehensive services. The MACC evolved as the primary source that Bryce uses to staff its positions. Business Services also administers “mechanical aptitude” testing and Resume Writing workshops as a prerequisite for employment. Bryce, in return has become one of the Career Center’s greatest supporters and sources of advertisement, referring other companies to MACC i.e. POLYWEST, SHERWIN WILLIAMS, and KTG/USA to Business Services to assist with their staffing needs.

### **KTG/USA**

KTG, a tissue products manufacturer learned from BRYCE INDUSTRIES that Business Services was administering their testing. A meeting was arranged with KTG at the MACC to assist them with developing a similar testing mechanism. As a result, Business Services administers KTG’s mathematical, mechanical aptitude, and computer profile tests. These tests have already proven to be a valuable selection tool for staffing their short- term and long-term expansion needs.

### **Luxottica**

Luxottica, formerly COLE VISION CENTER, contacted Business Services for assistance with staffing their manufacturing and distribution positions. Luxottica had experienced problems controlling the flow of applicants at their facility, which created a tremendous demand on their limited manpower, which they felt resulted in them making poor employment selections. The Business Services unit visited their site, assessed their occupational needs, and sat down with Human Resources to develop the candidate profile. As a result Business Services conducts an orientation and sets the appointments for every candidate that gets a referral from the e-CMATS data base. Luxottica is currently undergoing expansion, and the MACC is a major player in their future employment plans.

## **“Customers”**

### **Terry Winder**

After attending orientation, Terry was referred to the Career Alliance Network (CAN). Terry attended a CAN meeting where he learned the value of “transferable skills,” and decided to pursue a career in law-enforcement. One of the Business Services Generalists began researching the requirements of becoming an officer of the law and was able to direct Terry to the Memphis Police Department Training Academy. He has graduated and is currently employed as a police officer.

### **Bryan Harrah**

Bryan came to the Career Center to test for BRYCE, however, he was not considered for employment. The Business Services staff encouraged him to maintain communication with our office. Two weeks later we gave him a referral to CASCADE, where he is currently employed and earning nearly \$20 per hour.

### **Darrick Cole**

Darrick was a dislocated worker who was given a referral to test for BRYCE. He passed the exam and was given a management position although he applied for a general warehouse position.

### **Reginald Roberts & George Cruthird**



Business Services had been working with these two applicants for several months trying to place them. Best Pallet contacted Business Services and informed us that they had a crisis situation and needed two forklifts operators immediately. We contacted Reginald and George from our files, and in less than 24 hours, they were employed by Best Pallet.

### **Jamilla Ransom**

Jamilla, a single mother was referred to Business Services for orientation and an appointment with Luxottica. Apparently Jamilla was a good listener because the Human Resource Manager called us while she was there interviewing, to commend us on how well prepared she was for the interview. Jamilla was hired on the spot, but the real success story is that she went from making \$6.00 per hour to nearly \$9.00 per hour.

## **Business Services Success Stories II**

### **“Businesses”**

The Business Services Unit of the Memphis Area Career Center (MACC) is committed to providing quality Applicant Screening and Referral Services to Memphis area businesses to meet their staffing needs, while providing an opportunity for MACC customers to obtain permanent-full-time employment at a livable wage.

This unit is becoming very recognized in the business community for our ability to customize their recruiting campaigns and provide local businesses with qualified, job-ready applicants. Business Services considers every applicant that gets a job, and every company we service that employs them, a success story.

### **Cargill Sweeteners**

Cargill was faced with a difficult challenge to staff their Presidents Island facility with Food Manufacturing Technicians. Previously they used a written test as a criterion for selecting applicants, which was later eliminated because of legal concerns. The Business Services Unit helped Cargill to develop a screening method that didn't require a written test. As a result we made over 30 referrals and 10 MACC customers were employed.

### **Cummins Engine Company**

Cummins called on Business Services for assistance after unsuccessfully recruiting for Engine Assemblers through other employment services. They had an immediate need for candidates with an ASI Certification. During an in-service conference with the staff we concluded after reviewing local Labor Market Data, that Cummins starting salary was not competitive for ASI Certified Engine Assemblers. As a result we mutually agreed to drop the ASI requirement and use mathematical, mechanical aptitude and engine assembly tests for non-ASI Certified candidates. The MACC provided five (5) applicants that successfully completed the tests and three (3) of them were hired and are currently in ASI training.

### **NCI Building Systems (Metal-Prep)**

NCI Building Systems, a New Jersey based metal preparation company with a facility located on Presidents Island (Metal Prep) acquired a similar facility in Louisiana which became inoperable due to the devastation of Hurricane Katrina. This acquisition caused an increased production demand for the Memphis facility. NCI called on Business Services for assistance with providing applicants for Slitters and Paint Coaters. We only had a narrow window of time to locate applicants that met the qualifications. Our recent Rapid Response activities created a pool of Dislocated Workers from Great Dane Trailers with transferable skills, that were readily available to transition into several of the

vacancies. To date we have placed eleven (11) MACC customers and NCI continues to keep the position open in order to maintain a pool of qualified applicants to meet their future expansion needs.

### **Riviana Foods**

After purchasing a local rice products manufacturing plant, Riviana Foods embarked on an aggressive expansion plan for the Memphis facility which would relocate existing facilities in Louisiana and Texas with the possibility that they will eventually move their Home Office operations from Houston to Memphis. The proposed expansion will be in two stages to be completed by September, 2008. Riviana has called on the MACC to provide staffing throughout this expansion process. During Phase I the MACC has placed forty-nine (49) permanent employees as Production Techs. We have recently referred additional applicants to fill approximately twenty (20) Forklift Operator positions. When Phase II gets under way in the next 6-8 months the MACC has been asked to staff an additional one-hundred thirty-three (133) positions.

### **More Individual Success Stories**

#### **Tamika Robinson**

Tamika Robinson, visited the MACC seeking assistance with her job search while attending Arkansas State University pursuing a degree in Paralegal Studies. Ms Robinson shared some of the obstacles she has faced trying to get a foot in the door in her field one being lack of experience. I discussed the art of networking and how to work a room full of people. We talked about getting as a minimum two leads from each person she networks with daily. As an example I gave her my insurance agent's name and suggested she give him a call. Ron Willis State Farm agent hired Ms Robinson as an Office Associate May 18, 2006, at \$14.00 an hour. I talked to Ms Robinson about working in the insurance industry from a legal standpoint using her paralegal background.

#### **Katie Martin**

Katie Martin came into the Career Center needing assistance with her last year at University of Memphis. Her major was Graphic Design. I see her as a success story because she worked at Cracker Barrel her whole way thru college, but was not going to be able to complete the last year without our assistance. She graduated on 05/30/06 and is already working as a Regional Direct Marketing Graphic Designer at the Horseshoe Casino and they started her out at 15.87 an hour with insurance and benefits. I just received a thank you card from her which was written to all of us thanking us for the services we were able to give her. I just thought she was a good success story because she is such a hard worker anyways, working at Cracker Barrel for the past several years.... and now, she has been able to quit that job and move on to her career!

#### **Latita Hodo**

Latita Hodo was receiving government assistance and never could find a job making enough money to support her and her family. She decided to set a goal to become a Certified Nursing Assistant. She applied for the Individual Training Account (ITA) with Memphis Area Career Center and was approved. She began the Nursing Assistant program at Bridges and completed the program on time. After receiving her certificate of Achievement she was so excited. She stated "I didn't know accomplishing this milestone would feel so great." She completed the program on the 10th day of March, 2006 and began her new career as Nursing Assistant at Methodist South in May of 2006. The day she brought her Certificate of achievement to the Career Center she was beaming with joy. She expressed her gratitude to Memphis Area Career Center and said she could not have accomplished this achievement without the Career Center assistance.

**Shuntay Robinzine**

Shuntay Robinzine came in to the Memphis Area Career Center seeking assistance with occupational skills training. She had a history of unstable employment working for companies where she felt she was overworked and underpaid making it difficult for her to support her family. She was approved to attend the CNA program at Bridges USA, Inc. She completed her training on August 4, 2006 and actually found employment on that same day. She started work on August 8, 2006 as a CNA at Atrium Living Centers of Memphis making \$9.00 per hour full-time. She is so proud of herself for setting goals for herself, sticking with her plan on how to reach them and making things happen for herself with the assistance of WIA.

## D. Key Factors Influencing Job Growth

### Job Growth

*In an effort to recruit businesses, create jobs and improve workforce skills in Tennessee, Governor Phil Bredesen established the Governor's Jobs Cabinet, consisting of commissioners from seven state departments as well as representatives from higher education and business trade groups. The Jobs Cabinet combines state resources to promote job creation and business growth. The Jobs Cabinet coordinates efforts to assist areas hard hit by mass layoffs and closures. The Department of Labor and Workforce Development has established a strong partnership with the Department of Economic and Community Development, by collaborating our efforts to attract new companies as well as retain existing businesses.*

### State Workforce Development Board

The State Workforce Development Board members are appointed by the Governor for terms of two, three or four year terms selected from Business & Industry, State Legislature/Agencies and Organized Labor.

The Tennessee State Workforce Development Board meets quarterly, in various Local Workforce Investment Areas, to discuss current workforce development issues that affect Tennessee's workers and businesses. .

Some of the topics covered in this program year's board meetings include: *Technology Issues in Workforce Development, Employer Projects/Healthcare Update, Faith-Based Initiatives, Performance Incentive Policy, Reciprocal Agreement/Out-of-State Training Providers, Baldrige Criteria for Performance Excellence, E3 (Education, Employment, Economic Development), and Manpower Award-Winning Partnership*

### Statewide Programs

Statewide programs are supported through funds reserved by the state each year when WIA funds are made available from the United States Department of Labor. The funds retained are used in various ways and contracted out with various state and non-state entities. Many major recipients of statewide funds are Local Workforce Investment Areas (LWIAs). Additionally, the state contracts with labor organizations, such as the American Federation of Labor and the Congress of Industrial Organizations (AFLCIO). The state also contracts with state agencies such as the Department of Education and the Department of Finance and Administration, including the University of Memphis and it contracts with for profit employers statewide.

As major recipients of the statewide funds, LWIAs provide services to adults, dislocated workers and youth. These funds usually provide core, intensive as well as training services to those who need and can benefit from these services the most. These funds are available throughout the funding year and can be obtained by submitting an application to the state. The usual reason for LWIAs to request statewide funds is that the formula funds they received from the state have been exhausted. The LWIAs also apply for statewide funds to provide short-term programs providing participants skills in healthcare, and in fields that provide certification or credentials.

The labor organizations are also funded, under statewide funds, to provide correct information regarding the services under the WIA program for organized labor (when there are an industry or plant

closures). This process takes place during rapid response activities and later when the workers need assistance. The contract with the University of Memphis provides the state with information regarding customer-survey results for the purpose of evaluating performance measures.

The Department of Education receives statewide funds to connect the WIA youth program components with the Jobs for Tennessee Graduates program and to enhance the opportunities of both programs for youth (needing classroom trainings as well as developmental training vital to the world of work). The Department of Finance and Administration is a vital partner ensuring the proper functioning of the WIA program through trained monitors. These monitors review the processes and procedures of the LWIA programs as well as other agencies that have statewide contracts. Through the monitoring process, the TDLWD assures that WIA programs are operated according to the rules and regulations of the WIA and according to state procedures and policies. Another important customer, besides the participants, who causes the WIA program to operate effectively, is the employer. The incumbent worker program is designed to assist employers who detect a lack of essential worker skills. Statewide funds can be accessed by employers through submittal of application to their local LWIA. The LWIAs review the application, comments on the proposal and drafts a support letter to the state. The state will consider these comments made by the LWIAs and then conduct its own review of the application; and then recommend denial or approval for funding.

### **Cost of Workforce Activities Relative to the Effect of Performance Participants**

The career centers throughout the state provide participants two types of labor market information that allow individuals to have options as to the type of training she/he would like to pursue. Part of the labor market information lists jobs within the state that are growing fast in comparison to other jobs in the state. Participants also receive information on available jobs in the area or job orders that have been posted by employers who need workers. One way the state made a fair evaluation of participants' results is by calculating the total number of participants, regardless of the results or outcome, by the total amount of funds the state received for Program Year 2003. The state recognizes there are human factors that cannot be measured such as aptitude, effort, social and environmental effect the participant finds him or herself while in training. However, to evaluate WIA activities and benefit to the participants, we have calculated the unit cost by dividing total participants enrolled by the total allocation the state received. Overall the entered employment rate for all the participants showed improvement over the negotiated level for the state. The state met the expected evaluation measures for entered employment rate including the wage replacement rate for dislocated workers.

### **National Emergency Grant Funded Programs**

#### **Hurricane Katrina**

Currently, Tennessee has three programs funded directly by the United States Department of Labor. Two of these grants were awarded as a result of hurricane Katrina. Although Tennessee was not directly affected by the disaster, a large number of residents of Louisiana and Mississippi were resettled in many parts of Tennessee. To provide informational services and guidance to evacuees resettled in Tennessee the USDOL provided \$800,000. These funds were provided to hire eight Reintegration Counselors whose role is to coordinate both public as well as private services that the evacuees will need to resettle in the new environment they find themselves. The Reintegration Counselors were housed in six (6) Tennessee career centers, where most of the evacuees were resettled. The hiring of eight (8) Reintegration Counselors has resulted in the assistance of 3004 evacuees who received services ranging from housing assistance to job placements.



Additionally, to provide direct assistance to evacuees (through WIA programs), the USDOL allocated \$500,000 to the state. These funds were distributed to six LWIAs (LWIA 3, 5, 8, 9, 11, and 13) where the majority of the evacuees relocated. Through these funds, 444 evacuees have accessed core WIA services. Both funds (funds that enabled the state to hire eight Reintegration Counselors and funds allocated to provide direct assistance to evacuees will end respectively on December 30, 2006, and June 30, 2007.

### **Disability Navigator Initiative**

The Disability Navigator initiative is the first program funded through WIA by the United States Department of Labor. This purpose of the program is to assist people with disabilities to navigate, explore and take advantage of the several avenues to be employable in their communities. Tennessee submitted a competitive grant proposal and was selected to conduct this initiative statewide. The word Navigator is the title given to the thirteen (13) program navigators that will be stationed in the 13 full service career centers statewide. Their responsibilities range from advocating the employment readiness of people with disabilities to assisting private and non-private community organizations to understand the needs of people with disabilities as their numbers increase at the work place. The Navigators will also ensure that the needs of people with disabilities are met at the career centers when the necessity for employment and training arises. Since the Navigators do not manage cases of people with disabilities, they will have to have extensive knowledge of services in the community, including services offered by government agencies and needs of employers to ensure successful employment. The program began on July 1, 2006, and will end June 30, 2007. By the end of the program, it is expected the state will increase the number of people in the work place as well as change attitudes of employers and service providers toward people with disabilities who want to be productive citizens and have abilities to participate in the global economy.

### **Baldrige Initiative**

The Department of Labor & Workforce Development is committed to continuously improving how Workforce Investment Act services are delivered across the State of Tennessee. In October of 2003, Commissioner James Neeley announced his desire for each Comprehensive Career Center in Tennessee to individually participate in the Baldrige-based Tennessee Center for Performance Excellence (TNCPE) quality award program. Award recognition from The Tennessee Center for Performance Excellence is based on the promotion of performance excellence and best practices at four levels. Level 1, Interest Recognition, is the beginning level for organizations interested in adopting and applying continuous improvement principles in their organization. Level 2, the Commitment Award, is an intermediate level for organizations that have progressed to a point of demonstrating serious commitment to and implementation of quality management principles. Level 3, Achievement Award, is an advanced level of participation for organizations which have demonstrated, through their commitment and practice of quality principles, significant progress and results in building sound and notable processes.

The Excellence Award, Level 4, is the highest level of recognition and is presented to organizations that have demonstrated the highest level of quality excellence. Commissioner Neeley's Baldrige Initiative calls for each Comprehensive Career Center to be recognized at Level 2 by the end of Program Year 2009. The Department has been involved with the Tennessee Center for Performance Excellence for several years, as have service providers in LWIA 1 and LWIA 9 (Alliance for Business and Training and Workforce Essentials, respectively). It has also been decided that the Division of Employment & Workforce Development will also participate in the TNCPE assessment process as a

means of identifying opportunities on how the department can better deliver WIA services to the local areas and improve our overall state ranking from eight in PY 2002 to a top five ranking by PY 2009. Participation in this process will allow each Career Center and the division of Employment & Workforce Development to function more efficiently and provide a seamless system for service delivery. The Baldrige process encourages sharing of best practices and focuses on performance excellence throughout the organization. It is our belief that this process will allow each career center and the Department to become more demand driven resulting from the importance that the process places on customer satisfaction and customer service.

## Nursing and Allied Health Professions

A critical need has increased in the healthcare arena for qualified workers in virtually every service and support role. Through the development of strategic partnerships, our focus has sharpened to target employers needing qualified and available workers, while ensuring Tennessee's workforce is able to meet those needs. Tennessee has made healthcare a high priority by focusing on training programs for nursing and allied health professions.

Tennessee has encouraged healthcare training by providing additional statewide funds to support skills shortages training for nurses and other health related fields. In addition, local areas have leveraged other federal funding opportunities such as the H1-B and Incumbent Worker grants to further develop healthcare skills. Tennessee is constantly seeking innovative ways to provide much needed support to healthcare workers, and continue to strengthen the workforce in the healthcare industry.

## Access to Job Seekers

The Department of Labor and Workforce Development offers employers access to job seekers through the Career Center System. Any employer can place a simple request or referrals through the labor market exchange program offered at each of the Career Centers.

## Customized Training

When an employer identifies the need to train a group of job applicants in a specific occupational skill area, the Local Workforce Investment Area can assist with meeting the employer's training needs. The local program can pay up to 50% of the total cost for training a group of potential employees. The employer must agree to hire all of the applicants referred who successfully complete the training.

Customized training of an eligible employed individual may be provided for an employer or a group of employers when the employee is not earning a self-sufficiency wage as determined by local board policy. The employer(s) must agree to continue to employ the individual(s) on successful completion of the training.

## On-the-Job Training

When employers identify the need to fill a vacant position, they often have a choice of hiring a skilled worker or a worker who needs to have additional training. If the employer is willing to hire

an individual who has no prior experience in the vacant position, an on-the-job training contract may be developed with the Local Workforce Investment Area. Under this agreement, the local program can pay up to 50% of the trainee's wages during the specified training period. The employer must agree to hire the trainee, if he/she successfully completes.

On-the-job training for an eligible employed individual may be available for employers when the employee is not earning a self-sufficient wage as determined by Local Board policy. The employer must agree to continue to employ the individual on successful completion of the training.

Individuals must meet the stipulations under the WIA legislation, which is quoted as follows: "An OJT contract must be limited to the period of time required for a participant to become proficient in the occupations for which the training is being provided. In determining the appropriate length of the contract, consideration should be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience and the participant individual employment plan."

### Incumbent Worker Training

**The state may enter into an agreement with an employer to provide training to workers whose skills must be upgraded in order to avert worker dislocation. The state program may provide funding for this type of training. The application and guidelines can be found at <http://www.tennessee.gov/labor-wfd/mainemployer.html>.**

Section 181 of Public Law 105-220, Workforce Investment Act of 1998, includes the following under (0)(3)(1) and (2):

"No funds provided under this title shall be used, or proposed for use, to encourage or induce the relocation of a business or part of a business if such relocation would result in a loss of employment for any employee of such business at the original location and such original location is within the United States."

"No funds provided under this title for an employment and training activity shall be used for customized skill training, on-the-job training, or company-specific assessments of job applicants or employees for any business or part of a business that has relocated, until the date on which such new business or part of a business results in loss of employment for any employee of such business at the original location and such original location is within the United States."

Standardized pre-award review criteria development by the State of Tennessee must be completed and documented jointly by the Local Workforce Investment Area with the establishment as a pre-requisite to WIA assistance.

#### ***D. Key Factors Influencing Jobseekers***

### Technical Assistance

The Technical Assistance Unit in the Employment and Workforce Development Division had four staff persons, during PY 2005, including the Director, being trained as Global Career Development

Facilitators (GCDFs). The GCDG certification is an internationally recognized certification for professionals serving in a variety of occupations related to career development support and facilitation.

In conjunction with the Division of Employment Security staff, the Technical Assistance staff organized and assisted with eight Customer Service Training sessions across the state. The trainings were geared toward the front line staff in the local offices, career centers and local workforce investment area offices (LWIAs). Training sessions were held in Johnson City, Lebanon, Clarksville, Tullahoma, Knoxville, Cookeville and two in Jackson. Similar training for managers/supervisors are in the planning stage.

The Technical Assistance unit has other areas of responsibility included coordinating the activities between the small and large businesses and other divisions of State government in employment and training needs. The technical assistance unit updates the Technical Assistance Manual annually.

We also provided technical support to our contractors and provide feedback to the Local Workforce Investment Areas (LWIAs) on policy changes. Technical assistance was provided and corrective action was given to the LWIAs when the TDLWD monitors find discrepancies during the reviews.

The Career Readiness Certification Pilot (CRC) project is being monitored by the Technical Assistance staff. Currently, there are three local workforce investment areas that are part of this pilot project. We anticipate expanding the CRC program statewide in 2007.

The 2007 Planning Guidance is being organized in conjunction with all our partners and in collaboration with the State Workforce Board members to disseminate to all the Local Workforce Investment Areas.

## **Unemployment Insurance**

Unemployment Insurance benefits provide income to individuals who have lost work through no fault of their own. The benefits are intended to partially offset the loss of wages while an unemployed worker searches for suitable work.

## **Trade Adjustment Assistance (TAA)**

Trade Adjustment Assistance (TAA) is a federally funded program administered by the TDLWD. TAA is available to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports or a shift in production to a foreign country. Workers may be eligible for training, job search and relocation allowances, and other reemployment services. Additionally, weekly trade readjustment allowances (TRA) may be payable to eligible workers following their exhaustion of unemployment insurance benefits. <http://www.doleta.gov>

## **Career Center Services**

Tennessee Career Centers can help you assess your skills and develop a career plan, match your skills with current job openings, improve your resume writing and interview skills, and boost your skills through targeted workshops and training.

[www.tennessee.gov/labor-wfd/cchome.html](http://www.tennessee.gov/labor-wfd/cchome.html)

## Job Search Assistance

Tennessee's Automated Labor Exchange (ALEX) is a comprehensive computerized job listing. The system is a self-directed search that allows you to match your job skills against the employer's job description. This service is available in the lobbies of each of our offices, or you may access ALEX through the Internet. <http://www.tennessee.gov/labor-wfd> Many of our offices have Job Boards and provide printed job lists in their lobbies for your information.

America's Job Bank was a larger network which links over 2,000 state employment service offices nationwide and lists an estimated 100,000 jobs annually. <http://www.ajb.dni.us> America's Talent Bank was linked to America's Job Bank and offers the job seeker an opportunity to enter his/her resume to be accessed by employers in the Internet.

### **D. PY 2005 Competitive Environment by LWIA: Tables A Through O**

The tables of performance outcomes can be accessed through the ETA website as follows:  
<http://www.doleta.gov/performance/results/Reports.cfm?#wiastann>



# WIA Annual Report (ETA Form 9091)

OMB No. 1205-0420  
Expires: 02/28/2009

State Name:                     TN                    

Date Submitted:                     09/28/2006                    

## WIA Title IB

### Annual Report Form (ETA 9091)

**I. Narrative Section**

- A. A discussion of the cost of workforce investment activities relative to the effect of the activities on the performance of participants.
- B. A description of State evaluations of workforce investment activities, including:
  - 1. The questions the evaluation will/did address;
  - 2. A description of the evaluation's methodology; and
  - 3. Information about the timing of feedback and deliverables.

**II. Table Section**

**Table A - Workforce Investment Act Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	80.0	82.9	4,959.0	11,765.0	4,959.0	70.8
Employers	79.0	78.7	2,683.0	5,252.0	2,683.0	82.8

**Table B - Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	81.0	86.9	3,092 3,557
Employment Retention Rate	84.0	86.9	4,522 5,206
Average Earnings	3,300.0	4,841.0	23,759,863 4,908
Employment and Credential Rate	74.0	78.4	2,663 3,395

**Table C - Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	86.3	120 139	88.4	129 146	85.0	91 107	83.1	123 148
Employment Retention Rate	82.4	122 148	89.9	134 149	80.4	74 92	85.0	136 160
Average Earnings Rate	3,239.4	443,799 137	5,871.7	798,549 136	4,470.6	366,586 82	3,167.0	475,047 150
Employment and Credential Rate	68.8	86 125	85.0	102 120	72.2	57 79	77.1	81 105

**Table D - Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	86.9	1,795 2,066	87.0	1,297 1,491
Employment Retention Rate	87.2	2,852 3,271	86.3	1,670 1,935
Average Earnings Rate	5,560.9	17,060,769 3,068	3,640.8	6,699,094 1,840

**Table E - Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	85.0	87.8	2,761 3,143
Employment Retention Rate	91.5	90.9	3,280 3,609
Average Earnings	-2,000.0	-283.8	-973,851 3,431
Employment and Credential Rate	74.0	74.8	1,694 2,264

**Table F - Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	82.1	161 196	84.7	50 59	72.7	256 352	100.0	22 22
Employment Retention Rate	85.4	152 178	86.5	45 52	86.9	272 313	89.3	25 28
Average Earnings Rate	-2,087.4	-340,253 163	861.4	39,625 46	-3,055.9	-883,144 289	2,931.8	70,364 24
Employment and Credential Rate	73.4	102 139	76.6	36 47	62.4	131 210	85.0	17 20

**Table G - Other Outcome for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	89.1	$\frac{1,894}{2,126}$	85.3	$\frac{867}{1,017}$
Employment Retention Rate	91.1	$\frac{2,242}{2,460}$	90.3	$\frac{1,038}{1,149}$
Average Earnings Rate	313.9	$\frac{729,916}{2,325}$	-1,540.5	$\frac{-1,703,768}{1,106}$

**Table H.1 - Youth (14 - 21) Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	0.0	57.6	$\frac{1,713}{2,975}$
Attainment of Degree or Certificate	0.0	42.3	$\frac{1,149}{2,717}$
Literacy and Numeracy Gains	0.0	0.0	$\frac{0}{0}$

**Table H.2 - Older Youth (19 - 21) Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	71.0	76.1	$\frac{376}{494}$
Employment Retention Rate	82.5	83.7	$\frac{553}{661}$
Six Month Earnings Increase	3,000.0	3,953.4	$\frac{2,375,974}{601}$
Credential Rate	55.0	58.4	$\frac{402}{688}$

**Table I - Outcomes for Older Youth Special Populations**

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
EER Rate	51.3	$\frac{20}{39}$	100.0	$\frac{2}{2}$	79.2	$\frac{19}{24}$	64.0	$\frac{119}{186}$
ERR Rate	81.8	$\frac{27}{33}$	0.0	$\frac{0}{0}$	93.3	$\frac{28}{30}$	80.4	$\frac{172}{214}$
Six Month Earnings Increase Rate	4,125.8	$\frac{123,775}{30}$	0.0	$\frac{0}{0}$	3,495.1	$\frac{97,864}{28}$	3,479.4	$\frac{654,134}{188}$
Credential Rate	44.4	$\frac{24}{54}$	50.0	$\frac{1}{2}$	60.6	$\frac{20}{33}$	43.6	$\frac{103}{236}$

**Table J - Younger Youth (14 - 18) Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	87.0	95.0	$\frac{5,242}{5,520}$
Youth Diploma or Equivalent Rate	66.0	68.5	$\frac{1,135}{1,657}$
Retention Rate	63.0	67.1	$\frac{1,718}{2,559}$

**Table K - Outcomes for Younger Youth Special Populations**

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	93.9	$\frac{597}{636}$	95.5	$\frac{1,072}{1,123}$	94.4	$\frac{589}{624}$
Youth Diploma or Equivalent Rate	58.7	$\frac{54}{92}$	80.4	$\frac{201}{250}$	59.4	$\frac{205}{345}$
Retention Rate	56.0	$\frac{75}{134}$	68.7	$\frac{235}{342}$	67.3	$\frac{269}{400}$

**Table L - Other Reported Information**

Reported Information	12 Month Employment Retention Rate		12 Month Earning Increase (Adults and Older Youth) or 12 Months Earning Replacement (Dislocated Workers)		Placement in Non-traditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	86.4	$\frac{3,462}{4,005}$	4,927.9	$\frac{18,642,267}{3,783}$	0.6	$\frac{20}{3,092}$	5,119.5	$\frac{15,046,111}{2,939}$	54.4	$\frac{977}{1,795}$
Dislocated Workers	89.4	$\frac{2,462}{2,755}$	98.5	$\frac{30,551,843}{31,024,776}$	0.7	$\frac{18}{2,761}$	5,945.9	$\frac{15,649,518}{2,632}$	47.5	$\frac{900}{1,894}$
Older Youths	79.1	$\frac{436}{551}$	3,956.4	$\frac{1,986,124}{502}$	0.0	$\frac{0}{376}$	3,010.7	$\frac{1,029,655}{342}$		

**Table M - Participation Levels**

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	18,275	8,579
Total Adult self-service only	479	319
WIA Adult	12,334	5,668
WIA Dislocated Worker	5,939	2,909
Total Youth (14-21)	6,515	3,502
Younger Youth (14-18)	5,050	2,820
Older Youth (19-21)	1,465	682
Out-of-School Youth	1,265	642
In-School Youth	5,250	2,860

Table N - Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		14371898.0000
Local Dislocated Workers		7971589.0000
Local Youth		12177731.0000
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		4203802.0000
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)		4124020.0000
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
	Education - Jobs for	422500.0000
	LWIA 1	222259.0000
	LWIA 2	104630.0000
	LWIA 3	89878.0000
	LWIA 4	383352.0000
	LWIA 5	87940.0000
	LWIA 6	237060.0000
	LWIA 7	52945.0000
	LWIA 8	798064.0000
	LWIA 9	288900.0000
	LWIA 10 - LWIA 13	2030962.0000
Total of All Federal Spending Listed Above		44769811.0000



Table O: Local Performance

<b>Local Area Name</b> Lwia 01 - Allowance For Business And Training, Inc.	<b>Total Participants Served</b>	<b>Adults</b>	339
		<b>Dislocated Workers</b>	249
		<b>Older Youth (19 - 21)</b>	53
		<b>Younger Youth (14 - 18)</b>	367
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	275
		<b>Dislocated Workers</b>	127
		<b>Older Youth (19 -21)</b>	31
		<b>Younger Youth (14 - 18)</b>	164

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	80	85
	<b>Employers</b>	79	75
<b>Entered Employment Rates</b>	<b>Adults</b>	81	92
	<b>Dislocated Workers</b>	85	92
	<b>Older Youth</b>	71	96
<b>Retention Rates</b>	<b>Adults</b>	84	94
	<b>Dislocated Workers</b>	92	95
	<b>Older Youth</b>	83	93
	<b>Younger Youth</b>	63	81
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	3,300	5,707
	<b>Dislocated Workers</b>	-2,000	2,306
	<b>Older Youth</b>	3,000	5,481
<b>Credential/Diploma Rates</b>	<b>Adults</b>	74	77
	<b>Dislocated Workers</b>	74	77
	<b>Older Youth</b>	55	66
	<b>Younger Youth</b>	66	74
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	80	97
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		64

<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		35
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		0
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
			17

Table O: Local Performance

<b>Local Area Name</b> Lwia 02 - Walters State Community College	<b>Total Participants Served</b>	<b>Adults</b>	380
		<b>Dislocated Workers</b>	145
		<b>Older Youth (19 - 21)</b>	107
		<b>Younger Youth (14 - 18)</b>	571
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	249
		<b>Dislocated Workers</b>	150
		<b>Older Youth (19 -21)</b>	30
		<b>Younger Youth (14 - 18)</b>	167

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	80	86
	<b>Employers</b>	79	82
<b>Entered Employment Rates</b>	<b>Adults</b>	81	87
	<b>Dislocated Workers</b>	85	82
	<b>Older Youth</b>	71	63
<b>Retention Rates</b>	<b>Adults</b>	84	88
	<b>Dislocated Workers</b>	95	92
	<b>Older Youth</b>	83	85
	<b>Younger Youth</b>	63	81
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	3,300	5,697
	<b>Dislocated Workers</b>	-2,000	320
	<b>Older Youth</b>	3,000	3,074
<b>Credential/Diploma Rates</b>	<b>Adults</b>	74	77
	<b>Dislocated Workers</b>	74	72
	<b>Older Youth</b>	55	64
	<b>Younger Youth</b>	66	79
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	87	98
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	71

<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	51
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	0
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>		
		4	13

Table O: Local Performance

<b>Local Area Name</b> Lwia 03 - Knoxville- Knox County Cac	<b>Total Participants Served</b>	<b>Adults</b>	262
		<b>Dislocated Workers</b>	279
		<b>Older Youth (19 - 21)</b>	42
		<b>Younger Youth (14 - 18)</b>	78
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	79
		<b>Dislocated Workers</b>	68
		<b>Older Youth (19 -21)</b>	17
		<b>Younger Youth (14 - 18)</b>	34

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	80	86
	<b>Employers</b>	79	76
<b>Entered Employment Rates</b>	<b>Adults</b>	81	90
	<b>Dislocated Workers</b>	85	91
	<b>Older Youth</b>	71	88
<b>Retention Rates</b>	<b>Adults</b>	84	91
	<b>Dislocated Workers</b>	92	91
	<b>Older Youth</b>	83	81
	<b>Younger Youth</b>	50	51
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	3,300	5,705
	<b>Dislocated Workers</b>	-1,000	904
	<b>Older Youth</b>	3,000	2,323
<b>Credential/Diploma Rates</b>	<b>Adults</b>	74	88
	<b>Dislocated Workers</b>	74	70
	<b>Older Youth</b>	55	71
	<b>Younger Youth</b>	66	62
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	87	97
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	66



<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	11
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	0
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	1	5	11

Table O: Local Performance

<b>Local Area Name</b>  Lwia 04 - East Tennessee Human Resources Agency	<b>Total Participants Served</b>	<b>Adults</b>	1,005
		<b>Dislocated Workers</b>	412
		<b>Older Youth (19 - 21)</b>	218
		<b>Younger Youth (14 - 18)</b>	628
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	684
		<b>Dislocated Workers</b>	283
		<b>Older Youth (19 - 21)</b>	143
		<b>Younger Youth (14 - 18)</b>	445

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	80	87
	<b>Employers</b>	79	81
<b>Entered Employment Rates</b>	<b>Adults</b>	81	87
	<b>Dislocated Workers</b>	85	92
	<b>Older Youth</b>	71	81
<b>Retention Rates</b>	<b>Adults</b>	84	89
	<b>Dislocated Workers</b>	92	94
	<b>Older Youth</b>	83	90
	<b>Younger Youth</b>	63	76
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	3,300	4,760
	<b>Dislocated Workers</b>	-2,000	318
	<b>Older Youth</b>	3,000	4,496
<b>Credential/Diploma Rates</b>	<b>Adults</b>	74	79
	<b>Dislocated Workers</b>	74	80
	<b>Older Youth</b>	55	68
	<b>Younger Youth</b>	66	64
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	87	98
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	68

<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	40
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	0
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

Table O: Local Performance

<b>Local Area Name</b>  <b>Lwia 05 - Southeast Tennessee Dev. Board</b>	<b>Total Participants Served</b>	<b>Adults</b>	660
		<b>Dislocated Workers</b>	561
		<b>Older Youth (19 - 21)</b>	36
		<b>Younger Youth (14 - 18)</b>	289
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	255
		<b>Dislocated Workers</b>	278
		<b>Older Youth (19 - 21)</b>	9
		<b>Younger Youth (14 - 18)</b>	174

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	80	84
	<b>Employers</b>	79	76
<b>Entered Employment Rates</b>	<b>Adults</b>	81	89
	<b>Dislocated Workers</b>	85	90
	<b>Older Youth</b>	71	100
<b>Retention Rates</b>	<b>Adults</b>	84	84
	<b>Dislocated Workers</b>	92	89
	<b>Older Youth</b>	83	75
	<b>Younger Youth</b>	63	75
<b>Average Earnings (Adults/DWs)</b> <b>Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	3,300	4,113
	<b>Dislocated Workers</b>	-2,000	404
	<b>Older Youth</b>	2,900	4,822
<b>Credential/Diploma Rates</b>	<b>Adults</b>	74	75
	<b>Dislocated Workers</b>	74	82
	<b>Older Youth</b>	53	62
	<b>Younger Youth</b>	63	93
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	87	99
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	43

<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	26
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	0
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	1	3	13

Table O: Local Performance

<b>Local Area Name</b> Lwia 06 - Workforce Solutions	<b>Total Participants Served</b>	<b>Adults</b>	1,139
		<b>Dislocated Workers</b>	495
		<b>Older Youth (19 - 21)</b>	83
		<b>Younger Youth (14 - 18)</b>	220
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	842
		<b>Dislocated Workers</b>	191
		<b>Older Youth (19 -21)</b>	28
		<b>Younger Youth (14 - 18)</b>	104

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	80	78
	<b>Employers</b>	79	84
<b>Entered Employment Rates</b>	<b>Adults</b>	84	82
	<b>Dislocated Workers</b>	85	79
	<b>Older Youth</b>	71	100
<b>Retention Rates</b>	<b>Adults</b>	85	85
	<b>Dislocated Workers</b>	92	90
	<b>Older Youth</b>	83	97
	<b>Younger Youth</b>	64	81
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	3,200	3,447
	<b>Dislocated Workers</b>	-2,700	978
	<b>Older Youth</b>	3,000	3,503
<b>Credential/Diploma Rates</b>	<b>Adults</b>	85	81
	<b>Dislocated Workers</b>	92	74
	<b>Older Youth</b>	83	90
	<b>Younger Youth</b>	68	65
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	87	76
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		51



Attainment of Degree or Certificate	Youth (14 - 21)		65
Literacy or Numeracy Gains	Youth (14 - 21)		
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

Table O: Local Performance

<b>Local Area Name</b>  Lwia 07 - Upper Cumberland Human Resources Agency	<b>Total Participants Served</b>	<b>Adults</b>	377
		<b>Dislocated Workers</b>	236
		<b>Older Youth (19 - 21)</b>	25
		<b>Younger Youth (14 - 18)</b>	237
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	158
		<b>Dislocated Workers</b>	233
		<b>Older Youth (19 -21)</b>	8
		<b>Younger Youth (14 - 18)</b>	121

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	80	83
	<b>Employers</b>	79	76
<b>Entered Employment Rates</b>	<b>Adults</b>	81	88
	<b>Dislocated Workers</b>	85	89
	<b>Older Youth</b>	71	75
<b>Retention Rates</b>	<b>Adults</b>	84	87
	<b>Dislocated Workers</b>	92	93
	<b>Older Youth</b>	83	93
	<b>Younger Youth</b>	63	84
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	3,300	5,571
	<b>Dislocated Workers</b>	-2,000	2,043
	<b>Older Youth</b>	3,000	5,719
<b>Credential/Diploma Rates</b>	<b>Adults</b>	74	74
	<b>Dislocated Workers</b>	74	75
	<b>Older Youth</b>	55	69
	<b>Younger Youth</b>	66	75
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	87	99
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		37

<p><b>Attainment of Degree or Certificate</b></p>	<p><b>Youth (14 - 21)</b></p>		<p>51</p>
<p><b>Literacy or Numeracy Gains</b></p>	<p><b>Youth (14 - 21)</b></p>		<p>0</p>
<p><b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b></p>			

Table O: Local Performance

<b>Local Area Name</b> <b>Lwia 08 - Workforce Essentials</b>	<b>Total Participants Served</b>	<b>Adults</b>	738
		<b>Dislocated Workers</b>	414
		<b>Older Youth (19 - 21)</b>	108
		<b>Younger Youth (14 - 18)</b>	496
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	423
		<b>Dislocated Workers</b>	229
		<b>Older Youth (19 -21)</b>	51
		<b>Younger Youth (14 - 18)</b>	449

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	80	81
	<b>Employers</b>	79	80
<b>Entered Employment Rates</b>	<b>Adults</b>	81	94
	<b>Dislocated Workers</b>	85	94
	<b>Older Youth</b>	71	88
<b>Retention Rates</b>	<b>Adults</b>	84	93
	<b>Dislocated Workers</b>	92	93
	<b>Older Youth</b>	83	94
	<b>Younger Youth</b>	63	76
<b>Average Earnings (Adults/DWs)</b> <b>Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	3,300	7,258
	<b>Dislocated Workers</b>	-2,000	166
	<b>Older Youth</b>	3,000	6,591
<b>Credential/Diploma Rates</b>	<b>Adults</b>	74	82
	<b>Dislocated Workers</b>	74	82
	<b>Older Youth</b>	55	80
	<b>Younger Youth</b>	66	70
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	87	90
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		37

<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		26
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		0
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

Table O: Local Performance

<b>Local Area Name</b> Lwia 09 - The Nashville Carreer Advancement Center	<b>Total Participants Served</b>	<b>Adults</b>	1,285
		<b>Dislocated Workers</b>	796
		<b>Older Youth (19 - 21)</b>	240
		<b>Younger Youth (14 - 18)</b>	806
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	817
		<b>Dislocated Workers</b>	472
		<b>Older Youth (19 -21)</b>	90
		<b>Younger Youth (14 - 18)</b>	330

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	80	82
	<b>Employers</b>	79	73
<b>Entered Employment Rates</b>	<b>Adults</b>	77	87
	<b>Dislocated Workers</b>	83	88
	<b>Older Youth</b>	69	76
<b>Retention Rates</b>	<b>Adults</b>	84	85
	<b>Dislocated Workers</b>	92	89
	<b>Older Youth</b>	83	79
	<b>Younger Youth</b>	63	68
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	2,700	3,922
	<b>Dislocated Workers</b>	-2,000	-494
	<b>Older Youth</b>	3,000	3,159
<b>Credential/Diploma Rates</b>	<b>Adults</b>	74	77
	<b>Dislocated Workers</b>	74	73
	<b>Older Youth</b>	55	50
	<b>Younger Youth</b>	66	79
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	87	81
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		64



<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		19
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		0
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

Table O: Local Performance

<b>Local Area Name</b>  Lwia 10 - South Central Tennessee Workforce Board	<b>Total                  Participants                  Served</b>	<b>Adults</b>	593
		<b>Dislocated Workers</b>	737
		<b>Older Youth (19 - 21)</b>	54
		<b>Younger Youth (14 - 18)</b>	266
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	285
		<b>Dislocated Workers</b>	330
		<b>Older Youth (19 -21)</b>	31
		<b>Younger Youth (14 - 18)</b>	116

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	80	83
	<b>Employers</b>	79	81
<b>Entered Employment Rates</b>	<b>Adults</b>	81	80
	<b>Dislocated Workers</b>	85	80
	<b>Older Youth</b>	69	82
<b>Retention Rates</b>	<b>Adults</b>	84	90
	<b>Dislocated Workers</b>	92	89
	<b>Older Youth</b>	83	83
	<b>Younger Youth</b>	63	72
<b>Average Earnings (Adults/DWs)                  Six Months Earnings Increase                  (Older Youth)</b>	<b>Adults</b>	3,300	5,292
	<b>Dislocated Workers</b>	-2,000	-3,811
	<b>Older Youth</b>	3,000	2,679
<b>Credential/Diploma Rates</b>	<b>Adults</b>	74	73
	<b>Dislocated Workers</b>	74	63
	<b>Older Youth</b>	55	73
	<b>Younger Youth</b>	66	93
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	87	94
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		63

<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		78
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		0
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

Table O: Local Performance

<b>Local Area Name</b> Lwia 11 - Southwest Human Resources Agency	<b>Total Participants Served</b>	<b>Adults</b>	1,283
		<b>Dislocated Workers</b>	378
		<b>Older Youth (19 - 21)</b>	161
		<b>Younger Youth (14 - 18)</b>	359
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	774
		<b>Dislocated Workers</b>	170
		<b>Older Youth (19 -21)</b>	79
		<b>Younger Youth (14 - 18)</b>	208

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	80	83
	<b>Employers</b>	79	80
<b>Entered Employment Rates</b>	<b>Adults</b>	81	83
	<b>Dislocated Workers</b>	85	92
	<b>Older Youth</b>	71	73
<b>Retention Rates</b>	<b>Adults</b>	84	83
	<b>Dislocated Workers</b>	92	88
	<b>Older Youth</b>	83	79
	<b>Younger Youth</b>	63	58
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	3,300	5,162
	<b>Dislocated Workers</b>	-2,000	362
	<b>Older Youth</b>	3,000	3,520
<b>Credential/Diploma Rates</b>	<b>Adults</b>	74	75
	<b>Dislocated Workers</b>	74	80
	<b>Older Youth</b>	55	53
	<b>Younger Youth</b>	66	60
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	87	91
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		72

<p><b>Attainment of Degree or Certificate</b></p>	<p><b>Youth (14 - 21)</b></p>		<p>60</p>
<p><b>Literacy or Numeracy Gains</b></p>	<p><b>Youth (14 - 21)</b></p>		
<p><b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b></p>			

Table O: Local Performance

<b>Local Area Name</b> Lwia 12 - Dyersburg State Community College	<b>Total Participants Served</b>	<b>Adults</b>	709
		<b>Dislocated Workers</b>	448
		<b>Older Youth (19 - 21)</b>	154
		<b>Younger Youth (14 - 18)</b>	339
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	379
		<b>Dislocated Workers</b>	344
		<b>Older Youth (19 -21)</b>	44
		<b>Younger Youth (14 - 18)</b>	195

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	80	85
	<b>Employers</b>	79	81
<b>Entered Employment Rates</b>	<b>Adults</b>	81	88
	<b>Dislocated Workers</b>	85	91
	<b>Older Youth</b>	71	96
<b>Retention Rates</b>	<b>Adults</b>	84	85
	<b>Dislocated Workers</b>	92	93
	<b>Older Youth</b>	83	71
	<b>Younger Youth</b>	63	62
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	3,300	5,263
	<b>Dislocated Workers</b>	-2,000	534
	<b>Older Youth</b>	3,000	2,828
<b>Credential/Diploma Rates</b>	<b>Adults</b>	74	85
	<b>Dislocated Workers</b>	74	75
	<b>Older Youth</b>	55	30
	<b>Younger Youth</b>	66	37
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	87	100
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		69



Attainment of Degree or Certificate	Youth (14 - 21)		19
Literacy or Numeracy Gains	Youth (14 - 21)		0
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

Table O: Local Performance

<b>Local Area Name</b>  <b>Lwia 13 - Workforce Investment Network</b>	<b>Total Participants Served</b>	<b>Adults</b>	3,562
		<b>Dislocated Workers</b>	786
		<b>Older Youth (19 - 21)</b>	184
		<b>Younger Youth (14 - 18)</b>	392
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	449
		<b>Dislocated Workers</b>	35
		<b>Older Youth (19 -21)</b>	121
		<b>Younger Youth (14 - 18)</b>	313

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	80	83
	<b>Employers</b>	79	76
<b>Entered Employment Rates</b>	<b>Adults</b>	81	98
	<b>Dislocated Workers</b>	85	98
	<b>Older Youth</b>	68	49
<b>Retention Rates</b>	<b>Adults</b>	84	81
	<b>Dislocated Workers</b>	92	91
	<b>Older Youth</b>	83	75
	<b>Younger Youth</b>	61	51
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	3,000	4,070
	<b>Dislocated Workers</b>	-2,000	-554
	<b>Older Youth</b>	2,850	3,679
<b>Credential/Diploma Rates</b>	<b>Adults</b>	74	83
	<b>Dislocated Workers</b>	74	81
	<b>Older Youth</b>	55	35
	<b>Younger Youth</b>	63	60
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	83	98
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>		53

<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>		52
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>		0
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			

## II. Weblibliography

### Administrative Entity & Comprehensive Career Center Web Site

#### LWIA 1

<http://www.ab-t.org/ab-t.htm>

[http://www.tennessee.gov/labor-wfd/cc/cccounty\\_files/washington.htm](http://www.tennessee.gov/labor-wfd/cc/cccounty_files/washington.htm)

#### LWIA 2

<http://www.ws.edu/>

[http://www.tennessee.gov/labor-wfd/cc/cccounty\\_files/hamblen.htm](http://www.tennessee.gov/labor-wfd/cc/cccounty_files/hamblen.htm)

#### LWIA 3

<http://www.wforce@knoxcac.org>

<http://www.knxcareers.org/>

#### LWIA 4

<http://www.ethra.org/>

[http://www.tennessee.gov/labor-wfd/cc/cccounty\\_files/cumberland.htm](http://www.tennessee.gov/labor-wfd/cc/cccounty_files/cumberland.htm)

#### LWIA 5

<http://www.sedev.org/setdd/>

<http://www.secareercenter.org/>

#### LWIA 6

[http://www.tennessee.gov/labor-wfd/cc/cccounty\\_files/coffee.htm](http://www.tennessee.gov/labor-wfd/cc/cccounty_files/coffee.htm)

#### LWIA 7

<http://www.uchra.org/>

<http://www.uccareercenter.com/>

#### LWIA 8

<http://www.workforceessentials.com/>

<http://www.workforceessentials.com/careercenter.html>

#### LWIA 9

<http://www.nashville.gov/flashpgs/flashhome.htm>

<http://www.careeradvancement.org/>

#### LWIA 10

<http://www.sctworkforce.org>

<http://www.sctcareercenter.com/>

#### LWIA 11

<http://www.unitedway.tn.org/community/sowhumre.htm>

<http://www.wtncc.tn.org/>

**LWIA 12**

[http://www.tennessee.gov/labor-wfd/cc/cccounty\\_files/dyer.htm](http://www.tennessee.gov/labor-wfd/cc/cccounty_files/dyer.htm)

**LWIA 13**

<http://www.cityofmemphis.org/>

<http://www.memphiscareercenter.com/>

**State Web Sites**

<http://www.tennessee.gov/labor-wfd/et.html> This is the homepage of the Division of Employment & Training, Department of Labor and Workforce Development

<http://www.tennessee.gov/labor-wfd/wioplan.html> View the State's 5-Year Strategic Plan for WIA

[http://www.tennessee.gov/labor-wfd/et\\_incumbent\\_faq.html](http://www.tennessee.gov/labor-wfd/et_incumbent_faq.html) View Frequently Asked Questions about the Incumbent Worker Program

<http://www.tennessee.gov/labor-wfd/graphics/TNmplwia.gif> View the LWIA map

<http://www.tennessee.gov/labor-wfd/Polsummary.pdf> View Policy and Policy Summaries from E&T

<http://www.tennessee.gov/labor-wfd/performance2003-04.pdf> E&T Performance Measures, 2003-2004

<http://www.ja.state.tn.us/thec/cbjt/PrSrchEng.jsp> View the List of Eligible Training Providers

<http://198.187.128.12/tennessee/lpext.dll?f=templates&fn=fs-main.htm&2.0> Tennessee Code Annotated

**Federal Web Sites**

<http://www.doleta.gov/> Employment and Training Administration, US Department of Labor

<http://www.doleta.gov/usworkforce/wia/act.cfm> View Public Law 105-220, WIA 1998

<http://www.whitehouse.gov/omb/egov> View Plans for eGovernment Initiative

<http://wdr.doleta.gov/directives/> ETA Training and Employment Guidance Letters/Advisories

<http://www.access.gpo.gov/nara/cfr/index.html> Search the Code of Federal Regulations

<http://www.whitehouse.gov/omb/circulars/a122/a122-2004.pdf> OMB, Circular A-122

<http://www.whitehouse.gov/omb/circulars/a133/a133.html> OMB, Circular A-133

<http://a257.g.akamaitech.net/7/257/2422/14mar20010800/edocket.access.gpo.gov/2003/pdf/03-13125.pdf> LEP Guidance, ETA

<http://uscode.house.gov/search/criteria.shtml> Search the United States Code

[http://wdr.doleta.gov/opr/fulltext/FINALrep\\_02.pdf](http://wdr.doleta.gov/opr/fulltext/FINALrep_02.pdf) View the Urban Institute's preliminary report on employment and training activities at faith-based institutions

<http://www.eeoc.gov/policy/ada.html> View Americans With Disabilities Act of 1990

<http://www.access-board.gov/508.html> 36 CFR Part 1194, Electronic and Information Technology Accessibility Standards

<http://www.access-board.gov/telecomm/index.htm> 36 CFR Part 1193, Telecommunications Act Accessibility Guidelines

### III. Staff Directory

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**IV. End**