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Local Workforce Investment Area - 9

Local Plan

2014-2019



Providing Workforce Leadership

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

TABLE OF CONTENTS

Glossary of Terms and Abbreviations	3
Organizational Profile	4
Organizational Chart	12
I. Leadership.....	13
II. Strategic Planning	15
III. Customer and Market Forces	18
IV. Measurement, Analysis, and Knowledge Management.....	21
V. Workforce Focus	22
VI. Operations Focus.....	23
VII. Results	25
Signature Page	29

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

Glossary of Terms and Abbreviations:

- 1. Board – Middle Tennessee Workforce Investment Board (Also referred to as WIB)**
- 2. CRC – Career Readiness Certificate**
- 3. Consortium – Partners of the American Job Center**
- 4. Department – Tennessee Department of Labor and Workforce Development**
- 5. Job Center – American Job Center Network**
- 6. LWIA – Local Workforce Investment Area**
- 7. NCAC – Nashville Career Advancement Center (also referred to as Agency)**
- 8. TABE – Test for Adult Basic Education**
- 9. VOS – Virtual One Stop / Geographic Solutions**
- 10. W/P – Wagner Peyser**
- 11. WIA – Workforce Investment Act of 1998 (also referred to as the Act or Statute)**

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

Preface: Organizational Profile

The American Job Center Network in the Middle Tennessee area is made up of three partners: The Nashville Career Advancement Center, Tennessee Department of Labor & Workforce Development and the Tennessee Department of Human Services Division of Vocational Rehabilitation. They operate two (2) comprehensive and one (1) affiliate Job Centers within the four (4) county region.

The Nashville Career Advancement Center (NCAC) is designated as Local Workforce Investment Area 9 (LWIA 9) and is the Administrative Entity for the Middle Tennessee Workforce Investment Board. The Agency was established by the Metropolitan Government of Nashville and Davidson County in 2000 as a regional entity to carry-out workforce development programs within the Tennessee Counties of Davidson, Rutherford, Trousdale, and Wilson.

P.1 Organizational Description:

P.1.a Organizational Environment

P1.a. (1) The main products and services offered by the American Job Center Network in Middle Tennessee are Information & Referrals, Skills & Career Development and Business services along with Youth educational and employment related services. The core products and services, by partner, are:

Tennessee Department of Labor & Workforce Development:

- Wagner Peyser (W/P) - Basic labor exchange services
- Supplemental Nutrition Assistance Program / SNAP (Employment & Training) – SNAP offers assistance to eligible, low-income individuals and

families and provides economic benefits to communities.

- Trade Act NAFTA - federal program established under the [Trade Act of 1974](#) that provides aid to workers who lose their job or whose hours of work and wages are reduced as a result of increased imports.
- Veteran services / Title 38 - Job Counseling, Training, and Placement Services for Veterans.
- Business Outreach & Development – building positive relationships with employers, identifying opportunities to address their human resource needs
- Recruitment & Referral - standard and customized recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trends; on-the-job training contracting, and work experience; and referral to community services.

Referrals to:

- Temporary Assistance for Needy Families / TANF- program provides temporary financial assistance for pregnant women and families with one or more dependent children. TANF provides financial assistance to help pay for food, shelter, utilities, and expenses other than medical.
- Older Worker services - matches eligible older adults with part-time jobs for community service organizations. Participants build skills and self-

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

confidence, while earning a modest income.

Workforce Investment Act / Nashville Career Advancement Center

- Assessments - Assessments help job seekers explore themselves in order to determine industry preferences, or types of jobs or training to pursue. There are three (3) basic types: skill based (ACT WorkKeys© and TABE); personality (Myers Briggs©); and interest (Strong Interest Inventory).
- Forums - meetings are designed to allow the customer to connect with employers and job search experts in the community to provide insight and knowledge about the world of work, and the customer's individualized plan.
- Workshops / Networking - Workshops are used to help develop or refine an individual's job search plan. The types of workshops vary depending on the needs of the customer base, from basic resume writing to interviewing skills, to more advanced level career exploration and negotiating a salary.
- Career Counseling - Career Counseling services are provided by Career Coaches on a one-on-one basis. Career Coaches help the customer develop their individual plan and provide feedback as the customer navigates the job market.
- Talent Development - Talent Development services are provided in the form of scholarships to individuals in need of developing or upgrading their skills to be competitive in the job market. Scholarships are available for training in

demand occupations targeted by the Middle Tennessee Workforce Investment Board. Targeted occupational areas for the 2014-2019 program years are in the industry sectors of: Healthcare; Design and Construction; Transportation and Logistics; Information Technology; Advance Manufacturing, and Secondary Teaching.

Other talent development opportunities include partnerships with the Tennessee Department of Labor and Workforce Development and area employers through the implementation of skills grants, incumbent worker grants, or on-the-job training grants.

Youth Services provide educational and employment related services to economically disadvantaged youth between the ages of 14-21 years of age. The purpose of the services is to increase the number of youth graduating from high school and moving on to post-secondary education or employment. These services include:

- Tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies;
- Alternative secondary school services;
- Summer employment opportunities that are directly linked to academic and occupational learning;
- Paid and unpaid work experiences, including internships and job shadowing;
- Occupational skill training;
- Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours;
- Adult mentoring;
- Follow-up services after participation; and
- Comprehensive guidance and counseling.

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

Services to youth are delivered through contractors who are competitively bid.

Referrals to:

- Adult Education - empowers individuals to become self-sufficient by providing the basic skills and knowledge necessary to complete a secondary education. Tennessee Adult Education provides basic skills upgrades and works with individuals to help them meet their educational and career goals.

Department of Human Services / Vocational Rehabilitation

- Vocational Rehabilitation services - is a federal and state-funded program providing services to help individuals with disabilities enter or return to employment. It is designed to assist individuals of work age with physical and/or mental disabilities compete successfully with others in earning a livelihood.

The products and services provided by the consortium members are delivered through one of the three (3) American Job Centers located at:

- Nashville Center – Comprehensive
665 Mainstream Drive, Nashville
- Murfreesboro Center – Comprehensive
1313 Old Fort Parkway, Murfreesboro
- Lebanon Center – Affiliate
155 Legends Drive, Suite M, Lebanon

Shared outreach and branding for the American Job Centers will be used to ensure recognition of the seamless workforce system. Partners of the consortium will ensure that signs, brochures, flyers, advertising media and announcements, stationery, business cards and name tags used by members will reflect the American Job Center branding.

P.1.a. (2) The Executive Committee in conjunction with the full Middle Tennessee Workforce Investment Board establishes the mission and vision for the utilization of the Workforce Investment Act funds allocated to NCAC. The agency is responsible for carrying out the mission and vision and achieving the goals established by the Board. The following mission and vision have been established by the Board:

Board Vision Statement:

“We visualize a skilled workforce that supports business and economic growth in the Region”

Mission Statement for WIA Funds:

“To ensure the Middle Tennessee workforce is aligned with the region’s long-range economic needs, Workforce Investment funds will provide training and credentials which develop talent for high demand and high skill careers.”

We will achieve this Mission by:

- Developing strategic partnerships with employers and training providers to align training services with the needs of area employers;
- Enhancing career development services for job seekers to increase job success and knowledge of high skill and high demand careers;
- Securing state and/or federal funding to develop training programs that support career pathways that build upon the existing skills of the workforce and develop new skills to meet high skill and high demand careers; and
- Coordinating Workforce Investment Act activities with the region’s economic development agencies to address current and

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

projected future workforce quality and quantity issues.

For the purposes of this document, the term “high demand and high skill” means careers in industry sectors that fit within the following criteria:

1. Industry sectors that are projected to have the fastest growing numbers of new jobs added to the economy or affect the growth of other industries; and
2. Industry sectors that have existing or emerging businesses which are being transformed by technology and innovation and which will require new skills sets for workers.

These vision and mission statements are deployed throughout the agency as the basis for the development of individual goals. Throughout the agency, every employee has their goals established based on each action item starting with senior leadership and then cascading throughout the agency.

To promote the overall corporate culture of the Agency and to help staff grow, the Agency has adopted a code of team behavior. The eight (8) areas of the Code are as follows:

- This week we will strive to include all team members and actively seek ideas from members of our organization.
- This week we will initiate change when we see problems or opportunities.
- This week we will work as a team to support all members in reaching their goals.
- This week we will complain only to the person who can do something about it.
- This week we will support and implement decisions of the group, even if it was not our preference and take ownership in the outcome.
- This week we will encourage and support balance between business and personal lives.

- This week I will acknowledge improvement and celebrate success.
- We use humor appropriately, we don't use zingers.

The vision and mission statements, along with the code of team behavior provide the foundation to guide the staff and the culture of the organization.

P.1.a. (3)

The American Job Centers in Middle Tennessee have 62 on-site employees. Within our organizational structure, employees are classified in two groups:

- Management
- General Staff

Ninety-five (95%) percent of the staff are responsible for the direct delivery of services to job seeker customers, with the remaining staff responsible for management.

All fulltime members of the Job Center receive pension, health insurance, and deferred compensation benefits.

The Nashville Career Advancement Center has thirty-nine (39) employees. Within the agency's organizational structure, employees are classified in three groups:

- Senior Management
- Management
- General Staff

Fifty-six (56%) percent of the staff are responsible for the direct delivery of services to job seeker customers at the Job Center, with the remaining off-site staff responsible for management, finance, information systems, and contract management and monitoring.

All employees are Metropolitan Nashville and Davidson County employees that receive pension,

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

health insurance, and deferred compensation benefits.

The following depicts the Agency’s employee profile:

Diversity/ Education	Gn. Staff	Mgmt.	Sr. Mgmt.
Male	34%	0%	50%
Female	66%	100%	50%
H.S. Grad	10%	25%	0%
Some College	13%	0%	0%
College Degree	77%	75%	100%

P.1.a. (4) The major facilities for the Consortium include two (2) comprehensive and one affiliate offices, located throughout the region. Facilities are designed to accommodate serving the public, including meeting all safety and accessibility requirements mandated by law. The technologies and equipment utilized within each location are determined by the partnership of providers, and centers on the mix use of human interaction and computer technology. The implementation of www.Jobs4TN.gov allows job seekers to register for services on-line at the Job Center or from their personal computer. The site also allows the job seeker to access job market information, complete an interactive resume and mount a self-service job search. The application and quantity of computers are determined by the partnership and include internet and proprietary software programs designed to assist customers achieve their objectives as well as the performance objectives of the Agency.

P.1.a. (5) The consortium members are government agencies that receive federal funding. The primary regulatory environment is established in the Workforce Investment Act (WIA) of 1998, giving the United States Department of Labor regulatory control of the

programs operated there under. The rules are published under 20 CFR Part 652 et al.; additional financial regulations are established by the United States Office of Management and Budget. To ensure compliance with these rules NCAC is audited under the Single Audit Act and monitored by the Tennessee Department of Labor and Workforce Development. The state partners are audited by Tennessee’s Comptroller’s office.

P.1.b Organizational Relationships

P.1.b. (1) The American Job Center Network was established under the [Workforce Investment Act](#) of 1998. The Nashville Career Advancement Center operates under the direction of the Middle Tennessee Workforce Investment Board as its oversight board responsible for vision and direction of the programs operated.

The Nashville Career Advancement Center is a division of the Metropolitan Nashville and Davidson County Mayor’s Office. The Agency was created by ordinance of the Metropolitan government to be a regional entity responsible for workforce development programs within Davidson, Rutherford, Trousdale, and Wilson counties in Tennessee.

The executive director of NCAC reports to the Metropolitan Mayor and is responsible for the overall operation of the Agency. Within the Agency, there are five (5) senior managers responsible for each aspect of the organization, including supervision of all staff. The following indicates the area each senior manager is responsible for overseeing:

- Director of Operations – All operational aspects of the organization including information technology and management information.
- Finance Director – All financial transactions and regulatory compliance.

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

- Program Director – All delivery of program services provided by the agency.
- Youth and Community Services Director – All youth and community engagement activities, including overseeing youth contracted services.
- Employer Services Director – All economic development and employer related services.

All NCAC Directors report to the Executive Director.

Consortium supervision is made up of the following:

- Site Leads - Each partner has established a Site Lead at each location. The leads will work together on the following duties: create staffing plans that provide adequate office coverage at all times in a manner that allows fair and equitable opportunity for time off; ensure all staff is adequately trained; ensure all staff adhere to policies and procedures; ensure all staff present a professional and positive image; ensure consistent communication procedures are followed; ensure internal policy and procedures are followed; ensure the environment is professional; design a room scheduling system for workshops and meetings; and, approve posted informational signs.
- Partner Staff Supervisor – Each partner has established a staff supervisor who shall be vested with the sole authority to hire, terminate, discipline, promote, assign and transfer partner employees. The partner retains authority over all actions that may affect the current base pay, status, or tenure of classified employees.

P.1.b. (2) The Consortium’s target market consists of Job seekers and Employers located within four (4) Middle Tennessee Counties. Requirements and expectations for job seekers are for the consortium to provide Information &

Referral, Skills & Career Development and Training resources to allow the customer to re-enter or advance in the workforce. Requirements and expectations for the Employers are to provide business outreach & development, recruitment & referral, and the development of a skilled workforce. Youth customers require services that allow the customer to remain in school, progress to post secondary education, or enter the workforce.

To determine the success of our service performance, benchmarks are established by the State and Federal governments. Customer satisfaction surveys are also performed to ensure quality of services at the point of delivery. For consistency of service, the Site Leads have constructed and will maintain a customer flowchart demonstrating the provision of services and the interrelated activities. The flowchart is amended from time-to-time as determined necessary by the Leads. Adjustments to services are made based on the analysis of these measures and customer feedback.

P.1.b. (3) The Consortium is made up of 3 primary partners who operate the American Job Center Network, the lead Agency and operator of the Job Center Network is the Tennessee Department of Labor & Workforce Development. This collaboration allows us to streamline services to customers and ensure the elimination of duplication of services. Other key partners include youth contractors, Metropolitan General Government, and community agencies.

P.1.b. (4) The Consortium’s key supplier and customer relationships are designed around a funder to grant recipient process. Communication between our partners is transparent due to the joint data tracking and financial systems utilized. This allows for an open dialog and viewing of data and finances. Communication mechanisms include shared data systems, regular and group email, phone calls,

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

meetings and reviews. Consortium members schedule and participate in quarterly meetings to discuss services, customer flow, partner referrals, performance outcomes, and other matters that the Partners consider necessary.

P.2 Organizational Challenges

P.2. a Competitive Environment

P.2. a. (1) Workforce Investment Act funding is void of direct competition due to the legal structure established under the Act. The consortium is responsible for providing Job Center services in the second largest populated Local Area in the State, with the largest employment population. The four counties include a population of 1,049,505 people and an average employment size of 578,520. Although not direct competitors, community agencies routinely compete for workforce funding with and without a collaborative effort with NCAC. Such funding may or may not be federal funding under the Act. The local area has several hundred community agencies.

P.2. a. (2) The principle competitive factors that determine success in our industry are:

- Number of people entering the workforce
- Number of people retained in the workforce
- Average wage
- Number of youth who improve in literacy and numeracy
- Number who graduate high school

The above competitive success factors are determined by the federal government; the level of achievement necessary to be successful is determined by the state after Federal negotiation. Performance outcomes are determined independently by the state.

The key changes that affect our competitive situation are the slow employment growth and

the mismatch of the skills of the unemployed and employer demand. Other changes include the corresponding rise in the number of people needing services without a corresponding increase in funding. These challenges do open opportunities for the Job Center to enhance collaborations with other agencies, as well as, drive innovation to succeed.

P.2. a. (3) The Consortium has a wide range of available resources from within our industry and outside. We routinely compare performance outcomes with our counterparts across the state as well as on a national level. Other sources outside the industry include U.S. Department of Commerce data as well as local and national Chambers of Commerce.

Our industry is compelled by open records laws to make data available to the general public. The state is the data depository for all data-making benchmarks of services for on-going activity.

P.2. b. Strategic Challenges

The key strategic challenges faced by the Job Center are:

- Declining funding - deficit reduction will take precedence over additional funding.
- Skills mismatch – available jobs don't match the skills of unemployed workers
- Government Agency - limited mobility and flexibility due to administrative complexities.
- Performance expectations – Common Measures

The Consortium's advantages include the geographic area, capacity and capability of staff, and the use of an outcomes based management and organizational style. All activities of NCAC must align with the mission and goals of the Board and organization. We are careful not to seek grant funding or other sources of funding that do not build on the core business of the Agency. We understand that diversifying our

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

business model without long term resources will dilute our ability to perform and carryout our core mission.

P.2. c. Performance Improvement System

Partners will ensure success indicators established by the TDOL&WD are met and will recommend additional measures to the Local Board that support seamless service delivery and will apply across partner services and activities. We anticipate that the alignment of partner programs will improve the quality of services to customers by allowing them to experience the full array of services.

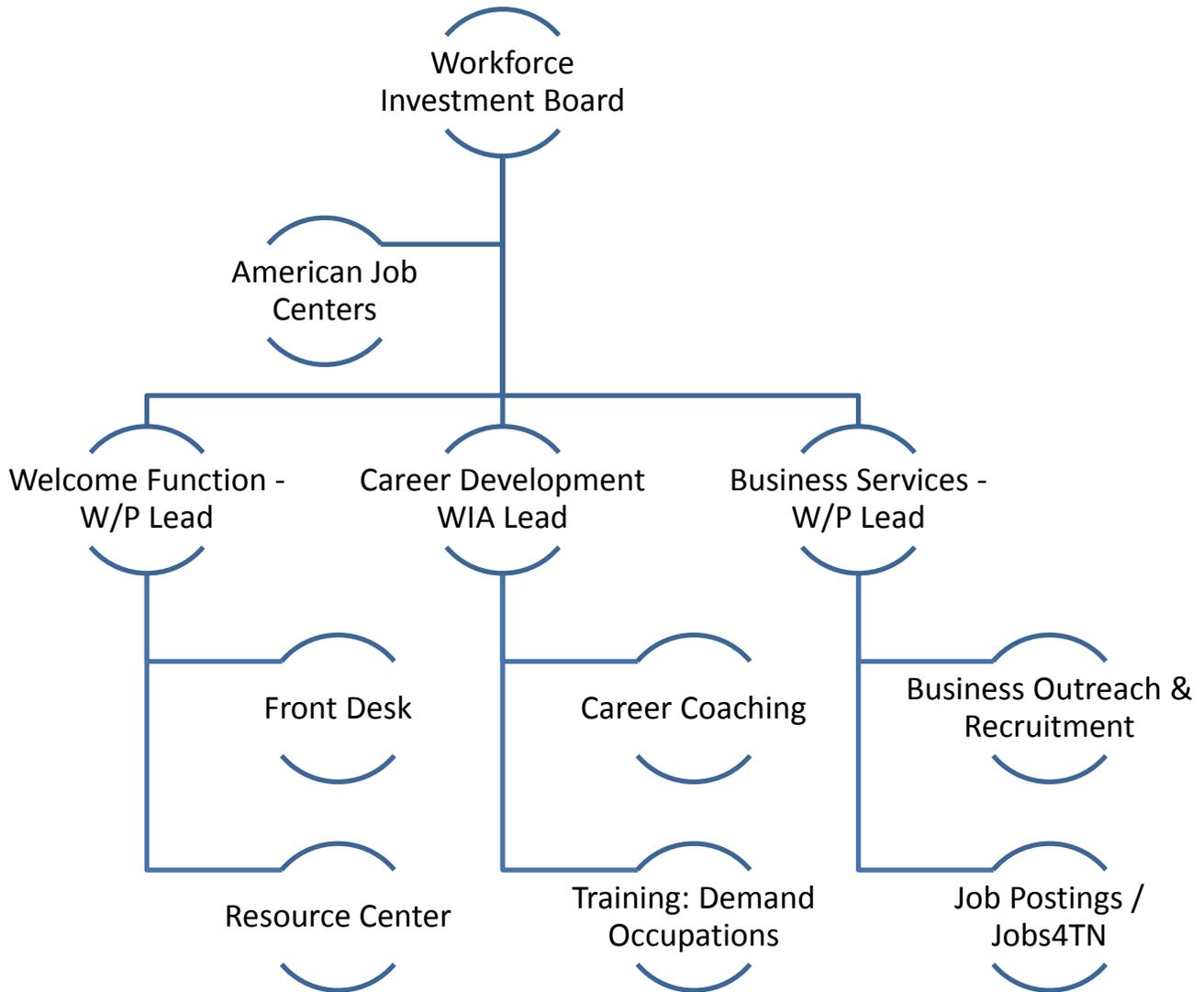
The key elements of our performance improvement system are two fold. First, the achievement of all performance outcome measures as established by the state negotiations with the federal government. Secondly, the achievement of individual outcomes that are linked to the Partner’s goals. These goals include both numeric outcomes and process improvement measures.

NCAC’s performance is evaluated by the state on a quarterly basis. Annually, the Agency must meet or exceed performance outcomes to remain viable. Consequently, all Agency goals are centered on achieving performance outcomes. All goals are broken down into individual

performance plans for each staff member. The accomplishments of these individual goals are evaluated on a monthly basis to ensure progress toward achievement of goals. All data at an Agency and individual staff level is utilized and shared as part of a learning process to improve performance. Current performance outcomes are as follows:

Performance Outcome	Performance Level
Adult Measure	
• Entered Employed	83.0%
• Employment Retention	87.6%
• Average Earning	\$13,000
Dislocated Worker	
• Entered Employed	86.0%
• Employment Retention	86.5%
• Average Earning	\$15,000
Wagner / Peyser	
• Entered Employed	48.0%
• Employment Retention	62.0%
• Average Earning	\$9,000
Youth Measures	
• Placement	75.5%
• Attainment	75.0%
• Literacy/Numeracy	43.0%

**Local Workforce Investment Area #9
2014-2019 Plan Submission**



**Local Workforce Investment Area #9
2014-2019 Plan Submission**

I. Leadership:

I. a. The Executive Committee of the Middle Tennessee Workforce Investment Board, Executive Staff of the Nashville Career Advancement Center and the Director of Field Operations for TDOL&WD form the nucleus of the senior leadership for the local workforce investment area. The Executive Committee in conjunction with the full Board establishes the mission and vision for the utilization of the Workforce Investment Act funds allocated to the area. The Nashville Career Advancement Center is responsible for carrying out the mission and vision and obtaining the goals established by the Board. The Nashville Career Advancement Center is a division of the Metropolitan Government of Nashville and Davidson County and is the fiscal agent and entity responsible for the disbursement of Workforce Investment Act funds.

The vision and mission statements are deployed throughout the agency as the basis for the development of individual goals. Throughout the agency, every employee has their goals established based on each action item starting with senior leadership and then cascading throughout the agency.

In addition, the achievements of these action items or goals are tied to individual compensation through an incentive compensation plan that rewards employees on the overall performance of the agency and their individual performance. Consequently, this drives the individual actions of the leadership and each employee to reflect a commitment to achieving the stated outcomes.

Throughout the agency communicating and promoting the goals and outcomes of the agency to stakeholders, partners, and customers are critical to overall success. To be effective in the delivery of services, each party needs to be aware of the services that they can expect to

receive from the agency. All of this is regularly communicated through quarterly partner luncheons with all partners within the Job center network. This has given the partners the opportunity to discuss their services, targeted populations, and outcomes.

As a component of the partner luncheons the Job center network engages in a SWOT analysis each year to identify progress toward achieving system goals and eliminating barriers.

One of the major goals of the system is to improve funding to broaden the range of impact the system can have within the context of economic challenges. This does not necessarily mean an increased investment of public funds, but rather a combination of ways that increases investment while leveraging existing resources. With a workforce in Middle Tennessee of 860,639 and 1.1 Million jobs, the ability of the system to have a sustainable impact on a skilled workforce is limited. With this said, we do have funding that can be used as a catalyst for improving skills in certain areas. The Middle Tennessee Workforce Board has implemented a workforce committee that strategically aligns the investments in training with the growth needs of employers. The goal is to identify high demand and growth occupations where employers have indicated a shortage of trained workers. Utilizing focus groups of industry experts who have further defined the needed credentials; WIA funds are being appropriated to train individuals in those occupations. This approach will allow the utilization of WIA resources as leveraged funding in coordination with funding that is already invested by others, including the private sector.

Another opportunity or goal is to ensure available services to a broad range of customers, including those with significant barriers to employment. As economic conditions change, too often those left behind are job seekers facing such barriers. The Workforce Investment Act

Local Workforce Investment Area #9 2014-2019 Plan Submission

programs are essential to the system, but the role of the program is not sufficient to address these barriers. To address this issue, the Nashville Career Advancement Center has entered into Memorandum's of Understanding with key community partners. These community partners have resources locally to address many of the barriers and we are positioned to provide employment and training services once the barriers have been addressed. An example is working with a local community agency that prepares individuals for their High School Equivalency (HSE) test, once they have completed their program the individual is referred to the workforce system for skills training. This allows the person to have a continuum of services that will provide the opportunity for them to be productive in the labor force.

Accomplishing these goals is challenging, it is also creating innovation and partnerships that will achieve the goals of many different programs and providers.

I. b. The Nashville Career Advancement Center is a division of the Metropolitan Nashville and Davidson County Mayor's Office. The Agency was created by ordinance of the Metropolitan government to be a regional entity responsible for workforce development programs within Davidson, Rutherford, Trousdale, and Wilson counties in Tennessee. The Agency operates under the umbrella of the Metropolitan government with the Middle Tennessee Workforce Investment Board as its oversight board responsible for vision and direction of the programs operated.

The executive director of the agency reports to the Metropolitan Mayor and is responsible for the overall operation of the agency. Actions carried out by the executive director are evaluated by the Workforce Board and Mayor's Office. As a division of the Metropolitan Government each senior Agency employee is

required to provide disclosure forms to the County Clerk for public inspection. The executive director is required by ordinance to provide additional disclosure information to ensure the absence of a conflict of interest and provide transparency in all actions undertaken by the agency and its management.

For fiscal and programmatic compliance, the agency is audited as part of the single audit conducted by external auditors. In addition, the agency is monitored by the Department of Labor and Workforce Development each year for compliance with state and federal rules and regulations. The results of audit and monitoring reviews are forwarded to the internal audit division of the Metropolitan Government to ensure the agency is being reviewed on a routine basis and to determine if there are deficiencies identified during the review that would require internal audit action.

To evaluate the performance of agency staff, including all senior leaders, a performance evaluation system was instituted in 1997, separate from the standard performance review system of the Metropolitan Government. For clarity of purpose, and to align performance expectations with agency goals and incentive compensation systems, all reviews are done during the month of November of each year. This gives the Board and senior leaders the opportunity to develop annual goals and evaluate progress toward achieving those goals in a collective manner, understanding the accomplishments, strengths, and weaknesses of each employee toward achieving the stated objectives.

The process of evaluating staff is consistent throughout the agency, starting with each employee doing a self-evaluation. Once the self-evaluation is done, each supervisor will provide their input and evaluation scores and present the evaluation, comments, and scores to a senior leadership review panel prior to discussing the

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

evaluation with the employee. The review panel discusses and reviews each evaluation to ensure that all employees are consistently evaluated across agency divisions without regard to subjective actions of individual supervisors. This process ensures that supervisors provide evaluations and feedback consistent with agency policy, and do not arbitrarily score individuals high or low based on their personal belief of how the rating scale should be interpreted. Once approved by the review panel, supervisors discuss the evaluations with staff and start the process of developing goals for the next year's cycle. Note: The only exception to the above process is the executive director's evaluation which is performed by the Chair of the Board and select members of the Executive Committee.

The core services provided by the agency are career development and training services. The impact of these services on the community and our customers is determined by outcome measures determined at the state and federal level. These outcomes specifically address the number of individuals who enter employment after receiving services, their wage, and how long they maintained employment. Youth customers have similar outcomes with educational improvement added.

To anticipate and address public concerns with the services provided, each staff person who delivers core services is required to complete Global Career Development Facilitator training and certification. This training includes a code of conduct and emphasizes the need for regulatory compliance.

Key service communities are determined by the eligibility and intent of the funding agency. These key communities include: the unemployed/underemployed; dislocated workers; and economically disadvantaged youth with barriers in education or to employment. In addition to supporting services to these key communities through program operations, the

agency staff routinely provides community support by serving on non-profit boards or commissions, and raising funds through charitable campaigns.

II. Strategic Planning:

II. a. The Consortium Site Leads, Staff Supervisors and senior leaders from NCAC meet annually to conduct a strategic planning meeting. The process is started with an evaluation of the operational environment, including the strengths, weaknesses, opportunities and threats facing the Job Center. The state integrated plan and Governor's goals and objectives are discussed to ensure that they are incorporated in the local strategy. Local goals and objects are developed for use at the Middle TN Job Centers. These goals and objects are an important part of the quarterly consortium meetings where they are used to gage the center's progress.

The Nashville Career Advancement Center in conjunction with the Middle Tennessee Workforce Investment Board conducts its strategic planning process in a two staged process. First, the Board appoints a strategic planning ad hoc committee to develop the Board's strategic plan. The ad hoc committee presents its recommendations to the executive committee and the full Board for approval. Once approved, the plan is used as the overarching strategic direction to develop the agency's strategic plan. The agency's strategic plan is developed on an annual basis by the senior leadership in conjunction with all supervisors within the agency. The process is started with an evaluation of our operational environment, including the strengths, weaknesses, opportunities, and threats facing the agency. Each broad direction identified by the Board is then broken down into goals and task items. These goals and task items are further broken down into individual goals and are included in each employee's performance evaluation plan.

Local Workforce Investment Area #9 2014-2019 Plan Submission

For purposes of the 2014 – 2019 program years, the following are the overarching goals for the agency:

Goal 1: Developing strategic partnerships with employers and training providers to align training services with the needs of area employers.

Goal 2: Enhancing career development services for job seekers to increase job success and knowledge of high skill and high demand careers.

Goal 3: Securing state and/or federal funding to develop training programs that support career pathways that build upon the existing skills of the workforce and develop new skills to meet high skill and high demand careers.

Goal 4: Coordinating Workforce Investment Act activities with the region's economic development agencies to address current and projected future workforce quality and quantity issues.

Goal 5: To support the Middle TN Workforce Investment Board and Youth Council in their decision making capacity.

Goal 6: To ensure that targeted youth are provided employment related services.

Goal 7: To provide programmatic, administrative and fiscal support to ensure the integrity of the agency.

Goal 8: To maintain and enhance the culture of the agency in the development of our high performing work teams.

Based on the above goals, action items are created and become time bound and address challenges, strategic advantages, innovation, and overarching objectives for the agency. Although the goals address long term objectives, the action

items are the instruments that are used to break them down into short term (within a year) accomplishments.

Although these goals are inclusive of all aspects of the Agency's operation, two areas of importance are driving overall service strategies to our customers. These areas are the continued need to align the skills of individuals with the needs of businesses, eliminating skill shortage areas; and the weak economy creating longer terms of joblessness.

To address the alignment of skills the Agency has focused resources to determine the scope and need for high-skill and high growth job opportunities. The trick to preparing workers for high skill jobs is to know what they are. With the assistance of the Department of Labor and Local Areas 8 and 10, the Agency worked with the Nashville Area Chamber to revise and update a targeted labor market study. The purpose of the study was to reevaluate growth projections based on the impact of the recent recession to determine changes to high skill and high demand jobs in the Nashville area. To no one's surprise, nursing and other healthcare related positions were the most sought after. However, also high on the list was a variety of Information Technology jobs along with Post-Secondary teachers, finance & business professionals and skilled craftsman.

To implement strategies to address the results of the study, the Board utilizes its Workforce Committee comprised of private sector, economic development, organized labor, and education representatives from the Board. The Committee is responsible for overseeing Incumbent Worker, Fast Track OJT, Skills Grants, and scholarship limitations and directions. Advisory Committees were formed to gather information about the type of training and credential needed for the following industry sectors: Healthcare; Design and Construction; Transportation and Logistics; Secondary

Local Workforce Investment Area #9 2014-2019 Plan Submission

Teaching, Advanced Manufacturing, and Information Technology. The composition of each advisory committee consisted of employers and industry association representatives. Further analysis of industry needs may increase the types and scope of targeted industries.

The expectation is to have a list of training credentials by industry that our limited WIA dollars will support with scholarships. We are also working with the committees to identify areas of skill needs that are not suitable for scholarships due to the nature of training needed. An area of significance whereby scholarships are not suitable is in the construction area where apprenticeships are encouraged as the routine method of training. As with addressing skill shortage areas, the increase numbers of customers using the Job center network without a corresponding increase in funding has created a need for innovation and flexibility. Working with our Job Center partners, we have eliminated duplication of services and focused on delivery of each agency's core business. For our agency, that means a focus on career development and training. To accomplish this, the Agency has re-aligned and re-focused on intensive services, particularly career development. Developing advanced workshops designed to appeal to a broader group of people; workshops such as negotiating a salary, internet job searching and resumes, among other topics. Throughout history, the struggle of "what do I want to be when I grow up?" has always been there, and in times with an even more rapid changing economy, career coaching and development are in critical need. Lastly, we are working on partnership building. Several community based organizations and philanthropic groups are doing a lot to assist people with job loss in their communities. We need to work smarter with our funding and use it in partnership with other efforts to make it go further and in the right direction.

II. b. To address the preceding issues and all goals requires the development of action plans. The action plans to accomplish the key strategic objectives are deployed throughout the agency through the individual performance evaluation plan. All individual staff plans link back to one or more of the strategic objectives, with senior leadership having all objectives as part of their plan. Adjustments to the plans can be made during the year should operating conditions or resources change.

Resources to fund the strategic objectives are determined during the annual budget process and are allocated based on need. As a government entity, resources are fixed on an annual basis making the development of the strategic objectives confined to budgetary limits. Exceptions are made for objectives that seek to secure additional resources to carry them out. In such cases, the objective is only achieved should the additional funds be secured.

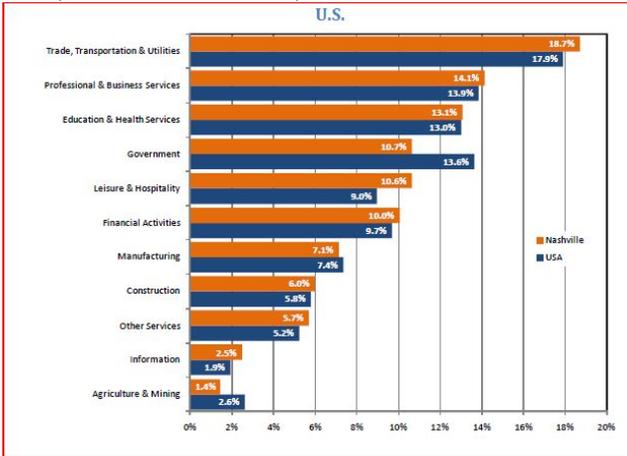
To determine success in achieving the objects, several performance benchmarks are utilized. For resources, budgets by category are developed on a monthly basis to determine month over month expenditures with comparable data from the previous year. For customer tracking, eCMATS (Virtual One Stop) a case management tracking system is utilized along with an intranet based reporting program to track number served, number attending each workshop, completers, number in training, number who went to work, and wage at entry into employment. These outcomes are then compared to performance outcomes generated by the state to determine the accuracy of the indicators. Quarterly, performance information is compared with other agencies across the state to determine if service levels and outcomes are competitive with similarly situated agencies.

Local Workforce Investment Area #9 2014-2019 Plan Submission

III. Customer and Market Focus:

III. a. The Nashville Career Advancement Center along with the Tennessee Department of Labor & Workforce Development and the Nashville Area Chamber of Commerce commissioned a Targeted Labor Market Study for the 10 County Nashville Metropolitan Statistical Area that was revised in September 2010. The results of the study provided a snapshot into the labor force from which the Board could strategically target limited resources. The following indicates the growth super-sectors for the region:

Employment of Supersectors of Nashville and US (revised table 2010)



As we look at the sectors we must determine growth jobs, but also which growth jobs will require talent development. Many of the growth jobs require limited to moderate levels of training; where feasible, training investment for talent development will be focused on higher skilled jobs. These include jobs in sectors that have sustained demand and growth coupled with training and wages that leads to self-sufficiency, including some of the following:

SOC	Occupation Description	Emp Change 07-17	Projected Annual Growth Rate (07-17)
29-1111	Registered nurses	4,648	2.0%
25-1099	Postsecondary teachers	4,132	3.5%
11-1021	General & operations managers	2,875	1.3%
11-1011	Chief executives	1,082	1.2%
13-1199	Business operation specialists, all other	966	1.9%
11-9199	Managers, all other	890	1.2%
11-9021	Construction managers	761	1.5%
11-3031	Financial managers	740	1.2%
15-1051	Computer systems analysts	608	1.8%
15-1031	Computer software engineers, applications	589	2.7%
11-3021	Computer & information systems managers	571	1.9%
15-1071	Network & computer systems administrators	558	2.8%
13-2052	Personal financial advisors	545	1.7%
11-2022	Sales managers	544	1.5%
41-3099	Sales representatives, services, all other	512	1.3%
41-4012	Sales representatives, wholesale & manufacturing, exc. technical & scientific products	509	0.6%
11-3011	Administrative services managers	470	1.4%
15-1081	Network systems & data communications analysts	460	2.8%
49-1011	First-line supervisors/managers of mechanics, installers, & repairers	423	1.0%
15-1032	Computer software engineers, systems software	375	2.2%

Source: EMSI

Although many of these occupations require a Bachelor's Degree to be at the higher end level, many do not require that level of education at entry into the field. In many cases, particularly in the information systems field, industry credentials will substitute for the degree. To ensure that our investments are targeted to training programs that are attainable within our funding timeframes, we have put together groups of industry professionals to focus on six areas of high demand high skill careers. For the period of program years 2014-2019 these areas will be in healthcare, information technology, design and construction, secondary teaching, advanced manufacturing, transportation and logistics. Training scholarships are confined to training programs within one or more of these sectors. Advisory groups of industry associations and employers within each sector have been convened to analyze what specific occupations within each sector should be targeted to expand scholarship offerings. The credentials needed for these occupations have scholarship amounts that are competitive to receive the credential instead of a flat amount.

The Nashville Career Advancement Center has retained the Disability Navigator position and has expanded the position to include the title of

Local Workforce Investment Area #9 2014-2019 Plan Submission

Community Services Coordinator. This position's function is to assist people with disabilities as well as other vulnerable populations with access to the services provided by the agency. The Community Services Coordinator/ Disability Navigator is an asset to the agency and has worked with community based agencies to enhance and expand the community's workforce development services; developed case management teams to ensure that career coaches who are serving people with significant barriers have access to all needed services provided by the community; worked on establishing diversity forums for employers to learn about hiring and retaining individuals with significant barriers; and connecting businesses and Job center partners with people from vulnerable populations.

The Community Services Coordinator/ Disability Navigator is a key component in the Agency's strategy to serve an estimated increased number of veterans. We project, that as more troops return home from Iraq and Afghanistan, we need to ensure that we have laid a good foundation and network of partners to help the soldiers return to civilian jobs. For those without disabilities, including their family members, our existing services are tailored to help them understand and be successful in the job market. We have several career coaches that are veterans and understand how to navigate the transition. Also, the Federal and State veteran's representatives in the Job centers are an invaluable resource and are active partners in our network. We continually coordinate with them to ensure that all services available, including services that require veteran's preference, are available when needed.

To carryout training services the Agency utilizes Individual Training Accounts (ITA) known in our area as Workforce Board Scholarships based on customer choice. American Job Center staff, through core and intensive services, will work with dislocated workers and adults to determine

appropriate strategies for success in the labor market. In instances where the appropriate strategy is to acquire training services, individuals will be provided information and assistance in the selection of an eligible training provider.

To fund training services, a career coach will assist individuals find, submit application, and acquire grant funding from all sources applicable to the training. WIA funds will be used as a supplement to such funds when such funding does not cover the cost of training, or when other funding is not available.

Scholarships will be limited in duration and amount, based on the needs and availability of funds of the local area. Such determination shall be made by the Local Workforce Investment Board, and will be subject to change from time to time, as need dictates.

For the procurement of youth and others services, the Agency follows the procurement rules established by the Metropolitan Government of Nashville and Davidson County.

To coordinate local activities with the statewide Dislocated Worker unit functions we have assigned Rapid Response Coordinators for our area. Since October 2010, we have seen a decrease in the number of layoffs that peaked in 2009. The unemployment rate for the Nashville MSA has fallen from over 9% to 5.5% from October 2010 to December 2013. This demonstrates an improvement in the economy, but still leaves more than 46,000 people unemployed in the region.

Although lay-offs and the number of unemployed are more specific to adults and dislocated workers, we have seen a corresponding impact on youth employment and services to youth. To combat the rising unemployment and increase educational attainment for youth, the Agency has re-focused

Local Workforce Investment Area #9 2014-2019 Plan Submission

youth programs concentrating on expanded work experience, increased access to post-secondary, and supporting post-secondary persistence. The Agency has been involved with several best practice efforts within our area: The Metro Internship Program and the Nashville College Connection. The following describes each of these initiatives: **Metro Summer Internship Program** – The Metro Summer Internship program is funded by Metro Government to provide summer internships within Metro government for 50 rising high school seniors. This year the program is tied directly to the high school redesign initiatives of MNPS, and links students with positions that reflect their Academies or career focus course work. The Agency is also working with the Mayor’s Office and local community-based organizations to expand the program through private philanthropic dollars. The Youth Council is also working with community leaders in Wilson and Rutherford Counties to have a similar program funded by their respective city or county governments.

The Nashville College Connection – The Nashville College Connection is a program of the Oasis Center and is located at the Youth Opportunity Center. The NCC focuses on helping students with the mechanics of college-going, helping young people bridge the gap between college aspirations and the post-secondary system. Working with the Oasis Center, the Nashville College Connection utilizes NCAC staff to work with youth seeking to attend college. The Youth Opportunity Center also houses the NCAC youth contractor for out-of-school youth and is therefore also able to partner with the NCC to help enrolled OSY maximize their financial aid and otherwise successfully navigate the college-going process.

III. b. The cornerstone of the public workforce development systems is based on partnerships and relationships. The Nashville Career

Advancement Center is just one partner in a larger group of providers that collectively comprise the workforce system. Consequently, building relationships is not only with our customers, but also with our system partners. To acquire customers, system partners must be knowledgeable of all services that are available to each customer, whether provided by that particular partner or by one of the other partners. We have worked closely to first understand the services provided by our partners before having them understand ours. This approach allows us the flexibility to adjust services to fill gaps where our partners do not provide such services, and eliminate duplication. This effort is key to helping us acquire customers that can benefit from our services, instead of a broader approach that tends to weed out customers and refer them to other partners that can be of assistance. This approach also increases customer satisfaction and loyalty to the agency’s outcome driven system.

Social media such as Facebook, LinkedIn & Twitter is used to keep job seekers and employers informed and engaged. We encourage our job seekers to take our social media workshops to increase networking skills and to improve communications with their Job Center staff members.

In addition, to improve customer satisfaction, each individual customer is assigned a career coach to work with them on their individual career plans; customizing their respective service plan with their particular needs. There is no “one career plan fits all” approach, but rather a service model that takes into account the needs of the individual to satisfy their particular career goals.

Customer satisfaction surveys are routinely performed with our customers along with continuous communications on programs and events that could benefit them. Occasionally there are complaints by customers. These

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

complaints are handled informally first by the career coach and supervisor, but in cases where the individual would like to elevate the complaint, a formal process is in place. This formal process may include a formal hearing and appeal to the state, if necessary.

The bottom line is to be successful, we must acquire customers that can benefit from our services through partnerships and relationships with our system partners and the community; we must provide high quality customer service to ensure that each individual achieves their respective career goal; and we must make sure that we follow-up and continue to communicate with them after they are employed to achieve our performance objectives.

IV. Measurement, Analysis, and Knowledge Management:

IV. a The main funding for the American Job Center Network comes from the Workforce Investment Act (WIA). The unique aspect of the Act is that it is driven by performance outcomes. Meaning, agencies such as NCAC that do not perform will be barred from continuing to receive WIA funding. As a federally funded program, the outcomes are established by the U.S. Congress with the level of performance negotiated between federal, state, and local agencies. Consequently, the selection of the performance measures is set, including what/who is included in performance measures and the method in which they are calculated. The measures are: Entered employment; wage rate; and retention in employment; for youth, literacy and numerous gains are also included. For the 2014-2015 program year, we anticipate the following numbers from our programs:

Job Center visits:

• Nashville	30,000
• Murfreesboro	30,000
• Lebanon	8,000

Exits from NCAC:

• Adult	400
• Dislocated Worker	500
• Youth	250

To manage performance, the state provides quarterly outcome data on each measure. However, due to the method of calculating performance, the data contained in the quarterly report is often too old to use to make management decisions. NCAC has implemented an internal data tracking system that provides indicators of eventual performance. These indicators are not just for the measured outcomes, but also for process measures implemented by the agency. It is these process measures that provide daily, weekly, and monthly feedback to the senior leadership to determine quality and quantity of services, including budget variations that may require adjustments to service strategies.

The end result of our programs is to achieve stated performance objectives. To this extent, performance measures, including process measures are included in each employee's performance evaluation plan. This allows senior leadership to determine not only the strengths and weaknesses of the agency, but also, the strengths and weaknesses of each employee. Focusing on outcomes breeds innovation; the focus on process determines if those innovations are working.

IV. b The consortium is part of State and Local Government. As such, all data and information is stored as part of a government wide effort to have secured, easily accessed, and quality information technology systems for each employee. For the agency, data is managed through two primary network systems. The first is the state's eCMATS system that is used for management, tracking, and reporting program data for performance purposes. The eCMATS system will be converted to Virtual One Stop

Local Workforce Investment Area #9 2014-2019 Plan Submission

(VOS) during the 2015 Fiscal Year. All employees who need access are granted such access for their daily and routine tasks. Regular customer contact is maintained and detailed case notes are entered to the system. The system is updated to reflect current activities and participation status. Customers who are no longer receiving services are exited from the system. The second system is the agency's internet and intranet systems. These systems include policy, process reporting, and agency wide information that can be easily accessed by any employee. For security, all systems are password protected and where needed, data is encrypted to ensure added protection. All data is backed up at an external location in the event of a system failure. In cases of emergency, all employee data is maintained by the general government to make contacts as required. All employees also have capability to access the system from remote locations such as from home.

V. Workforce Focus:

V. a. Consortium members will schedule and participate in quarterly meetings to discuss services, customer flow, partner referrals, performance outcomes, and other matters that the Partners consider necessary. Members will be cross-trained to gain a better understanding of all programs and to develop skills to successfully assist job seekers. Partner training is critical to our functional alignment efforts.

NCAC is a performance driven agency that engages, compensates, and rewards its employees based on outcomes. Since 1997, the Agency has administered an employee compensation system based on individual performance and the overall performance of the agency. The basis of the program is pay at risk and reward for accomplishment. Structurally the system works as follows:

An independent organization reviews the pay grades and structures of all jobs within the agency. The review includes a comparative analysis of the pay range for each position with that of a grouping of private sector, public sector, and non-profit jobs. The comparative analysis is used to determine if the compensation for each job is consistent with other similarly situated jobs. Once the comparative analysis is complete, all pay ranges are reduced by five percent. To receive the five percent, each employee and the agency must meet or exceed performance benchmarks. The compensation system is weighted heavier toward the agency performance, consequently, should the agency fail to achieve performance benchmarks no additional compensation is given to an individual. This system keeps all agency staff engaged in the risk and reward process based on the whole instead of them individually.

To determine success, official state data is used to calculate if the agency met or exceeded its performance benchmarks. For each individual, they must achieve at least a good on their evaluation to re-coup the five percent pay at risk. Slightly more than five percent can be obtained by an employee should they perform at one of the top two levels within the organization.

The above process has been successful in having all employees focus on the outcomes of the agency. It cultivates cross sectional cooperation and team work; if the agency fails, we all fail.

V. b. The Consortium are government entities that are not revenue generating, therefore they must manage their workforce capability and capacity within budget constraints. NCAC manages process by dividing program and administrative tasks into sub-sections of the agency. The strategic goals of the agency are aligned with the capabilities and capacity of the staff within each sub-section. Because many services have work responsibilities that go across sub-sections, staff training and team building are

Local Workforce Investment Area #9 2014-2019 Plan Submission

continuously performed. For example, a program career coach works with a customer to provide supportive services. To actually provide the services, the career coach must complete the needed paperwork for the management information system to track; the management information system staff must approve the paperwork, key the entry, and forward to the fiscal division to provide the resource for the supportive service. At any step in the process should capability or capacity become a problem, the customer will be the one who does not receive the service. Consequently, program staff, management information system staff, and fiscal staff have to all work together to make sure that the agency does not promote services beyond its means to deliver.

To ensure that each staff member has the skills and qualifications to perform their respective jobs, the hiring and screening process is used, along with a probationary period. For all hiring decision, resumes are screened independently to determine if an applicant has the minimum qualifications for the job. Individuals are selected from those meeting the minimum qualifications for interviews. An interview panel is selected that is diverse across sub-sections of the agency as well as race and gender. The interview panel conducts the interviews and selects the best qualified candidate based on a consensus of the panel. Once a job offer is made, it is contingent upon a positive background check and reference check. The employee will then be placed on probationary employment for the first six months. The probationary period also applies to any existing employee that has been promoted. This process ensures that every non-probationary employee has the capability to perform their job at a competent level.

Like most businesses, the one common theme throughout the agency is change. All staff are routinely briefed and communicated with regarding changes in programs, processes, or

legislation. This is done through weekly communications, monthly staff training, and quarterly full staff meetings.

All staff are aligned with either a Job center location or administrative staff section. The staff assigned to a Job center location are part of a larger network that includes different partnering agencies. The main partnering agencies include: The Tennessee Department of Labor and Workforce Development, Vocational Rehabilitation, and National Council on the Aging. All Job centers within the area are operated by a consortium of entities primarily led by the Department of Labor and Workforce Development. Partners will communicate workforce system policy, guidance and information to affiliate and comprehensive center staff and required partners. This will be accomplished by email, phone, memo and quarterly partner meetings.

VI. Operations Focus

VI. a. Welcome Function: The welcome function will be the primary responsibility of the Department's Wagner Peyser staff but for optimum effectiveness, the function will be shared with the other partners. Staff will strive to greet all customers and create a positive first impression. Services may include the following: registration, orientation to services, re-employment program questions, provision of labor market information, access to resource room, initial assessment, identification of basic skill deficiencies, self-directed job referral and placement, referral to generic workshops, and referral to other community services.

Customer Flow:

A job seeker visiting an America's Job Center for the first time may be referred from a partner or be a self-referral, all are welcome. The first stop for the job seeker will be the welcome desk. Welcome staff will greet the customer and

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

discuss the reason for the visit. An initial assessment will be performed and a menu of services will be discussed. Once staff establishes the first service needed by the customer, they will receive a referral to the appropriate partner. Customers may require additional referrals during this visit or subsequent visits.

America's Job Center Located Partners (internal partner referral):

Most internal referrals will be made from the Welcome staff. If the first referral is to complete a Wagner /Peyser (W/P) registration or begin a self-directed job search, the customer will be directed to the nearby Resource Center. Resource Center assistants will aid the customer, as needed.

If the referral is not to the Resource Center, the welcome staff will contact the appropriate partner. The partner will meet the customer in the waiting area. If an appointment or workshop is required, the details will be put in writing and given to the customer. Details may include workshop calendars or business cards.

Workforce Investment Board Approved Partners (external partner referral):

Sometimes, a customer will benefit from services offered by an external partner. A job seeker being referred to an external partner will receive a written referral with the contact information for the organization including address & phone number. They will also receive the organization's pamphlet, if available

Skills / Career Development Function: Center staff will do skills analysis, facilitate assessments and testing, identify support needs, provide career guidance and coaching, arrange for soft skills training, and refer job seekers to program specific occupational training. Job seekers will be required to be registered in the Wagner Peyser system and may also be co-enrolled in WIA program. A co-enrollment to the WIA program

requires the participant be eligible and suitable for the program. Individuals who are suitable for WIA are looking for full time employment or short term training that would lead to full time employment. To ensure customer flow, Wagner Peyser staff will be the first line of referral for this function. Once registered and counseled by Wagner Peyser staff, referrals will be made to other partners as agreed upon by the Site Leads.

Business Services Function: Center staff will be responsible for building positive relationships with employers, identifying opportunities to address the human resource needs of employers, and design services and products to assist employers in meeting their needs. Services may include: business outreach and development; standard and customized recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trends; on-the-job training contracting, and work experience; and referral to community services. All functional activities related to interfacing with employers for the express purpose of hiring individuals will be the primary responsibility of the Wagner Peyser Site lead in consultation with the Vocational Rehabilitation and WIA Site Leads. Functional activities that require the development of skills to meet the hiring needs of employers will be the primary responsibility of the WIA Site lead in consultation with the Vocational Rehabilitation and Wagner Peyser Site Leads.

The Agency determines its core competencies and work systems based on statutory requirements. The funding entity determines what overarching types of services must be performed and ties them back to the achievement of performance outcomes. However, within these overarching services, the agency has defined core competencies for the agency that make the foundation of our core business strategy. The two core competencies of the

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

agency are career development and training. Career Development is an internal process, while training is designed to provide scholarships directly to the training provider.

Career Development and training services are essential services to our customers that lead to our success. Through career development individuals have their resumes reviewed, attend networking events, meet one-on-one with a career coach, and learn about the labor market and the skills necessary to succeed. The training services or scholarships are targeted to high skill and high demand occupations, ensuring that successful completion of training will lead to a job.

All of our work processes have utilized technology from internet forums for networking to group emails to communicate events that are being held. To determine the effectiveness of the workshops and events, attendance is taken to determine if people are using the services. Those events that fail to have sufficient attendance are evaluated and either re-worked or eliminated.

VI. b. To manage and improve key work processes, outcomes are reviewed on an on-going basis. For improvement areas such as workshops, each new workshop is presented and critiqued by other staff members in a live format. In some instances, other partner staff are asked to attend and critique the workshop to determine the level of communication.

The end result of all work processes must lead to the achievement of performance outcomes. From process outcomes such as enrollments and number of attendees to workshops, to true outcome measure such as how many people went to work and at what wage, all processes are evaluated for success and efficiency.

VII. Results

VII. a. The Job Center operates under a performance driven system of outcomes. The outcomes are established by Federal statute with the levels of performance determined by the state. Final performance is posted to the Department's public web site. Performance is also a part of the local plan which is posted to the Agency's web site for public comment. The following depicts the outcome measure and the levels of attainment for 4th quarter PY 2012.

The current performance outcomes are as follows:

Youth Measures:

Placement in Employment or Education:
Methodology: *Of those who are not in post-secondary education or employment (including the military) at the date of participation:*

The number of youth participants who are in employment (including the military) or enrolled in post-secondary education and / or advanced training / occupational skills training in the first quarter after the exit quarter divided by the number of youth participants who exit during the quarter.

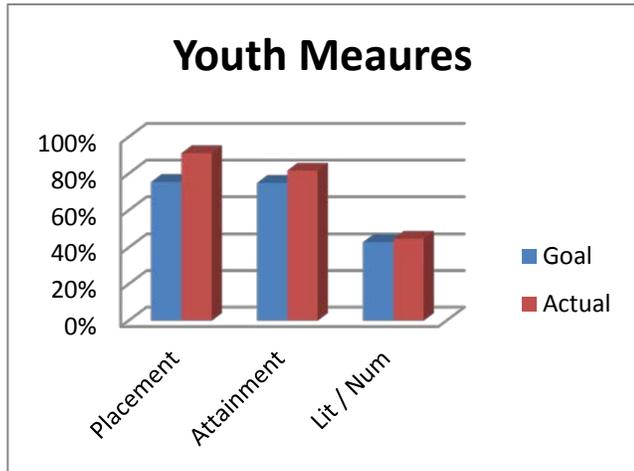
Attainment of a Degree or Certificate:
Methodology: *Of those enrolled in education (at the date of participation or at any point during the program):*

The number of youth participants who attain a diploma, HSE, or certificate by the end of the third quarter after the exit quarter divided by the number of youth participants who exit during the quarter.

Literacy and Numeracy Gains: Methodology: *Of those out-of-school youth who are basic skills deficient:*

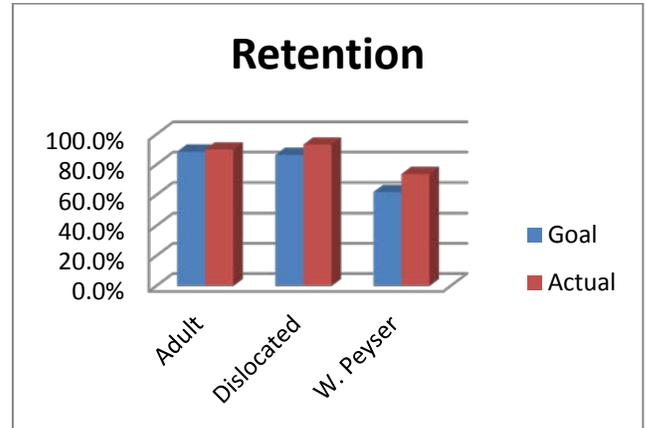
**Local Workforce Investment Area #9
2014-2019 Plan Submission**

The number of youth participants who increase one or more educational functioning levels divided by the number of youth participants who have completed a year in the program plus the number of youth participants who exit before completing a year in the youth program.



Employment Retention: Methodology: *Of those who are employed in the first quarter after the exit quarter:*

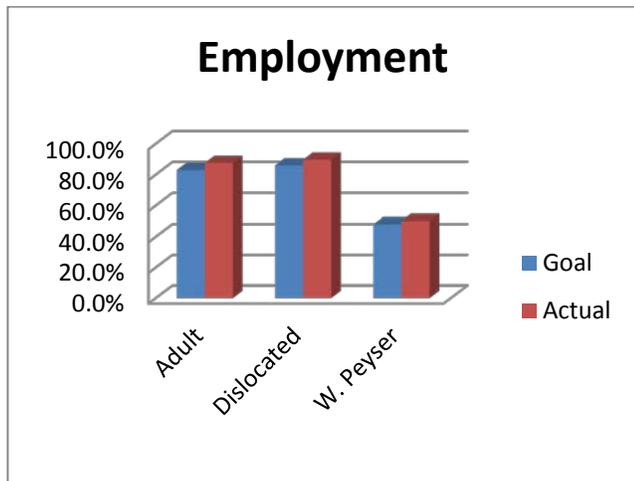
The number of adult participants who are employed in both the second and third quarters after the exit quarter divided by the number of adult participants who exit during the quarter.



Adult / Dislocated Worker Measures / W/P:

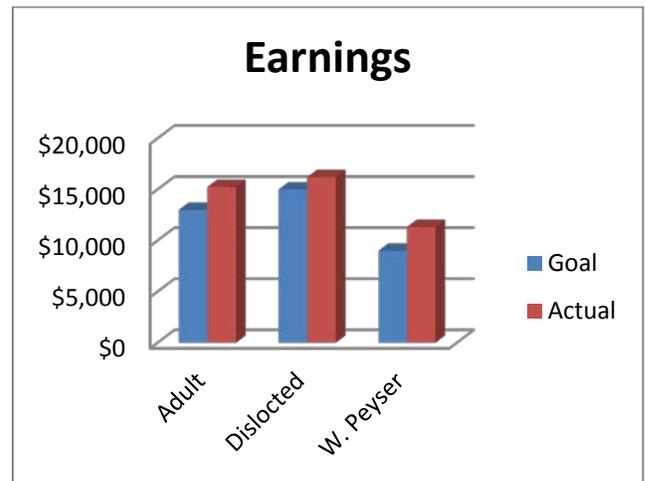
Entered Employment: Methodology: *Of those who are not employed at the date of participation:*

The number of adult participants who are employed in the first quarter after the exit quarter divided by the number of adult participants who exit during the quarter.



Average Earnings: Methodology: *Of those adult participants who are employed in the first, second, and third quarters after the exit quarter:*

The total earnings in the second plus the total earnings in the third quarters after the exit quarter divided by the number of participants who exit during the quarter.



**Local Workforce Investment Area #9
2014-2019 Plan Submission**

VII. b. Part of the standard outcome driven system established by the statute is the determination of customer satisfaction. The customer for purposes of this outcome include job seekers who use the services of the Agency and employers who use the services of the Job Center Network, and how may or may not use the services of the Agency.

The state is currently revising the customer satisfaction survey process to lend itself to fit the complexities of the Job center network as a whole. However, in the absence of such measures, the Agency has embarked on a process of customer need surveys with individuals and with employers. The main focus of these actions is to include employers in focus group participation to identify training needs and employment growth sectors. The information gained from this process is used to direct training funds for individuals into occupational areas identified by the employers as having a high demand and growth potential.

VII. c. Funding for the Agency is determined by statute under a prescribed formula. The state allocates funding based on this formula in the following programs: Adult; Dislocated Worker; and Youth. A minimum of eighty percent of the non-administrative funds must be expended or obligated during the first year of their two year availability. For the year ending June 30, 2013, the last full year of operations the expenditure rates were as follows:

	Exp Only	Exp & Oblig
Adult	77%	84%
Dislocated Worker	76%	83%
Youth	70%	96%

As indicated by the above, the Agency met and exceeded its financial outcome requirements. This included NCAC services to 3,258 individuals including 1,339 who were supported by Agency scholarships for training.

VII. d. The workforce focused outcomes for the Agency are centered on achievement of individual goals as well as agency goals. In 1997 the Agency implemented an incentive compensation system that tied the performance of the Agency and the performance of the individual together for the purpose of workforce performance. Each employee has 5 percent of pay at-risk and must achieve personal and Agency performance to receive an incentive payment. Individuals are rated on a 5 point scale with 1 being in need of substantial improvement, and 5 being exceptional. For the past year, only one employee scored below a 3 with the average of all employees being 4.20. This rating means as an agency, the workforce is performing at a level that exceeds requirements for the jobs they are performing.

Similarly, the performance of the Agency is determined by a 5 point scale. Should agency performance fall below a 3, the incentive compensation funds for the employee is proportionally withheld. This encourages not only the employees to perform at their highest potential, but also to ensure that the overall performance of the Agency is maintained.

The following illustrates how the ratings are combined to receive incentive awards (note: the percents are based on the target bonus of 5% of pay. Therefore 100% on the chart is equal to 5% of base pay for the employee:

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

INDIVIDUAL PERFORMANCE	AGENCY PERFORMANCE				
	BELOW	LOW	STANDARD	HIGH	SUPERIOR
	(1)	(2)	(3)	(4)	(5)
DISTINGUISHED (4.5 & Above)	None	100%	133%	167%	200%
EXCEEDS (3.5 - 4.49)	None	83%	117%	150%	183%
GOOD (2.75 - 3.49)	None	67%	100%	133%	167%
BELOW (1.75 - 2.74)	None	None	None	None	None
UNACCEPTABLE (Less than 1.75)	None	None	None	None	None

During the last full reporting period the Agency achieved a 3.44 in performance combined with an average of 4.20 for employees, the average incentive compensation for the agency was 5.96% of base pay. Based on this workforce performance metrics, on average, each employee earned back the 5% of pay that is considered to be at-risk and an additional .96% for exceeding performance.

State employees of the consortium are now part of the TEAM Act. The State of Tennessee has enacted the Tennessee Excellence, Accountability, and Management (TEAM) Act of 2012 to amend Tennessee Code Annotated, Title 8, relative to state employees. The TEAM act overhauls the state's performance evaluation system to provide for performance standards and expected outcomes that are Specific, Measurable, Achievable, Relevant and Time sensitive (SMART goals).

VII. e. As indicated throughout this document organizational performance is the key driver to the Agency's overall success. Although there is much information tracked, analyzed, and utilized for outcome measures, process measures are also indicators of overall Agency health and performance. The process measures utilized by the agency include: Customers enrolled each month; number of customer completers; percent of those receiving intensive and training services; customer duration of participation; and number of customers on an individual case load. Each of these items are reviewed on a monthly basis to ensure that customers are progressing through the system as necessary and that staff capacity is maintained. In short, understanding and managing the customer process throughout their life cycle with the Agency, allows the Agency to determine capacity and efficiencies for the use of limited resources.

**Local Workforce Investment Area #9
2014-2019 Plan Submission**

PLAN SIGNATURE PAGE

This plan modification represents the Local Workforce Investment Area # 9 Workforce Investment Board's efforts to maximize resources available under Title I of the Workforce Investment Act (WIA) of 1998 and to coordinate these resources with other state and local programs in this workforce investment area.

This plan modification is submitted for the period of July 1, 2014 through June 30, 2019 in accordance with the provisions of the Workforce Investment Act. We further certify that we will operate our Workforce Investment Act Program in accordance with this plan and applicable federal and state laws and regulations.

Workforce Investment Board Chair
_____ Signature
<i>Robert W. Grimes</i> Chair
_____ Date

Chief Local Elected Official
_____ Signature
<i>The Honorable Karl F. Dean, Mayor of Nashville</i> Chair
_____ Date

Operations Committee, Chair
_____ Signature
<i>Bruce Duncan</i> Chair
_____ Date