

WORKFORCE INVESTMENT NETWORK
Partner, Tennessee Area Career Centers
22 North Front Street, Suite 1050
Memphis, Tennessee 38103
(901) 576-6811
(901) 576-6844 fax
www.memphiscareercenter.com

Susie Bourque, Assistant Administrator
Department of Labor and Workforce
Development
Division of Workforce Development
220 French Landing Drive
Nashville, TN 37243-1002

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I. Leadership

Our approach toward leadership is to make sure that the organization's visions and values are communicated by our senior leaders to staff so that every member of the organization is informed and updated on a regular and continuous basis about the direction of the organization. It starts with the Board and is conveyed to the Executive Director. The Executive Director then shares the visions and values with the senior staff. Some of the methods that we use to communicate to staff are full staff meetings, unit and individual meetings, personal contacts, phone calls, emails, in-house training workshops and conference calls. After we have communicated to the staff the visions and values of the organization we have a dialogue with staff where goals are set for the organization in keeping with those values and visions. When these goals are established we meet with staff to design and implement policies, procedures and action items to attain the goals of the organizations. By allowing staff to participate in strategies for setting and attainment of organizational goals it helps to ensure high performance and goal attainment in a timely manner. When staff

is informed it also helps with corrective action when needed and with the early identification of problems that may prevent goal attainment. Also, by using these methods it serves as a catalyst for staff to provide innovative ideas or solutions since they are on the front line. To reinforce staff involvement we encourage staff to report success stories. Employees are also encouraged and to take advantage of tuition reimbursement as a tool for continuing education. Recently, in an effort to foster a better relationship among peers we instituted an Employee of the Year Award. Additionally, we provide mentoring and coaching as a way to build and strengthen each staff member's knowledge base. This procedure is designed to build morale. By sharing information and keeping everyone informed and updated it provides feedback from units during regular meetings of what is working and what is not working. This helps the organization as a whole with evaluation and improvements of work processes. Each of the organizational units has goals and these goals are aligned and integrated with the organizational goals.

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As a result of the SWOT analysis (attached) we have identified below some goals for our organization that will enhance our ability serve the customers better and increase our performance.

- Adequate space
- Increase Marketing
- Qualified applicants
- Timely Expenditures of Funds
- Increase Youth Performance
- Reduced Liability Insurance

One goal is trying to locate our operations and administrative offices in one location that will have adequate space, parking and accessibility and provide the other necessary requirements that will enhance our productivity and effectiveness for our customers. We are aggressively marketing our program and making great strides by conducting extensive outreach in new areas. This strategy coupled with what we have done in the past will be beneficial to the delivery of service. This marketing initiative should provide us with a larger qualified applicant pool to assist and service which will increase our expenditures. We are constantly looking into new areas that we can utilize our funding. This approach will give us greater community visibility. Another goal is to increase youth enrollments by increasing the number of youth providers. We will do this through the issuance of another Request for Proposal. Also, we will hold providers accountable for poor performance. The City of Memphis liability insurance was \$1 million dollars for employers who could be a candidate for an Incumbent Workers

Training contract. The liability insurance required by the City of Memphis has been boiler plate language for all contracts entered into by sub-contractors for at least ten (10) years. Until I notified the City Attorney and the Mayor of Memphis of the negative impact it had on the WIA organization they were not aware of its impact. This exorbitant amount of insurance was an obstacle for smaller businesses. The City of Memphis has agreed to reduce the liability insurance to \$300,000.00 thereby removing one more hindrance to successfully engaging with the overall community. This reduction in the amount of liability insurance will increase the opportunities for small businesses to interact with our agency and also increase our capacity to serve the community and be more inclusive. We are looking at ways that we can simplify the contracting process and also increase the turnaround time. The improved coordination that has been provided by the Business Services unit between job seekers and businesses is reinforced by the feedback we have received from job seekers and businesses alike. We have a separate unit that is dedicated solely to businesses and identifying their needs and goals. This unit is also responsible for working with the job seekers so they have a clear understanding of expectations and goals of the company. We are looking at ways in which we can enhance this service even more. This service will be augmented by hiring additional staff as needed to meet the demands of the businesses and job seekers. We are working with the Local Board to identify ways that we can increase greater participation by revamping the

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Board membership. We are seeking ways to increase the coordination between Employment Security and our organization and are now working with a consultant group. The expected results from interacting with technical assistance is that our policies and procedures will become more consistent.

b.

In terms of how we govern, the Local Workforce Investment Board (LWIB) is responsible for oversight, goal setting and performance evaluation. The Executive Director is responsible for the day-to-day operations of the administrative entity (Workforce Investment Network) which includes the need for ethical behavior and the observance of all legal and regulatory requirements. Part of our social responsibility is to make sure that there is timely and equitable access to our programs and services and that we are good stewards of the resources that we have at our disposal.

As part of our social responsibility we encourage all of our employees to support and participate in many community service events. We partner with other nonprofit organizations and businesses to improve overall performance and to leverage funds.

II. Strategic Planning

a. How do you develop your strategy?

A major component that we use in developing our strategy is by aligning and integrating our local plan with the goals and objectives of the state plan. Another part of the way we develop our strategy is by interacting with our stakeholders (training

providers, customers, partners, board members, youth subcontractors and etc...) on a periodic basis and gathering feedback and information. We work with different agencies (Industrial Boards, Business Organizations, Chambers, etc...) on an ongoing basis to meet with companies that are in the area and companies that are planning on coming to the area to give a presentation about our services and to assist with their workforce needs. We also partnered with the Memphis Regional Chamber in sponsoring a study of the region's workforce and economic outlook. Data from this study has been used by the Local Board to assist in developing a strategy to target those areas of high-skill, high growth demand job opportunities for our area. The information that we accumulate is analyzed to see how and if it helps us to reach our goals and objectives. Our local area is preparing workers for high-skill, high job opportunities by using WIA funds to train individuals in those industries that we have identified as high-skill, high growth for our area (Healthcare Services, Bio-Tech, Logistics and Transportation, and Hospitality and Tourism). Conversely, we are also analyzing areas of training that will not yield employment after training. i.e. several students have enrolled in aircraft mechanic with no prospect of future employment. We interact with businesses in all industries through the use of our Business Services Unit to assist those companies with identifying their workforce needs and to see how we can aid in satisfying those needs. We also work through our sub-contractors in the youth program in emphasizing, encouraging and

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stressing that participants are made aware of high-growth, high demand areas and how if they prepare themselves they can be well positioned to take advantage of career opportunities for employment in those areas and the benefits that those careers will bring.

b.

We use the local plan as a guide for determining the direction of the organization and dictating the type of work to be done by the employees and the number of employees needed. The goals and objectives set forth in the local plan may also influence the types of skill sets needed by employees to accomplish the action plans of the organization. The organization can determine the number and make-up of working units/departments based on the action plans developed to reach the goals and objectives. Staff meetings and workshops are scheduled to define agency goals, unit goals, objectives, action plans, timelines for completion, and performance measures.

Written procedures are being developed and will be provided to all staff members to adhere to via a system automation process that is being implemented.

III. Customer and Market Focus

a.

The target industries that we have identified in our area are Healthcare Services, Bio-Tech, Logistics and Transportation, and Hospitality and Tourism. Some of the

factors that we used to determine the industry targets in our area were the number of jobs that each industry represented in our area, the projected growth in that industry, the industries that were using technology and innovation as a main component. The rationale we used was validated by a study that was sponsored in part by our organization and the Memphis Regional Chamber of Commerce among others. This study included fifty-two counties in a three state region.

We are focusing on services to special need populations by outreach, interaction and partnering with agencies that serve those particular populations and individuals whose main responsibilities are focusing on services to special populations (Lowenstein House, Memphis City Schools, Second Chance and Juvenile Justice, Juvenile Intervention Faith-based Follow-up). We train staff on how to work with special populations. Recently, LWIA 13 was able to hire a Disability Program Navigator to interact with the community and participated as a mentoring agency during the National Disability Mentoring Day.

Significant closures or lay-offs in our area have an impact on the workers and economy in area. However, because our economy is so diversified and some of the dislocated workers have good transferable skill sets they are able to find jobs rather quickly. Others who may receive severance packages that may be sizable in some cases take time off before that re-entering the job market. There are also dislocated workers who do not receive a severance package or do not

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possess a readily transferable skill set. These individuals need training, but because of their financial situation must find work almost immediately. The impact of closures and lay-offs in area is minimized sometimes by the conditions above. The layoffs and closures have resulted in an increase of participants and an increase in the visibility of the Career Center through the print and television media.

We have made some significant improvements that we feel will help the organization to reach it's short and long term goals. We have shown an increase in enrollments and especially youth enrollments. Level 1 of Baldrige has been submitted and accepted. LWIA - 13 has reconstituted the Youth Council to assist in engaging more youth in the program As mentioned earlier the liability insurance requirement has been reduced to assist more businesses. We have implemented an advertising/marketing strategy where we developed posters and signs to be placed in strategic area.. We have made great strides in starting and maintaining the Career Readiness Certificates as an inducement for employers and an enhancement to job seekers. We are constantly marketing the Career Readiness Certificate and are offering incentives to job seekers. As we look to the future we believe that there is great opportunity for growth and integration of this process into everything we do. LWIA – 13 is also preparing to be able to train members of its staff to be able to administer the Career Readiness Certificates thereby, increasing the number of certificates holders in the area so that when we discuss the

certificates we are able to produce certificate holder who has job ready.

In an effort to expand its physical space LWIA – 13 is in the process of acquiring additional facilities to focus on adding job clubs and adding veteran's affairs as an on-site partner. This acquisition will also allow for easier access for customers with disabilities and will permit us to be more customer focused.

An update on the Youth initiative involves an increase of 100% over the past year with In School and Out of School participants. Additional Request For Proposals (RFP) will be issued in November, 2008 to increase the number of participants. This new RFP is designed to attract organizations that meet the contractual requirements and is expected to include youth who are listed as ex-offenders and those who are incarcerated. LWIA – 13 expected to have a positive impact on reducing recidivism. LWIA – 13 has embarked on an aggressive stance to interview and hire the best person available as the Youth Services Manager. This person will be expected to bring new focus to the organization as it relates to the Youth initiatives in this area. My expectations are that LWIA – 13 with the new manager and a new paradigm have a major impact on the area by engaging more youth organizations. Additionally, I expect the Youth Manager to carefully monitor the sub-contractors and to report any abnormalities.

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a.

The local vision for increasing training opportunities through on-the-job training, customized training and Incumbent Worker training is to work with employers in the area who have training needs and offer those job opportunities that will provide the potential employee with a wage that is self-sustaining, a skill set that is portable and long term retention. The introduction of the Career Readiness Certificate has had an impact on potential employers.

Other ways we are building relationships is through the print and television media and through interaction with all local groups. We accept invitations for speaking engagements and invitation to job/career fairs at all times of the day and week. We assure that there is always someone available to meet on any occasion. We are tasked with monitoring and following up with all customers to ascertain their satisfaction.

IV. Measurement, Analysis, and Knowledge Management

a.

We measure, analyze and then improve organizational performance in several ways. The major method that we use to measure organizational performance is by using state feedback on performance (Dolce Vita and quarterly performance reports). This indicates how we performed for a specified period of time and shows us a comparison as to how we rank with other Local Workforce Investment Areas. In each unit we use

methods that are more real time to measure our progress and status in all areas that gives our organization the ability to analyze information more quickly and make adjustments if necessary and move to improve organizational performance.

b.

We manage our information, information technology and organizational knowledge to assist our organization in reaching our strategic goals. We disseminate information to the level and individuals who need the information to assist in decision making and in measuring performance.

We utilize information technology in our organization to improve efficiency, effectiveness and productivity. In every case we look to see if using information technology will lower the overall costs and help to improve performance.

Organizational knowledge is shared in our organization to help everyone better understand their role and the roles of others and how they are integrated. During our weekly managerial staff meeting we are apprised of the use of ECMATS and the importance of assuring that the information required is inputted in a timely manner and is inputted properly.

V. Workforce Focus

a.

Some of the ways we engage our workforce to achieve organizational and personal success by having in place factors that we feel will benefit and encourage employees to perform at a higher level are effective

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communication, teamwork, job security, development and career opportunities, effective problem and grievance resolution and management support. Employees are expected to interact with their clients and to be involved in the communities in areas dealing with job fairs and after hour events. Employers are also encouraged to attend conferences in different area of the country and are expected to attend sessions that are germane to their particular area of expertise and to attend other sessions that are foreign to their skills.

b. The way to build an effective and supportive workforce environment is by gathering input from all stakeholders early in the process. This will help us to shape our design and help us to understand the stakeholder's priorities and concerns. Throughout the process we should use follow up and feedback as a continuous improvement method.

The rationale for selecting our Career Center location was one of how fast could we bring the center locations online with the least amount of costs and with the greatest amount of participation from partners. In our area we agreed at the time on the Employment Security locations because of location and start up costs and the ability to align and integrate our services. It was agreed that this would give our One-Stop delivery system customers the ability to connect with all of the services the system offers.

VI. Process Management

a.

Our work design involves using the process mapping system whereby each service area is analyzed to illustrate each step in the process. This system is used to assure that each step in the process is followed thereby eliminating as many possibilities of errors. Our work system is designed around our core competencies (funded training, business services, job search assistance and youth services). Funded training represents Individual Training Accounts (ITAs), On the Job Training (OJT), Incumbent Workers Training (IWT) and Customized Interviewing. We involve our employers, training providers, partners, customers and youth sub-contractors through various methods of feedback to help us determine how we should design our work system. Our work design is also determined by layoffs and terminations and information from employers that may need our services in emergency situations. Most of our work designs involves standard procedures we are sometimes called upon to go beyond our normal activities to meet the customer's needs. We use this information to help us design our key work processes.

b.

We manage and improve our key organizational work processes by examining our processes to determine if the processes are delivering the intended results and we use feedback (periodic meetings, feedback from users of the processes, survey, etc...) to do continuous improvement to make the

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processes more efficient and effective in attaining the desired results. We identify the critical points in each process so that we can respond quickly and make adjustment when it appears that the processes will not generate the desired results.

VII. Results

a.

Our organization's key service performance results are segmented by customer groups (Adults, Dislocated Workers and Youth). The key indicators of Adults and Dislocated Workers are entered employment, employment retention, average earnings. The key indicators of Youth are Placement in Employment or Education, Attainment of a Degree or Certificate, Literacy and Numeracy Gains. Currently, the results are poor but trending upwards.

b.

Our customer-focused performance results will be guided ultimately by customer satisfaction and customer-perceived value which will include customer loyalty. Our ultimate customer will be the individual we assist in attaining employment at a self-sufficient wage. The Adult and Dislocated Worker segment will be influenced by how well we satisfy the attainment of the three key indicators (entered employment, employment retention, and average earnings) for every customer. The same will be true for the Youth group (placement in employment or education, attainment of a degree or certificate, literacy and numeracy

gains). Currently, the results are poor but showing an upward trend.

c.

The key performance results will be measured by groups (Adults, Dislocated Workers and Youth). The performance results will answer the question of are we expending the funds within the necessary time frames and how are we spending the funds. The financial and marketplace performance are currently poor but trending upward.

d.

The performance results are poor but with a new focus is showing improvement. The key performance results in this area will be driven by capability and capacity. The results are poor but trending upward.

c.

The process effectiveness results are poor but trending upward.

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LWIA - 13 S. W. O. T. Analysis

STRENGTHS:

Increasing support from local elected officials
Innovated leadership
Dedicated and qualified staff
Increased interaction and information sharing among staff, LWIB and providers
Support and positive feedback from City Chamber of Commerce
Open line of communication
Strategically located facilities
Funds for support services (transportation, childcare, soft skills, etc.)
Coordination with Rapid Response team
Large employer base
Increased interaction with business community
Introduction of Career Readiness Certificates
Increased collaboration with Partners

WEAKNESSES:

Inadequate space
Length of time to fill positions through the posting procedures
No past marketing/Advertising strategy
Connectivity between job seekers and employers missing
Insurance liability too high for employers
Contracts too complicated for some subcontractors
Bottleneck caused in getting contracts finalized in a timely manner from City Hall
Local Board lacks full participation
Youth performance below state standards
Disconnect between Employment Security and WIN staffers

Not enough funds to adequately perform needed contracts due to past performances
Lack of community visibility
Not having consistency in WIN policies and procedures
Not holding subcontractors/providers accountable for poor performance measures

OPPORTUNITIES:

Developing better relationships with business community
Quarterly meetings slated with all partners for collaboration
Implement advertisement/marketing strategy
Initiate systems automation process
Continue expansion and dissemination of Career Readiness Certificates
Improvement of performance measures
Increase facility space by leasing vacant space on first floor of Career Center
Reduce insurance rate required by City for subcontractors
Chance for a new start
Becoming a part of the new and existing business team
More cooperation and information sharing between staffers (Develop team concept)
Increased cooperation between partners
New Dolce Vita process
Increase enrollments in all areas
Communicate and implement strategic plan
Implement performance appraisal measure
Hire required staff to get the job done
Hire a Disability Program Navigator
Meetings scheduled with all providers to explain invoicing, CRC, contracts, funding, etc.

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THREATS:

Inadequate funding due to past performances
Contract complexity, including exorbitant insurance rates
Taking too long to fill vacant positions
Not connecting with dislocated workers
Other competitors who want to take over the program
Possible loss of program to due to State takeover
Not enough space to accommodate all clients and staffers
Skill level of population

Significant changes since 2007

New Executive Director
Staff interaction implementation
Engaging with elected officials of the City and Counties
Increased visibility in meeting with Employers
Weekly staff meetings to discuss strategic plans
Systems automation
Employing new competent employees
Reconstituted youth council
Implemented and dissemination of Career Readiness Certificates
Quarterly updates presented to Local Board
Participation with City of Memphis summer youth employment
Plans have been made to credential staffers to administer Workkeys for CRC
Level 1 of Baldrige has been submitted and accepted

Implemented an Employee of the Year Award

Plans have been initiated to reduce the one million dollar insurance liability clause in the contract

Third party evaluation submitted to state
Strategic leadership retreat held with all employees

Joined New and Existing Business Team in cooperation with Chamber of Commerce
Reception held to introduce new Executive Director to community at racquet Club
Program/services presented to businesses interested in locating in Memphis

Site visits with potential employers/subcontractors

Implement systems automation to standardize WIN processes

Meetings held with three area Mayors
Meetings held with partners, President of SWTCC and Messick Vo-Tech, for increased collaboration

Staff meeting held with Dr. Lee Grehan, U of M, to understand performance measures

Shared LWIA 13 information with LWIB
Implemented advertising/marketing strategy
Planning/information sharing with all City Division Directors

Meeting held with City Mayor or Chief Administrative Office to provide updates

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Organizational Profile

There are currently forty-four (44) employees within the organization. The breakdown of employee classification is as follows:

Executive Director (1) – Works under the general administration of the City Mayor or his designee to direct to the activities of the Workforce Investment Network. Manages and directs WIN toward its primary objectives, directs subordinate unit managers, coordinates and evaluates their area's performance including all administrative functions based on agreements between City and funding sources. Establishes short and long range goals, objectives, plans and policies subject to approval by the Local Workforce Board. Dispenses guidance, direction and authorization to carry out plans and procedures consistent with laws, regulations and policies issued by appropriate funding sources, LWIB and the grant recipient.

Fiscal Manager (1) – Establishes and recommends major financial goals, objectives, policies, procedures and corrective action for implementation in accordance with the Generally Accepted Principles and the Office of Management and Budget guidelines. Prepares and/or directs the preparation of reports, summarize and forecasts the organization's fiscal activity and financial position. Prepares and/or directs the preparation of budgets. Manages employment and training division audits as prescribed by the Single Audit Act. Prepares and/or directs the preparation of

payroll. Provides work directions, assignment of duties, and evaluations work performance of staff.

Contract Manager (1) – Determines resource needs and allocation; and accounts for their effective use. Coordinates activities with other service center managers, assists the Fiscal Manager with the budget preparation. Ensures contracts are negotiated and finalized within procurement guidelines prior to the start of programs. Sets up systems to track contracts and monitor contractual obligations. Provides technical assistance to subcontractors. Implements procurement procedures related to employment and training, in accordance with applicable federal and state legislation. Documents detailed work statements. Provides work direction, assignment of duties and evaluates work performance of staff.

Senior Accountant (1) – Responsible for performing advanced professional accounting and auditing functions in the Workforce Investment Network which may include traveling to various sites. Maintains details of accounts payable and prepares check requests and reports. Maintains schedules of activity in selected general ledger accounts, identifies discrepancies in recorded data, and initiates corrective actions including the preparation of journal entries. Ensures payments are in compliance with established requirements and regulations. Prepares inventory and specialized accounting reports including accruals. Provides orientation sessions and gives technical assistance to subcontractors

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on an as needed basis. Assists in analyzing historical data and preparing budget projections. Process subcontractor and vendor contracts.

Fiscal Technicians (2) – Monitors and reviews contracts and payments for proper documentation and authorization. Maintains all fiscal and payroll records and distributes information to appropriate participants and suppliers. Contacts vendor by phone or in person, to resolve discrepancies with contracts, purchase orders and check requests. Maintains and updates existing contracts. Reconciles and audits account balances and invoices to ensure compliance, vendor information, travel expenses and other assigned financial accounts. Coordinates with vendors and/or suppliers to ensure payments are received in a timely manner and posted to the right account.

Quality Assurance Manager (1) – Responsible for organizing and managing the division's contract compliance, quality management and monitoring program as it relates to training providers and contractors with the Workforce Development Network. Develops, designs and aligns the contract compliance, monitoring and quality management programs in compliance with the strategic plan. Monitors contracts to ensure programs are operated in compliance with the WIA regulations and are in compliance with contract performance goals. Assists with outreach and recruitment efforts to process new training providers deemed eligible for the Training Providers List. Conducts and participates in workshops to provide technical assistance to training

providers as it pertains to monitoring and contract compliance. Provides work direction, assignment of duties and evaluates work performance of staff.

Quality Assurance Analyst (2) – Responsible for gathering, maintenance and reporting of quality assurance data as it relates to WIN program performance, cost effectiveness, participant enrollment and feedback, according to state and federal agency regulations. Creates and maintains program monitoring and WIN participant tracking system. Prepares and updates reports on approved training programs. Develops and maintains survey techniques to track agency performance measures. Maintains the LWIA 13 Eligible Training Providers Lists.

Career Center Manager (1) – Directs the operations of the Career Center and partners with other agencies such as Department of Human Services, TDOL (Employment Security), Vocational Rehabilitation, Adult Education, etc. Utilizes knowledge of various regulations, such as EEO, ADA, WIA, and TANF. Coordinates and oversees all WIA Title I career center activities for Title I customers in the center and satellite locations. Develops and maintains customer satisfaction feedback and monthly calendar of services offered to the customers. Ensure high quality of services offered to all center support staff. Provides staff with work instruction, career/professional development and training. Assists with the implementation of WIA policies and procedures to ensure program success.

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Supervise delivery of Job Search and Training Services for Adult and Dislocated Workers.

Performance Manager (1) - Responsible for organizing and managing the division's performance standards. Coordinates the activities for the different units to ensure that the policies and procedures are adhered to on a continuous basis and WIA policies and procedures adhere to the State guidelines and Federal Regulations. Acts as a liaison with the TDOL and Workforce Development and other external agencies in matters concerning performance standards and other related issues. Manages the collection and data entry of program data to ensure the integrity of the data. Manages the access, data entry, data manipulation and reporting associated with the ECMATS and Activity Tracking System. Provides work direction, assignment of duties and evaluation of work performance of staff.

Performance Analyst (3) – Responsible for maintenance and integrity of the State ECMATS database and collecting and preparing data for required state reports. Collects and analyzes program data; enters data into the State ECMATS system for analysis, reporting and presentations. Conducts technical assistance workshops; administers group application processes and performance assessment tests. Implements systems to verify and ensure data integrity, completion and accuracy. Maintains database and troubleshoots systems; including conducting data audits and making corrections for reconciliation. Contacts and

works with training provider to provide one-on-one technical assistance.

Youth Services Manager (1) – Responsible for organizing and directing workforce development services to youth populations in accordance with local and state policies and federal guidelines. Assists in the development and implementation of administrative program policies and procedures to conform to federal, state and local regulations. Compares actual program performance data to contract data to judge contract compliance. Provides training and technical assistance to subcontractors and WIN staff. Prepare youth RFP in conjunction with Contract Manager, conduct orientation for recipients of youth grant and schedule and report activities for Youth Council.

Youth Services Analyst (2) – Responsible for providing certification and eligibility verification for participants in the WIA Youth Program. Compiles, verifies and check for accuracy and documentation the participant's data/records. Maintains participants' files and registration statistics including enrollment figures and prepares reports. Monitors contracts for compliance, check participant data record, and prepares reports to determine performance outcomes achieved by the subcontractors. Provides technical assistance and training to program subcontractors and assists with the development of technical manuals, handbooks and presentation materials. Assists with the facilitation of group/individual subcontractor orientation sessions which explains policies and

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procedures for implementing program activities.

Business Service Manager (1) –

Responsible for managing all services and programs for Business Partners. Coordinates the reference materials and oversees the presentation of WIA services to dislocated workers at rapid response meetings and events. Also, recruits on a regular basis employers to participate in the Career center system. Works with new and existing businesses to assist with pre-screening and referral of applicants. Acts as a liaison for Business and Economic Development programs, as well as represents the organization in business, civic, professional organizations and events. Develops and coordinates internal job fairs. Assist business partners with research for business solutions and development of programs and resources for Workforce Development. Provides work direction, assignment of duties and evaluation of work performance of staff.

Business Services Analyst (2) –

Responsible for development, implementation and execution of workforce solutions that assist businesses with their recruiting, assessment and customized training needs. Recruits companies to post job openings with the Career Center, provides business relations services, oversees WIN services provided to businesses, and provide covenant compliance monitoring and reporting. Proactively recruits candidates. Provides Dislocated Worker's job re-entry counseling services, certification training assistance and

occupational transition. Plans and organizes Career/Job Fairs to assist businesses with their recruiting efforts and participates in Career/Job Fairs, including setting up displays, and making presentations to businesses regarding the Career Center services.

Workforce Coordinator (2) – Responsible for coordinating employment skills assessments, occupational skills training, job placement and job search activities, including training assigned staff on policies and procedures and techniques to assist Career Center customers. Reviews and monitors staff case files. Coordinates service activities to ensure timely completion of tasks and projects. Facilitates individual and group meetings to assess customer needs, professional development opportunities and service quality. Identifies and resolves operational and procedural issues to ensure resolution and customer satisfaction. Participates as part of a team to determine the client's suitability for participation in programs and determines eligibility and priority for service ensuring compliance with regulations and agency policies and procedures. Prepares statistical reports or correspondence for management and state requirements.

Workforce Development Specialist (16) -

Responsible for providing career guidance to assist individuals in understanding and overcoming barriers to employment. Collects, organizes analyzes information about individuals through records, tests, interviews, and professional sources to appraise their interests, aptitudes abilities

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Partner, Tennessee Area Career Centers

22 North Front Street, Suite 1050

Memphis, Tennessee 38103

(901) 576-6811

(901) 576-6844 fax

www.memphiscareercenter.com

and personality characteristics for vocational and educational planning. Facilitates group and individual orientation sessions and explains requirements for participants in agency sponsored programs. Delivers Workforce Development services to participants in accordance with policies and procedures including the case management system, job search techniques and other training activities. Conducts follow up with participants to evaluate training and placement techniques to ensure successful outcomes. Maintains detailed participant and work site records and files in compliance with agency policies and procedures.

Network Technician (1) - Responsible for responding to customers requests for assistance in all computer related issues. Installs, tests, troubleshoots and operates personal computers and network hardware/software components. Analyzes and resolves complex communication, personal computer and network related problems. Documents on-line and logs programs and testing for all systems. Coordinates activities associated with outside vendors and maintenance contracts. Ensures computer equipment is properly tracked, received and relocated for repair.

Clerical Assistants (2) – This position is responsible for receiving calls and visitors and taking messages or directing callers to the proper person/agency, routes mail and directs visitors. Responds to routine inquiries and provides basic information regarding WIN job development/training programs. Prepares and types documents such as memos, correspondences and other

documents using a personal computer. Maintain a schedule of staff meetings and events.

Career Center Specialists (2) – Responsible for facilitating group/individual orientation sessions and explaining requirements for participation in agency sponsored programs. Conduct general interviews to identify, assess and ascertain nature of visit and direct customers appropriately. Assists customers in completing front desk documents. Assists customers in scheduling appointments for potential customers to meet with WIA Case Managers. Administers assessment tests, assists with data collection, customer registration and data input into the appropriate database.

Receptionist (1) - Responsible for answering multi-line telephone system and directing calls to facility employees; provides general information questions about WIN including hours of operations, programs, services and processes, as well as other specific questions related to WIN and the community by phone and in person; greets visitors and business visitors as required

Disability Program Navigator (Temp) (1) – This position is responsible for addressing the needs of individuals with disabilities seeking training and employment opportunities through the One-Stop Career Center System. Navigator provides expertise and serves as a resource person to the system and to individuals with disabilities.