

Phase III

Leadership

Mission Statement: The mission of LWIA 13 is to support workforce development through job search assistance, training services and youth services that enables residents of Shelby and Fayette counties to develop family sustaining skills and to provide businesses with a skilled 21st Century workforce.

Vision: LWIA 13 is to be the leader in creating a 21st Century quality workforce.

The senior leadership has the responsibility and obligation to establish the tone and the tenor of the organization by assuring that the vision and values are foremost in the minds of the staff. Because the funds received are administered by the City of Memphis it is imperative that the organization has the support of the Chief Executive Officer of the City and the support of the Chief Executive Officers of the other counties in the service areas. Additionally, the Chief Executive Officer of the City of Memphis is responsible for appointing the members of the Local Workforce Investment Board. The Local Board members are subsequently sanctioned as an executive body by the Governor of the State.

The Local Workforce Investment Board is comprised of community leaders who represent a broad spectrum of individuals that is representative of the business community, local elected officials and partners. This Board is responsible for establishing policy, providing oversight and developing strategic plans for the Local Workforce Investment Area – 13. Additionally, the Board shall define the parameters of quality and quantity of the needs of the area by focusing on providing services to those citizens who use such services and on meeting the needs of the employers who depend on the system to secure qualified workers. As the governing body of the organization it is encumbered upon the Board President and Board members that to ensure that all transactions are conducting within the established local, state and federal guidelines.

The Executive Director is responsible for providing guidance to the members of the organization's managerial senior staff to infuse in them the values and vision objectives. The Executive Director has the

responsibility to provide strategic planning and guidance by communicating the methods in which mandated funds will be disseminated, the way manpower will be allocated, the marketing strategy, the inclusion of viable entities seeking funding and meeting the established criteria and planning for interaction with the business and governmental communities.

In addition to providing the guidance and the necessary tools to perform the duties the Executive Director also has the accountability of providing follow-up and analytical support to the staff and to use the feedback responses to further enhance the growth and knowledge of the staff.

The Executive Director has been charged with the duty of ensuring that the staff is kept informed of the strategic plans and objectives of the Local Investment Network. Communication of plans and objectives is accomplished through many methods including telephone conversations, emails, faxes, flyers and meetings. The best way to disseminate information including deadlines, updated reports, planned schedules, funding/budgetary issues, staffing allocations, performance achievements/deficiencies, employee announcements, contract information, subcontractor's statuses and all other pertinent information is best done through face to face interaction.

Our senior staff meetings are conducted once a week and will last as long as there are topics of interest to the group. The meetings are an exercise in employee interaction designed to get all of the pertinent information out in the open for full discussion and on a need to know. The meetings serve to build trust, confidence and an understanding of the big picture and have been instrumental in fostering camaraderie among the staff.

The senior staff meetings serve as a catalyst for the managers to meet with their direct reports and to ensure that the information relayed to them is passed on to their direct reports. The staff is given information that is germane to their particular areas and information that is to be shared by the entire group. Another important aspect of disseminating information about the organization is conducting meetings with the entire staff.

Periodically, the entire staff is brought together for fellowship and information gathering. These types of gatherings also allow an opportunity to introduce any new employees or employees who may work at a different location from the main center. Future plans include quarterly group meetings, visits by staff members to other LWIA locations, and interacting and participating with social and community activities.

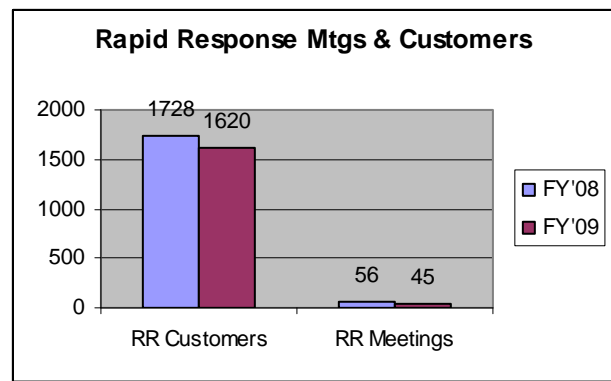
Our social responsibilities are intertwined with our mission statement in that we are expected to be a catalyst for social change. Our social responsibilities include interacting with all manner of organizations in the area including Seedco, Women’s Club, Juvenile Court, Housing Authority, Veteran’s groups, Hispanics/Immigration organizations, and numerous other socially connected organizations. We are committed to interact with the youth of the areas to attempt to stem some of the illiteracy, hopelessness and crime issues that plagues the communities. We accept bids from social organizations in the area that respond to our Requests for Proposals that meet the established requirements.

We ensure ethical behavior of our sub-contractors by carefully monitoring our contracts through personal on-site-visits, through group and individual meetings and through written communication where applicable. If a subcontractor exhibits any behavior that is not sanctioned by the contract language the contract will be considered to have been breached and the subcontractor is penalized or the contract will be aborted. It is imperative that every transaction be transparent and above reproach.

Strategic Planning

LWIA 13 is committed to integrating and aligning the local plan with the goals and objectives of the state plan.

Job losses and the down-turn in the economy has effected our services to participants by providing by increasing customer volume to our Career Centers, increasing the number of Rapid Response meetings, increasing our dislocated worker volume as seen below, increasing inquiries about our services and increasing our opportunity to expend funds including dislocated worker funds.



We also have seen an increase in customers going to training. We are also experiencing an increase in the number of customers who are seeking employment now. We also have noticed that many of the customers who have been laid off or who are unemployed are stating during orientation that because of their present financial situation they need immediate work as opposed to training. The downturn in the economy has decreased the number of businesses that would normally be hiring which makes it more difficult for our customers to gain employment.

A major part of our strategic plan is to actively engage with and pursue the dislocated workers who have so far been the group that does not utilize the services of LWIA 13 to the extent desired. A plan is being devised to conduct a Job Fair in March, 2009 in conjunction with the Regional Chamber of Commerce. In preparation for the Job Fair staffers in the two aforementioned organizations will prepare invitations for the employers in the area who are hiring. Additionally, all of the providers will be invited to the Job Fair to notify the job seekers of the training available.

LWIA 13 asked for and received technical assistance that has been extremely beneficial in helping to build the services in a more structured and beneficial manner. The technical assistance includes a process mapping procedure for the managerial staff and other staff members. This process includes a systematic analysis of Job Seeker Services, the Business Services area, the Individual Training Account procedure, Procurement, Grant Management and Fiscal. Because these processes are fact driven they will allow the entire staff to utilize the established procedure in a systematic manner.

Because of the downturn in the economy LWIA 13 has increased its efforts in attracting more Incumbent Workers clients and more apprenticeship clients. In the

past, LWIA 13 has been burdened with requiring businesses interested in participating with the Incumbent Workers Training to produce a one-million dollar liability insurance policy. Since that has been changed it is encumbered upon LWIA 13 staffers to ensure that this information is imparted to the businesses. At this stage one apprenticeship subcontractor has utilized fifty (50%) of its allocation and we are currently engaged with another client for apprenticeship training. LWIA 13 is currently working with the Memphis Electrical and Joint Apprenticeship Program as a Pre-Apprenticeship Program. Also, we will be working with various Apprenticeship Programs in providing tuition, books, supplies and uniforms for our customers.

We are currently targeting the following industries: Health Services, Biotech, Lodging and Tourism, and Logistics and Transportation because of their high growth / high demand attributes. Currently we are providing training in the Healthcare industry in Certified Nurse Assistant, Practical Nursing and Registered Nursing. Southwest Tennessee Community College offers a two year degree program in Biotech. Also, there is the process an agency that is working with high school students and beginning them with courses in Biotech while they are in school. This will allow the students to be aware of the available Biotech programs available in this growing industry. We are also providing training in the in logistics and transportation in the form of truck driving, forklift and warehousing. These types of training offerings will enable our participants to be prepared with a set of skills that will give them good career option and at the same time provide them with employment at a self sufficient wage.

Another part of our strategy includes educating our training providers and subcontractors on the importance of measuring up to the established performance goals. We have conducted meetings to gauge their accomplishments and to ascertain where they need to be at a certain point. These meetings have been beneficial for my staff and for the recipients of the funds and have fostered a better working relationship. One of the issue we have had to deal with in the past involved subcontractors and providers who did not submit their invoices in a timely manner. These formal meetings have informed the subcontractors and providers of their obligation to submit the invoice when they become due.

Customer and Market Focus

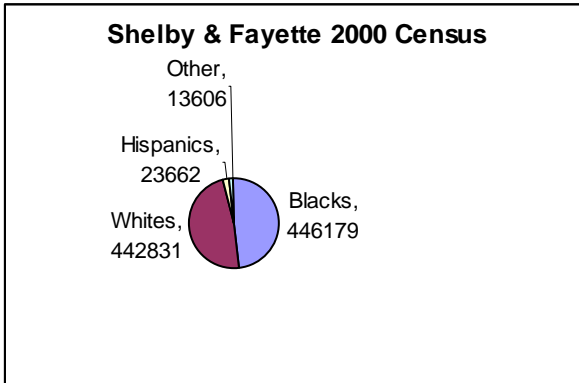
The employees within LWIA 13 are responsible for the operating environment. The operating environment includes orientation, training and non-training consultation, business services and youth services LWIA -13 offers at its main facility, a one-stop-shop environment that also includes several partners to provide services related to employment security, vocational rehabilitation and human services assistance. Also domiciled in the same location is the City’s Second Chance Program for assistance to one time felons. In addition to the orientation of the participants to the process LWIA 13 offers soft skill training involving dressing for success, filling out applications, learning how to fill out applications on line, writing resumes’, and accessing job information in the resources area. An important component of LWIA -13 is its interaction with Governmental and Civic organization and providing customized interviewing for Employers. The newest enhancement tool for employees and employers is the introduction of the Career Readiness Certificate.

LWIA 13 has a total of eight career centers (one comprehensive center and seven (7) satellite locations shown below that are dispersed throughout the City of Memphis and Shelby and Fayette Counties to bring selected services to participants who may not be able come to the Comprehensive career center located downtown. We are in the process of expanding our comprehensive center downtown to serve the increased volume and to better serve our business customers.

Career Center	Address
Downtown	444 North main, 2 nd Floor
Collierville	942 West Poplar Ave.
Somerville	121 West Court Square
Memphis Housing Authority	700 Adams
Mendenhall	5368 Mendenhall Mall
Poplar	1295 Poplar
Raleigh	2850 Austin Peay Hwy.
Meritan (Formerly Senior Services)	4700 Poplar Ave. Suite 400

Our marketing focus has taken on a very aggressive posture whereby we have embarked on a vigorous campaign to get the word out about the services we provide. There has been a dearth of information within most of the Memphis community that is being addressed on a daily basis. There have been posters printed and distributed in various locations in the City

and Counties. Notably, the posters are in all of the City Community Centers, in the Library system, in our partner's locations, in Fayette County and in several churches. We also have signs on the Memphis Transit Authority buses advertising our services. The combination of the signs/posters and the downturn in the economy has caused an increase in serving new clients. The 2000 Census shows about 3% of the total population of Shelby and Fayette County is Hispanic, however some studies have estimated the Hispanic population has reached approximately 20% in the area.



We have started marketing our services in the Hispanic communities by advertising in the most widely circulated Hispanic newspaper in the region. This move is expected to produce new clients from that community. Another targeted group has been sourced by the addition of a Disability Program Navigator. This new position has enabled us to engage with exceptional children, the hearing impaired and other individuals who have barriers to full employment. Special emphasis is being placed on delivery of service to returning Service Members through collaboration with the Disabled American Veterans Association (DAV) Memphis Chapter for Veterans returning from combat who are re-entering the workforce or enrolling into Career Training School and Veteran Affairs Vocational Rehabilitation of Memphis. LWIA – 13 is undergoing an expansion of its Comprehensive Career Center with plans to include office space for a Veterans Affairs Officer.

In an effort to clearly define and re-focus our Youth Programs we have embarked on an intense outreach program to agencies that may not have been aware of our services and how they can collaborate with these agencies to enhance the services that youth now receive from these agencies. We have issued an additional Request for Proposal in an attempt to engage

new youth program providers to increase the number of participants served and the diversity of the youth provider's pool. We believe that by attracting new youth providers and with proper monitoring and oversight we can get the type of enrollment, performance and utilization of our services that we desire. During the technical workshop for potential youth subcontractors we communicated our requirements and expectations to those in attendance. Also, when we met with the potential proposal submitters during a pre-proposal workshop we emphasized in detail items (enrollment, program and financial deadlines, monitoring, what it takes to meet performance, etc...). We believe that these actions will help to increase our efforts to restructure our delivery of youth services such that we can consistently meet performance goals while serving more participants.

In anticipation of the veterans returning home, LWIA-13 is in touch with local Veteran's Affairs officials to apprise them of our services and also working with partner agencies to enhance our distribution of those services to veterans. We already have processes in place to deal with returning veterans. We presently work with partner and non-partner agencies to deliver services to veterans and their spouses and family. We have a Disability Program Navigator that will work with other staff and the staff of partner agencies to make available to any disabled veteran all of the services of the Career Center system and services of other agencies that may be beneficial or that apply.

LWIA 13 has been fortunate to be able to employ a Disability Program Navigator. This position has enabled LWIA 13 to expand its services to other areas which had in the past not been included as a targeted group. The Disability Program Navigator has the responsibility to engage participants and agencies involved with clients with obvious disabilities such as learning disabilities, mental illness, visual impaired, hearing defects, mobility disabilities and other impairments that may severely limit a person's ability to perform essential elements of a job and to operate in society.

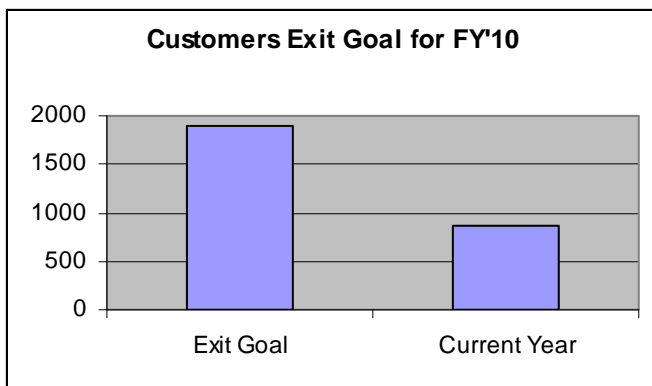
LWIA 13 is marketing the Career Readiness Certificate to clients and businesses in the community. The main selling points are that the certificates are recognized nationally, that they are an easy way to measure potential skills and an easy way to demonstrate skills. Our marketing strategy enables each entity involved

understand that this portable certificate enables both parties to know and understand the technological skills that are being brought to the workplace.

Measurement, Analysis and Knowledge Management

LWIA 13 is in the process of establishing a performance dashboard involving certain measures for the Career Center, Business Services, Contract Management, Quality, Fiscal, Performance and Youth that can be quickly analyzed and quickly corrected where needed. This tool will be shared with all of the staffers to keep them abreast of where the organization stands at a given time.

LWIA 13 has a backlog of client files, from the late nineties up to 2006 that need to be “scrubbed” for exiting. These files have been sent to the State for assistance in determining if they should be exited as positives or negatives. We estimate that for the 2009 year we will exit approximately one thousand nine hundred (1,900) customers to date we have exited eight hundred and seventy-one (871) customers.



Our management team meets once a week or more frequent if the occasion dictates more pressing issues. In those meetings, information is shared regarding past events, employment issues, performance measures and strategic plans for the upcoming weeks. These meetings have been well received and have served as meaningful tools for forging a working and social relationship among the staff. The information received in the managerial staff meetings are is shared with their direct reports. This type of interaction allows for a free flow of ideas/suggestions among the staff to keep them informed.

LWIA 13 also produces a quarterly report that indicates our progress for each quarter. In addition to the

quarterly report we also use the state feedback “Dolce Vita”. This innovative process illustrates how we are performing in real time and how our organization rates with peer LWIA. Both of the afore-mentioned tools allow us to analyze our performance and to make correction where applicable.

Workforce Focus

We engage the workforce by encouraging organizational and personal successes through customer and peer interaction. This is done through management support, through communicating ideas and plans, through self actualization. We determine the key factors that effect workforce engagement by continuous listening to employees and researching, analyzing and identifying those items that we believe will assist with creating an atmosphere of commitment to high performance. We foster an organizational culture conducive to high performance and a motivated workforce by using communication to not only let individuals know what is to be done, but also why it is being done. We insure an information flow process is efficient and effective by starting with the Executive Director and moving down the organization char to the last person by directing managers to keep their employees informed and to get feedback. Our workforce performance management system supports high performance and workforce engagement through the way it’s designed. We use recognition to reward performance. The workforce performance management system reinforces the customer and business focus that we adhere to through responsibility and accountability. We have a separate unit that is dedicated solely to working with businesses in our area. Our business unit is designated as the point of contact for businesses interacting with our organization. This helps to prevent mixed messages coming from the organization and provides a familiar communication channel with employers. We believe this gives the employer a certain amount of assurance and comfort. We feel that this gives us a competitive advantage over our competitors because of this specialized unit. Because businesses are also our customers it helps to keep our organization focused on providing the best services to businesses with few barriers. We also have enhanced our customer focus for individuals by revisiting our customer service to individuals to make sure we are providing all of the necessary services to help someone, but also by making sure that we are doing our part once an individual is enrolled. This means that once enrollment takes place we are committed to reaching a

positive outcome for the individual. We have revisited our customer flow process to make sure that all of our team members understand that it is critical to not only enroll someone but to continuously contact, monitor and assist every enrolled individual. We expressed to all team members that this must be documented in the cases notes and if not documented it did not happen. Also, after exiting customers out of the system we must continue to do follow-up and document the results. We emphasized some of the organization's main goals (placement, retention, average earning increase, etc...) and explained their importance. We also revisited the paperwork aspect of the client. We did all of this during several detailed training workshops with staff. We feel that because of this training and renewed focus this represents an opportunity for improvement in the customer services area.

Our workforce development and learning system allows our employees different type of opportunities (tuition reimbursement, training seminars, conferences, staff meetings, etc...). These types of activities help to ensure that we are able to address strategic challenges, devise informed action plans, attain performance improvement, and reinforcement of new knowledge. These same or similar opportunities also help to develop leadership attributes and organizational knowledge. We evaluate the effectiveness of our workforce and leader development and learning systems by increase in performance, increase in workforce engagement and attainment of previously set goals. Career progression is managed by mentoring direct reports with suggestion and counseling as to how they can enhance their skills. Succession planning is accomplished by information sharing, cross training and effective communication of information. Workforce engagement is access by measuring inter unit and intra unit cooperation, communication and cohesion.

Process Management

The core competencies are determined mainly by regulations and policies. The organization's core competencies are assessments, workshops, job search activities and assistance, training activities, youth services and business engagement. The core competencies that we have established related directly to our mission statement. In our competitive environment we believe that we have a competitive advantage because of our core competencies are unique service offerings and the way those services are

delivered to our customer and their zero cost. Also, our core competencies are directly related to the design and formulation of our action plans. We design and innovate our overall work systems with the goal of attaining performance and serving the customer. Key processes that have a direct affect on our performance and service to customers are structured to be internal processes as much as possible. With those processes that we identify as external we will collaborate and coordinate with others to leverage resources and to increase the probability of success of the process. Below are some of our organization's key work processes.

Career Center: New customer orientation, TABE Testing, Career Readiness Testing, career counseling, resume writing, interviewing techniques, Create Your Future Workshop, enrollment, case management, closing files, follow-up.

Business Services: Rapid Response presentations, job fairs, skills training workshops, employer recruitment, applicant pre-screening, applicant referral, soft skills workshop, business solutions research.

Contracting: Request for Proposals, resource allocation tracking, proposal orientation, proposal review, proposal tracking, contract award, contract orientation, contract negotiation, contract preparation, contract tracking, and contract technical assistance.

Fiscal: Report preparation, budget preparation, fiscal audits (internal and external), grant acceptance preparation, contract setup, contract closeout, grant closeout, accounts payables, accounts receivables, fiscal orientation, fiscal technical assistance and inventory tracking.

Youth: Youth eligibility review, youth certification, youth participant tracking, youth contractor orientation, youth follow-up, youth contract compliance, and youth technical assistance.

Performance: Data collection, data validation, data reporting, program design, data flow design, data input, performance orientation, performance technical assistance.

Quality Assurance: Contract monitoring, monitoring schedule preparation, monitoring orientation, issue monitoring reports, review and monitor corrective action and monitoring technical assistance.

that is enrolled for any services to make sure that we concluded with a positive exit. If those items are met we have fulfilled their requirements and expectations and this leads to customer satisfaction and loyalty.

The disadvantage youth's requirements and expectations are that we will help them to succeed in school and enter post secondary education or assist them in entering the workforce. If this is accomplished we have succeeded and this will lead to customer satisfaction and usually greater participation through word of mouth.

The requirement and expectation of the employers is for our organization to refer qualified applicants that are ready for employment or assist the employers with training funds for training of new employees (on-the-job training or customized training) or incumbent worker training. If we supply the employers with applicants that are work ready we have succeeded to satisfy their needs and the employer's confidence level of using our service increases.

Our organization's key financial and marketplace performance results are to utilize in an efficient and cost effective way the funds that are made available to our area and to whenever possible to leverage those funds with other agencies who are serving the same customers. One of the main goals is to serve as many customers as possible with the funds we have on hand. Our key workforce-focused results for workforce engagement is to utilize training (workshop training, seminars, train the trainer, shadowing, conferences, learning workshop, additional education, etc...) in such a way that it enhances the ability of each individual to perform their duties better. It also serves as a reinforcement of the agencies commitment to encouraging employees to grow.

With the stimulus package we know that we will have to hire more employees to deliver more services to more clients and businesses. We are presently looking at our key operational performance results to determine how we can improve upon what we already have in place. With the assistance of a consultant we are looking at the services we provide and how we provide those services. We understand that for every service that we offer there must be documentation in place and a way to measure and monitor that service and a system in place to take corrective action when warranted. We have chosen to use a dashboard to view, track and monitor the data. (see below).

Results

Our key service performance results are segmented by groups. Adult and dislocated workers key service performance results are:

- Placements
- Retention
- Average Earnings Increase

Performance Metric	Approved Levels
Adult Measures	
Enter Employment	84
Employment Retention	80
Average Earnings	\$12,000
Dislocated Worker	
Enter Employment	86
Employment Retention	88
Average Earnings	\$13,000
Youth Measures	
Placement	60
Attainment	61
Literacy / Numeracy	25

The key service performance results for youths are:

- Attainment of a degree or certification
- Placement in Education or Employment
- Literacy or Numeracy gains

Our performance improvement system is designed to attain the above key service results. We are currently evaluating the system to identify where we can improve the system.

Our organization's key focused results for customer satisfaction and customer-perceived value is divided into groups. The adults and dislocated workers requirements and expectations when participating in our program processes is that "will it lead to employment at a self-sufficient wage". The job search assistance and training that we provide to customers must be or value to the customer in terms of helping them to become employed. We have an obligation to every customer

Dashboard
First time Customers
Repeated Customers
Customers only wanting Job Search assistance
Customers only wanting Training assistance
Number of customers receiving jobs
Customer attending Create Your Future Workshop
Customers using Resource Room
Customers attending Workshops
Follow Up Contacts Made
Business Contacts (New)
Business Contacts (Repeats)
Job Fairs Attended
Rapid Response Meetings Attended
Workers affected from Rapid Response Meetings
Workshops Provided
Customers Attending Workshops
Contracts Started the Process
Contracts Fully Executed
Contracts in Process (going through the system)
How many has inquired about Grants
Monitoring Visits
Monitoring Reports Issued
Monitoring Reports with Concerns
Number of Training Provider Inquiries
Training Providers awaiting approval
Budget Amount by Grant
Expenditures by Month
Expenditures to Date
Remaining Balance by Grant
Enrollments Adults
Enrollments Dislocated Workers
Enrollments Youth
Enrollments Total
Placements
CRC
Goal Updates by Sub Contractors
Goal Updates Total

Exits by Employment
Exits by Skill Attainment
Exits Negative
Follow-Up by Sub Contractors
Follow-Up Total

The documentation will have an action plan that is directly tied to a goal and the work process to show how the task is accomplished.

Organizational Description and Organizational Environment: Our organization’s main products and services are job search assistance services, training services and youth services. The delivery mechanism used to deliver the job search assistance services and training services to our customers is the Tennessee Career Center in collaboration with our partner agencies. Those training services that are direct training services are delivered to our Career Center customers through contracted training providers through the use of Individual Training Accounts. The youth services are delivered to our customers through contracted youth subcontractors.

Our organization culture is in part a result of our belief and expectation that we will strive to deliver superior customer service in the delivery of our core services to our customers. It also is derived from our values, vision and mission statement. Management emphasizes the value that the services we offer bring to the community. We integrate the organization culture throughout the agency through unit meetings discussing the values, beliefs and expectations of the agency to each employee. This integration is intensified when informal discussions take place among and between employees.

Our workforce currently has forty-four (44) employees within the organization. The breakdown is as follows:

- Executive Director (1)
- Management (9)
- Line Staff (34)

There is a mix of educational and experience levels, ranging from college degrees to high school graduates and no previous experience in working with WIA to highly experience in working with WIA.

We have eight major facilities that are located throughout Shelby county, Fayette county and the City of Memphis. Seven of those major facilities are Career Centers or affiliate Career Centers. One of the major facilities houses the Administrative office. At each location we use equipment and technology based on the partnership agreement because this usually involves shared cost. At all locations we have internet access for customers.

The Workforce Investment Network is a government agency under the City of Memphis. Our regulatory environment is established by the Workforce Investment Act (WIA) of 1998, Tennessee Department of Labor (TDOL) and City of Memphis. We adhere to the regulations, policies and procedures of that are provided by our regulatory environment.

Organizational Relationships

Our organizational structure and governance system start with the Local Elected Officials. We have three mayors that represent their respective areas, Mayor A.C. Wharton (Shelby county), Mayor Rhea Taylor (Fayette county), and Mayor Willie Herenton (City of Memphis). The local elected officials are responsible for appointment of board members. The Local Workforce Investment Board is responsible for providing the vision, oversight and program direction for the Workforce Investment Network. The Workforce Investment Network is the Administrative agency for Local Workforce Investment Area 13 (LWIA 13).

The Executive Director of the Workforce Investment Network is responsible for the day-to-day operation and direction of the agency. To assist with this responsibility there are seven (7) senior managers that are charged with different areas of responsibility.

- **Performance Manager** – Coordinates the activities of the different units to ensure that the Federal and State policies are adhered to on a continuous basis as it pertains to program design, program implementation and data flow design. Acts a liaison with the TDOL and other external agencies in matters concerning performance and other related issues. Manages data collection, data validation, technical assistance, and reporting concerning all programs.

- **Fiscal Manager** – Prepares and/or directs the preparation of reports and forecast the organization's financial activities and financial position. Prepare and/or directs the preparation of the budget. Manages audits as prescribed by the Single Audit Act and assist with external audits. Prepares and/or directs the preparation of payroll. Responsible for the management of all financial transactions and financial regulatory compliance.
- **Contract Manager** – Responsible for the preparation of request for proposals, managing the proposal review and contract award process, contract negotiations, and contract tracking. Maintains an obligation register to track contract awards. Acts as the lead person for proposal workshops. Ensures contracts are negotiated and finalized within procurement guidelines prior to the start of programs.
- **Quality Assurance Manager** – Responsible for organizing and managing the agency's contract compliance and monitoring program. Responsible for the development of a monitoring plan and monitoring schedule. Assists with outreach and recruitment efforts to potential new training providers. Responsible for addressing and handling all Equal Employment Opportunity complaints or referring the complaint to the proper authority for processing and/or investigation as deemed be service delivery related.
- **Business Services Manager** – Responsible for managing all services and programs for Business Partners. Responsible for job fairs, rapid response meetings, employer recruitment, pre-screening of applicants, referral of applicants, business solutions research and other employer related items.
- **Youth Services Manager** – Responsible for organizing and directing workforce development services to youth customers in accordance with local and state policies and federal guidelines. Manages the review of submitted program data for timeliness, completeness, and accuracy. Ensures from submitted data that only eligible youth are certified. Tracks youth progress to ensure that goals are met. Participates in youth orientation and provides technical assistance to youth providers. Responsible for developing, implementing and monitoring a detailed action plan that will ensure the attainment of

performance goals. Responsible for taking corrective action when variances occur.

- **Career Center Manager** – Directs the operations of the Title I staff in the delivery of services to customers. Meets with staff to inform them of partner services. Responsible for designing and implementing an internal control system within the unit that will review and check data before it is submitting for further processing. Responsible for developing, implementing and monitoring a detailed action plan that will ensure the attainment of performance goals. Tracks and reports customer data on a continuous basis concerning customer's usage of services. Responsible for taking corrective action when variances occur.

Our key customers and key stakeholders are adult, dislocated workers, disadvantage youth, employers, training providers, partners and other services providers that serve the same customers. The requirements and expectations of adults and dislocated workers is that we will assist them with their workforce needs in terms of job search assistance and training funds. The disadvantage youth's requirements and expectations are that we will help them to succeed in school and enter post secondary education or assist them in entering the workforce. The requirement and expectation of the employers is to refer qualified applicants that are ready for employment or assist the employers with training funds for training of new employees (on-the-job training or customized training) or incumbent worker training. The requirements and expectations of the training providers are qualified applicants and reimbursement for those applicants. The partners and other service providers requirements and expectations are that they can leverage our services to help serve their clients.

Our most important types of partners are our mandatory partners and other partners that we collaborate with to distribute our services. We attempt to design our work systems such that our delivery of services will be efficient and effective for all parties. We continuously work with all of our partners to identify areas where we can improve our processes to make those processes better and more transparent.

Our agency's key supplier and customer partnering relationship are critical to delivering our services.

We use our relationships to leverage our funding with those of our partners to serve customers in a more complete way. The communication mechanisms that we use are person to person, group meetings, email, telephone conversations and written communication.

Organizational Challenges and Competitive Environment

We are the only organization that performs all of the services that we provide. The area that we serve Shelby County, Fayette County and the City of Memphis represents over 1,000,000 people.

The factors that determine our success for adults and dislocated workers are:

- Placements
- Retentions
- Average Earnings Increase

The factors that determine our success for disadvantage youth are:

- Attainment of a degree or certification
- Placement in Education or Employment
- Literacy or Numeracy gains

Our key available source of comparative and competitive data from within our industry is the Tennessee Department of Labor. We get comparative data from outside the industry from local chamber of commerce.

Our key business, operational and human resource strategic challenges and advantages are as follows:

- **Business** - Increase larger employer data base of employers that actually use our services and hire career center customers. We have a large and diversified business environment to work with and select from to attain this goal.
- **Operational** – For the adult, dislocated worker and youth programs put into place well documented action plans, work systems and work processes to accomplish goals. Identify other service offerings that we might offer as part of our service delivery. We have already begun this process with the assistance from the consultant that we are working with.

- **Human Resources** – Identify staff needs through human resource planning. Once the needs have been identified develop detailed interviewing process to select the candidate that would be the best fit for the organization. The advantage is that we have a large workforce population.

Performance Improvement System:

Our performance improvement system is structured to reach or surpass our required state goals. We are in the initial stages of a reviewing of our performance improvement system to identify areas for enhancement. The key elements of our performance improvements systems will be the meeting of state performance goals and designing a system that will set organizational goals that will if reached will guarantee the attainment of state goals. The goals for each unit will be defined

and shared with each employee of the unit. There will be individual goals that will rollup to the unit goals which will rollup to organization goals which will rollup to state goals. We have recently developed a dashboard that will assist in evaluating, measuring and monitoring our progress on a continuous basis. This dashboard requires each unit to submit on a regular basis results that will be combined with other unit's results to create an organizational dashboard. By each unit submitting, monitoring and evaluating their results, that unit will be able to make adjustments to their work processes or take corrective action to ensure the attainment of unit goals.