

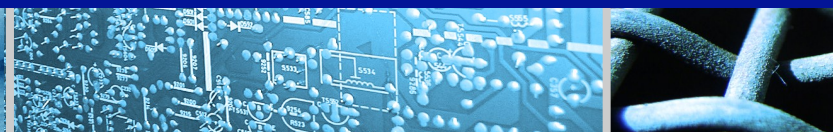


Northwest Tennessee Workforce Board

*Preparing Today's Workforce for Tomorrow's Jobs*



annual report 2004-05



## CONTENTS

Introduction	2
Adult Services	6
Youth Services	12
Business Services	16
Board / Staff Development	20
Fiscal / Performance	24
Council / Members	26

Northwest Tennessee Workforce Board (NWTNWB) is a nonprofit organization that connects job seekers with employers through partnerships with training providers and the Tennessee Career Center System. Our strategic partnerships with business, economic development agencies, civic and community organizations, educational institutions, and labor and industrial boards create a workforce development network that rapidly responds to the skill needs of local employers.

NWTNWB-funded programs serve adults, dislocated workers, youth, and businesses throughout Dyer, Crockett, Gibson, Lake, Lauderdale, Obion, and Tipton Counties.

## WHAT WE DO



### IMPACT / RESULTS

Services are offered through the One-Stop Tennessee Career Center System. Businesses benefit from recruitment services at each location as well as through customized training for incumbent workers and on-the-job training for newly hired employees.

NWTNWB prides itself in understanding the needs of local business, reaching out to our local workforce, and working to bridge the gap between businesses and workers by matching needed skills with available skills and developing skill sets for in-demand occupations. The Northwest Tennessee Workforce Board is preparing today's workforce for tomorrow's jobs.

- Seven Tennessee Career Centers served over 17,000 jobseekers in Workforce Investment Act enrolled and universal services.
- More than 575 enrolled customers were placed in jobs during program year 2004-2005.
- Co-location of contractor and field staff resulted in annual savings of \$54,963.
- Met or exceeded 14 of 17 WIA Performance Standards
- Three northwest Tennessee employers received \$56,170 in Incumbent Worker Training Grant funds.
- Four local companies received a total of \$18,981 in On-the-Job Training funds.





## MESSAGE FROM THE CHAIR AND DIRECTOR

### Vision:

To deliver a workforce development system that generates opportunities, to illustrate to the private sector the value added through partnerships, and to promote Tennessee as a place where people choose to live and work.

### Mission:

Create a Workforce Development System that fully utilizes the experience and innovative resources of the public sector in an efficient, responsible, integrated system that provides services to jobseekers and employers of northwest Tennessee, which fosters a competitive economic environment and a high quality of life.

*The economy in northwest Tennessee has been struggling in recent years due to large manufacturing plant closures coupled with a low educational attainment rate. Preparing our local workforce will be the cornerstone of economic improvement in the future. Although economists are not predicting a rapid recovery, the Northwest Tennessee Workforce Board is currently planting stepping stones to mend the path of economic development and growth.*

*To that end, NWTNWB is proud to report our progress for program year 2004-2005. Working in partnership with businesses, educational institutions, local school systems, economic development agencies, industrial boards, staffing services, labor, and the community, we invested in innovative programs that expanded the skills of workers, jobseekers, and youth and helped to prepare our area's economy for future obstacles.*

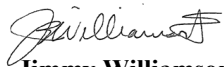
*Building on last year's progress, NWTNWB has embarked on several new initiatives such as the Northwest Tennessee Healthcare Consortium that is preparing a study to project workforce needs ten years in advance, the Career Preparation Workshops offered weekly at our seven Tennessee One-Stop Career Centers to better prepare jobseekers for employment, and the Youth 8-Week Work Experience program that provides direction and opportunity to at-risk populations. These initiatives ensure that our resources are put to optimal use training the future workforce.*

*Today's competitive global economy demands a highly trained, highly skilled workforce. In order for northwest Tennessee's economy to flourish, the available labor pool must be educated and trained in needed skill sets. As a result, the new directions prompt change and the NWTNWB has proven to be an organization adaptable to change. We have learned that growth and success mean continually improving our performance. We will continue to monitor and strive to improve our performance in the future.*



*We will never consider our work done at the end of the day, rather our work is complete when every man and woman seeking meaningful employment is employed and every employer has found the skills they need within our available labor pool. We are working every day to bridge the existing gap.*

*It is with great pleasure that we present our 2004-2005 performance to the community. We want to thank the community for the beneficial partnerships and demonstrations of support and we welcome your feedback.*



**Jimmy Williamson**  
Chairman  
NWTNWB Board



**Henry Lewis**  
Director  
NWTNWB

## **NWTNWB Board of Directors Setting Strategic Direction**

The NWTNWB Board of Directors serves as the Local Workforce Investment Board (LWIB) for Local Workforce Investment Area 12 which includes the counties of Crockett, Dyer, Gibson, Lake, Lauderdale, Obion, and Tipton. NWTNWB's Board sets policy and provides strategic direction and oversight for the area's workforce development system.

The 35-member Board includes representatives from business, education, economic development, state agencies, labor, and community-based organizations. The majority of seats are filled by members of the private-sector business community that serve as managers and decision-makers in their organizations. In addition to the diverse Board, seven local elected officials representing each county serve as honorary Board Members.

Workforce Board members possess an in-depth understanding of business, the economy, training programs, and legislative process and policies. By setting strategic goals, short- and long-term, the Board guides the workforce system to meet the needs of employers, job seekers, employees, and the emerging workforce.

The big secret in life is that there is no big secret. Whatever your goal, you can get there if you're willing to do the work.

**Oprah Winfrey**  
(1954- )

I think a hero is an ordinary individual who finds strength to persevere and endure in spite of overwhelming obstacles.

**Christopher Reeve**  
(1952-2004)

Far and away the best prize that life offers is the chance to work hard at work worth doing.

**Theodore Roosevelt**  
(1858-1919)



## REPARING THE WORK-

During 2004-2005, NWTNWB invested \$1.3 million in Workforce Investment Act formula funds for adult jobseekers. Those funds supported programs with proven track records of moving adults into self-sufficiency wage jobs as well as programs that offer innovative training models. LWIB 12 has as its goal to increase the employment, job retention, and earnings of our area through building a competitive and highly skilled workforce.

### Adult Training Providers Include:

- Dyersburg State Community College
- Heartland Truck Driving Institute
- Tennessee Technology Center at Covington
- Tennessee Technology Center at Newbern
- Tennessee Technology Center at Ripley
- West Kentucky Community and Technical College
- Concorde Career College
- Jackson State Community College
- Bethel College
- Union University
- Supplemental Services, Inc.
- Tennessee Technology Center at Jackson
- Tennessee Technology Center at Paris
- West Tennessee Business College
- Southwest Tennessee Community College
- University of Tennessee at Martin
- Drive Train Truck Driving Institute
- SWIFT Driving Academy
- Tennessee Technology Center at Memphis
- University of Memphis
- Volunteer Training Center

and others as training needs arise.

## One-Stop Career Center Locations

Career Centers are dispersed throughout the seven-county region to offer services close to where people live and work.

Tennessee Career Center at Alamo  
334 South Bells Street, Alamo, TN 38001

Tennessee Career Center at Dyersburg  
439 McGaughey, Dyersburg, TN 38024

Tennessee Career Center at Humboldt  
1481 Mullins Street, Humboldt, TN 38343

Tennessee Career Center at Tiptonville  
217 Church Street, Suite B, Tiptonville, TN 38079

Tennessee Career Center at Ripley  
301 C Lake Drive, Ripley, TN 38063

Tennessee Career Center at Union City  
1418 Stad Avenue, Union City, TN 38261

Tennessee Career Center at Covington  
734 East Lucky Plaza, Covington, TN 38019

## ► One-Stop Career Centers

One-Stop Career Centers provide single points-of-entry for adults and dislocated workers to a network of employment, training, and educational programs in the local community. Each year, these centers help thousands of jobseekers access the tools they need to manage their careers and find living-wage jobs. By offering high-quality services, referrals, and training, the centers' bridge the gap between employer and jobseeker by connecting qualified applicants with job openings.

Two categories of services are available:

- **Universal Services** are accessed through a staffed resource room with multiple computer terminals for job search and resume development. Information is available regarding job vacancies, career options, financial aid, and projected employment trends.
- **Enrolled Services** are more extensive and involve development of personalized employment plans outlining the most effective course of action for finding career employment. Services include career mapping, basic education, preparation to attain a GED credential, classroom occupational skills training, customized training, and on-the-job training.

### The bottom line:

In 2004-05, 17,439 customers received universal services through the resource room and 1,385 adults utilized WIA enrolled services.



Three dislocated workers graduate the Practical Nursing program at the Tennessee Technology Center.





December 2004  
DSCC LPN to RN  
Fast-Track Nursing  
Pinning Ceremony.

## ► MODEL PROGRAMS

To adapt to the area's changing needs and to keep abreast of industry trends, NWTNWB funds programs that focus on developing skilled workers in specific high-demand fields.

### LPN to RN Fast-Track

Eighteen students were recognized at the Dyersburg State Community College Fast-Track LPN to RN Pinning Ceremony. Each deserving student was acknowledged during the ceremony for her achievement by receiving a pin unique to the DSCC Nursing Program.

This December Ceremony marks the completion of the first Fast-Track LPN to RN class with hopes of many more in the future. The program is made possible by grant funding from the Northwest Tennessee Workforce Board. Local Workforce Investment Area 12 coordinates a Special Skills Shortage Grant of \$190,835 between the Tennessee Department of Labor and Workforce Development and Dyersburg State Community College.

Faye Sigman, Dean of Nursing and Allied Health, indicated that not only is this the first class to graduate the LPN to RN Fast-Track Program, but it is also the first class that is completely funded, including tuition and fees, through grant funds, the first class of all LPN's, and the first class to ever graduate in December.

A message from the Class President, Pamela Tranzor, stated, "Today we have bridged the gap between practical nurses to professional nurses. It is about seeing a need and meeting it." Tranzor concluded with words of encouragement, "Our success will be due to our dedication and commitment. Good luck and best wishes."

"This class was a complete success," said Pam Burroughs, Program Coordinator and Nursing Instructor, when asked about the Fast-Track LPN to RN Program. "I could not have asked for better students. It was a lot of hard work, but overall it was a smooth transition for the class." Burroughs conveyed the immediate need for RNs and believes the Fast-Track LPN to RN Program will further the careers of LPNs and will lessen the shortage of healthcare professionals in northwest Tennessee.

Currently the healthcare industry employs the third largest number of employees by industry in northwest Tennessee according to the Tennessee Department of Labor and Workforce Development. This number is growing and expected to continue to grow substantially over the next few years. The health care field is growing faster than the manufacturing or retail trade industries which have been the dominate industries for many years. As the population ages and technology advances the demand for a trained workforce rises.

Due to the great demand for healthcare professionals and the success of the LPN to RN Fast-Track program, Workforce Investment Act grant funding from the Northwest Tennessee Workforce Board was secured for the second class that began the 18-month program in January 2005 and will receive pins in May 2006.

**The bottom line:**

**In December 2004, 18 students became Registered Nurses. 100% passed the State Board exam and 100% are employed.**

## Career Preparation Workshop Series

The Tennessee Career Centers in northwest Tennessee began offering career preparation workshops to the residents of LWIA 12. Each Career Center's Workforce Investment Act Case Manager administers the workshops in their respective county.

The free seminars are held on a weekly basis with four rotating sessions.

The Resume Writing Workshop reviews resume and cover letter preparation, do's and don'ts, effective writing, creating a resume blueprint, and formulating a checklist.

Successful Job Hunting teaches networking skills, how to utilize classified ads in the newspaper, which Internet website resources are customer friendly and local, and what's available at job fairs.

Effective Interviewing covers interview preparation, dressing for success, the tough questions and proper responses, and the need for essential research.

The final seminar of the Career Preparation Workshop Series concludes with Career Exploration: Finding the Right Job Right Now. It covers in-demand occupations, job requirements for specific high-demand occupations, hours and wages of occupations, and Internet resources available for researching.

Following the completion of the workshop series, attendees are welcomed to have their Career Preparation Workshop Instructor review their new and improved resume.

In addition to the seminar concentration area, participants learn how to effectively utilize the Career Center. Participants take a tour, learn about Career Center partners, find out about the various services offered, and learn about all the resources available at the Career Center.

Recommendations of additional workshop topics are noted at each session and new seminars will be developed as customer and employer needs arise.

**The bottom line:**

**A total of 123 individuals have participated in and benefited from the Career Preparation Workshop Series through the Tennessee Career Centers.**



**Attendees participate in the Career Preparation Workshop Series Resume Writing Seminar at the Career Center.**

## Dislocated Worker Services

A dislocated worker is a person who has lost his or her job, through no fault of his or her own, due to a company closure, downsizing, or reorganization. A spouse of a dislocated worker may also qualify for Workforce Investment Act services as a displaced homemaker.

## Rapid Response Teams

Rapid Response Mass Meetings are held as an efficient way to distribute information and services to a large group of dislocated workers who are dislocated from one employer. Mass Meetings are held at the employer's place of business rather than at the Career Center to better accommodate the employer and employees needs. However, all One-Stop Career Center partners are present just as they would be if the meetings were held on-site at one of the Career Centers.

Employees receive a dislocated worker packet that includes the following resources: *Try! A Survival Guide to Unemployment*; a manual entitled *Surviving a Layoff or Downsizing-Soft Landing, Smooth re-entry*; *Stress Management 101* brochure; a Tennessee Career Center brochure; an Education and Training Pay worksheet; a list of approved WIA Training Providers serving west Tennessee; and contact information for various service agencies in LWIA 12.

The purpose of the meeting is to provide information to help dislocated workers get back on their feet and back into the workforce quickly. Specific information imperative to recovery include:

- Career Counseling
  - Job search assistance
  - Resume preparation assistance
  - Interviewing skills workshops
  - Labor market information
  - Unemployment insurance
  - Education and training opportunities
  - Health benefits and pensions
- and much more.

**A 19 year veteran of the manufacturing industry dislocated due to a plant closure earns a diploma in Computer Operations Technology.**



The Career Center System is designed to bring together many separate partners to seamlessly provide an array of services, from resume preparation to job search to placement to support service, to any person who wishes to have access to these services.

Therefore, all Career Center partners are present to deliver services to affected workers at the Rapid Response Mass Meetings. Partners include: Vocational Rehabilitation, Adult Basic Education, Economic and Community Development, Tennessee Department of Human Services, Tennessee Department of Labor and Workforce Development, and Workforce Investment Act.

Dislocated workers and employers served through Rapid Response Mass Meeting during program year 2004-2005 include:

- Siegel Roberts Automotive
- T.B. Woods
- Dyer Fabrics
- Kaz Home Environment
- Pyrotek, Inc.
- Dyersburg Capital Investment
- Goodyear Tire and Rubber
- Georgia Gulf
- Gibson County Utility District
- Fujicolor Processing
- Friedman's Jewelers
- Black and Decker
- Slim Fast Foods
- Wilson Sporting Goods

Manufacturing jobs are decreasing and being replaced by the service sector and healthcare occupations.

As the economy moves toward improvement, NWTNWB hopes to see fewer plant closures and mass layoffs next program year.

#### The bottom line:

**LWIA 12 responded to 15 Rapid Response Mass Meetings during program year 2004-2005 providing valuable information to thousands of dislocated workers.**



## Linnin Vasquez

### SELF-SUFFICIENT THROUGH DETERMINATION

Linnin walked into the Tennessee Career Center at Alamo unemployed and needing to find work to support a wife and three young children. WIA Case Manager, Melissa Bane, immediately recognized his eagerness and identified an employment opportunity through an On-the-Job Training contract with McKnight Print Partners. Linnin began work as an Offset Press Operator. He successfully mastered the skill during the 8-week OJT contract and has remained employed with McKnight Print Partners for 11 months to date. He has reached self-sufficiency through hard work and determination.

## Melinda Olds

### TRAINING LEADS LPN TO ADVANCED CAREER

Melinda was working as a Licensed Practical Nurse, but desired to improve her earning potential and marketable skills in the healthcare industry. Melinda enrolled in the Dyersburg State Community College Fast-Track LPN to RN program funded through a Special Skills Shortage Grant.

Melinda performed clinicals at Baptist Memorial Hospital, Methodist North, Dyersburg Regional Medical Center, and Jackson Madison County General Hospital. She graduated the accelerated program earning an Associate Degree in Nursing. Melinda accepted employment with Dyersburg Regional Medical Center as an RN in the ER.

## Adam McDaniel

### FLEA MARKET VENDOR MAKES CAREER MOVE

Adam had been working in the flea market trade before seeking services at the Tennessee Career Center at Tiptonville. He enjoyed the industry and travel, but was ready for a secure, in-demand occupation that still had the freedom and travel of his vending days. A career in truck driving was exactly what he had been seeking. Adam enrolled at Heartland Truck Driving Institute and completed the intensive 4-week training program. He accepted pre-employment with Werner Enterprises prior to graduation. Adam has been successfully transporting goods for 6 months to date.



## DEVELOPING THE FUTURE WORKFORCE

The Northwest Tennessee Workforce Board's youth program is designed to create local youth networks that are closely tied to the labor market and provide youth with a set of year-round, comprehensive development strategies based on the individual youth's needs.

Services are targeted to at-risk youth, ages 14 through 21, who face challenges to high school graduation or successful workforce entry.

As research and practice experiences affirm, career development requires a broad focus that entails more than information, guidance, academic preparation, and work-readiness skills. Youth also need life skills that enable them to become healthy, productive citizens.

To that end, the Workforce Investment Act's emphasis on youth development encourages the workforce system to treat youth as young adults developing into the workforce of the future, for whom finding employment is not the only behavior to be mastered.

The Workforce Investment Act's vision, and the Northwest Tennessee Workforce Board's realization, of a comprehensive system has 10 essential elements that contribute to life and career development, including work experience, leadership development, counseling and support of caring adults and peers, meaningful connections to education and employment, community service, and sustained follow-up support.

LWIA 12 blends youth personal development elements with traditional employment and training activities.

**"The foundation of every state is the education of its youth."**

- Diogenes Laertius

**"Whoso neglects learning in his youth, Loses the past and is dead for the future."**

- Euripides (484 BC-406 BC)

## Youth Council

The Workforce Investment Act empowers the local Workforce Investment Board (LWIB) to establish a Youth Council to coordinate and oversee WIA youth services. The Northwest Tennessee Workforce Board's Youth Council not only provides program oversight, but also provides strategic planning and serves as the selection committee for the youth service providers.

Our Youth Council is seizing the opportunity to develop a comprehensive employment and training system that creates opportunities for educational growth, meaningful employment, and personal development for area youth.

## ▶ YOUTH PROGRAM OVERVIEW

Over the last year, the Youth program as a whole has undergone dramatic changes. NWTNWB Youth Coordinator took the lead in restructuring and redesigning the Older and Younger Youth programs to better prepare our youth of today for the jobs of tomorrow.

"I felt we needed to do more for the youth in our LWIA. I envisioned a program that dedicated personal attention to the needs of each youth regardless what their unique need might be," stated Youth Coordinator, Ellen Cash.

From her vision was developed the *In-School Youth Summer Career Exploration Component* and the *Out-of-School Youth 8-Week Work Experience Program*. Both projects allow for real world work experience. The hands-on touch exposes students to a variety of careers and teaches the value of education.

"This being the first year, we are working out the glitches and the programs are advancing daily. I am really pleased with the results and how much exposure the students are getting to career options. The programs teach the students such a variety of lessons from work ethics to the value of an education to respect for themselves. It's a lot of hard work, but the students agree, it's worth it," stated Cash.

### The bottom line:

**473 youth were served in the Youth Program during program year 2004-05.**

**An Older Youth works at a local county library as a Library Assistant during her 8-Week Work Experience.**







**High School students participate in the Summer Career Exploration Component by visiting the Dyersburg Emergency Medical Technician Facility.**

## MODEL PROGRAMS

The Employment and Training Administration's strategic vision defines youth most in need, as youth out of school, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth. In order to ensure that the critical service needs of this vulnerable population are met, NWTNWB has developed new, innovative programs to reach specific target populations.

### Career Exploration Component

NWTNWB works with in-school youth to promote critical service needs for students who may have barriers and need assistance with tutoring and career exploration.

The students are identified by their high school guidance counselor and Individual Service Plans are designed to deliver specific services according to each student's individual needs that have been identified by administering individual assessments.

Goals are set collaboratively by the youth coordinator, instructor, and the in-school youth participant. The plans to achieve the goals are outlined. Other needs that are addressed may include learning disabilities, English language barriers, or alternative school students.

The in-school program also offers a newly designed summer Career Exploration component which gives the student an opportunity to explore possible career paths, enhance soft skills, resume writing, interviewing techniques, and gain hands-on experience in various occupations with numerous community employers.

Three area high schools participated including: Peabody High School, Lake County High School, and Milan High School. The summer component ranged from a one- to two-week adventure for the students, in which they learned soft skills applicable to all occupations, how to perform job search utilizing the World Wide Web, requirements of various in-demand occupations across an array of industries, experience a college day, tour businesses in the area, and much more.

The high school dropout tutorial program helps students to overcome barriers and encourages a better understanding of the importance of a high school education and occupational skills upon graduation. This will serve as a catalyst to promote a smoother transition from high school to post-secondary education and employment.

### The bottom line:

**188 students throughout 3 high schools had the opportunity to advance their employable skills and educational attainment level.**

The Out-of-School Youth program addresses the same critical needs as the in-school youth; however, the services delivered to the Older Youth are provided by our contractor, MEST. The method of delivery of services promotes an individual opportunity for counseling with the Older Youth participant.

Individual Service Plans are developed according to assessments, recognized barriers, and individual supportive service needs of the Older Youth. Intensive services are delivered to the Older Youth according to their specified needs and occupational interest.

After the 8-Week Work Experience, the participant is counseled on the experience, as to what they learned from the worksite and how they will use the experience in making decisions for their future.

### The bottom line:

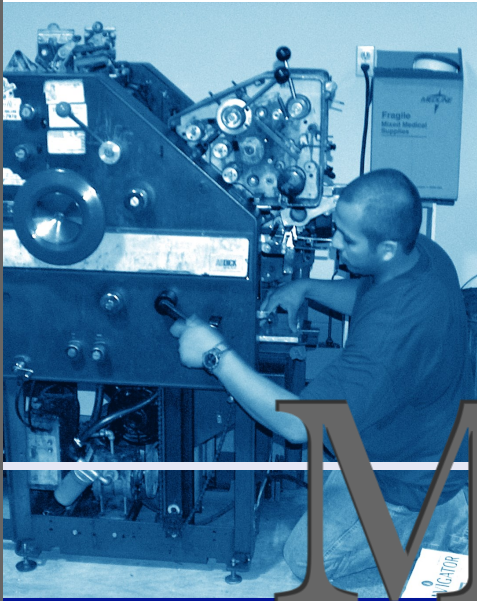
[illegible]

## TEEN RETURNS TO SCHOOL TO EARN DIPLOMA

## TRAINING PREPARES FUTURE BUSINESS-MAN

## TEEN MOTHER PURSUES NURSING CAREER

**youth services**



## MEETING EMPLOYERS' NEEDS

NWTNWB and the Tennessee Career Center System in northwest Tennessee value business customers in the same manner as jobseekers are valued. A functioning job marketplace requires both a supply of qualified employees and the demand for workers.

Hence, NWTNWB not only develops the future workforce, but also supports employers' efforts to manage human resource activities, stay competitive in the global marketplace, and hire from the local community.

NWTNWB has been highly effective in meeting the needs of its area industry from providing skilled labor pools to on-the-job training reimbursements to assisting companies in writing Incumbent Worker Training Grants.

During program year 2004-2005, NWTNWB has helped businesses increase efficiency and remain competitive.

Our goal is to increase the availability of jobs in northwest Tennessee by improving the educational attainment level in LWIA 12, expanding the skill base of our workers, matching employer needs with employee skill sets, and by attracting new industry into the area through marketing a well prepared and well trained workforce.

"Whenever you are asked if you can do a job, tell 'em 'Certainly I can!' Then get busy and find out how to do it."

- Theodore Roosevelt (1858-1919)



## Employer WIA Benefits

In 2004-2005, the area's business community benefited from:

- Business services offered through the One-Stop Career Centers and Older Youth 8-Week Work Experience Program
- Rapid Response Teams
- NWTNWB sector-based initiative

The following are highlights of accomplishments and achievements in these areas.

## ► Career Center Employer Benefits

Regardless of the size of business or number of employees, the One-Stop Tennessee Career Center System is capable of meeting employer needs.

Whether it is a corporate manager who cannot find enough workers or a small business owner who only needs help finding a few, the answer is the Career Center and its friendly and helpful staff.

Benefits offered to employers include:

- Publicizing job openings and recruiting qualified personnel,
- Assisting managers and employees during a downsizing or closure,
- Pre-screening applicants or managing on-site interviews, and much, much more.

NWTNWB in conjunction with MEST Employment Specialists, utilize assessment tools as part of the hiring process. The wide range of tools available assists us in determining job performance factors which can result in matching the right person to the right job.

Measurements utilized can assess:

- Educational levels
- Finger and hand dexterity
- Eye-hand coordination
- Word processing and computer skills
- Soft skills such as attitude, personality traits, interpersonal communication, and listening skills.

We would like to encourage any and all employers needing services to use the Career Center for assistance.

**A local company gains a skilled employee through an 8-week On-the-Job Training contract that pays half of the employees wages during training.**





A local company receives an Incumbent Worker Training Grant enabling the plant to implement Lean Manufacturing and rid the company of all waste leaving a large amount of space for other processes.

## On-the-Job Training

On-the-Job Training (OJT) is a unique program designed to promote, educate, and expand a company's workforce. All new hires require on-the-job training, even if it is not subsidized by Workforce Investment Act funds.

Employers provide the training at their workplace and NWTNWB provides job-ready applicants who are willing to learn. In addition, NWTNWB can reimburse the employer for a portion of the wages paid to the employee while in training.

WIA on-the-job training provides an array of benefits to employers including:

- A reduction in the number of walk-ins filling out applications in response to paid advertising.
- Assistance in developing job descriptions and human resource policies.
- A reduction in training costs by up to half of the new employees' wages.
- Minimal paperwork.
- Quality workers who benefit from hands-on training and become valued employees.
- A pre-screened applicant pool.
- Possibility to qualify for tax credits, and more.

NWTNWB developed new partnerships in 2004-2005 with four companies in northwest Tennessee that utilized the on-the-job training program.

McKnight Print Partners, Lennox Hearth Products, American Die Casting, and World Wide Art Studio benefited through OJT contracts. NWTNWB is seeking additional partnerships to grow the number of employers and employees benefiting from the OJT program in 2005-2006.

### The bottom line:

**Four employers gained new, skilled employees and received \$18,981 in reimbursable wages.**



## Incumbent Worker Training

Through the Tennessee Department of Labor and Workforce Development's Incumbent Worker Training program, employers have the opportunity to develop a training plan, choose trainers, and the NWTNWB will help with the costs.

NWTNWB provides grant funding for specialized training to upgrade the skills of an employer's existing full-time employees, allowing employers to increase productivity, cut costs, and remain competitive.

The program has been structured to be flexible to meet employers particular training objectives. Training may include industry or company specific skills, technical and computer skills, and soft skills such as leadership, teamwork, and management skills.

Employers' reimbursable training expenses include:

- Instructors' or trainers' salaries
- Curriculum development
- Textbooks and manuals
- Materials and supplies

Three northwest Tennessee companies were awarded Incumbent Worker Training Grants during 2004-2005. Companies awarded include: Marvin Windows and Doors, American Die Casting, and Sara Lee.

#### **The bottom line:**

**Three companies received a total of \$56,170 and advanced their processes and employees skills to become more efficient and competitive.**

educational requirements, and expected pay.

The final stage of the process will be preparing a career awareness program which will be targeted toward middle- and high school students, teachers, administrators, parents, and the public regarding the healthcare career ladder.

The goal of the sector initiative is to provide a realistic picture of job opportunities in the area; to show possible healthcare career paths with the associated education required; and to provide concrete plans for achieving the education needed. The project will ultimately provide a chain of labor supply for the healthcare professions and industry as a whole.

Following the completion of the Healthcare Consortium project and realizing its success, NWTNWB plans to develop a consortium to address other skill shortages in other high-growth, high-demand industries.

**Special thanks to Bill Kail for serving as Chairman of the Healthcare Consortium.**

## **SECTOR INITIATIVE Healthcare Consortium**

NWTNWB contracted with the Business and Economic Research Center (BERC) at Middle Tennessee State University to prepare a study of healthcare occupations in northwest Tennessee and to assist in the forming of a formal Healthcare Consortium.

The Consortium first met in February 2004 and established goals including: 1.) Identify workforce needs in a broad range of healthcare occupations; 2.) Establish clear career paths through a regional Healthcare Career Ladder; and 3.) Create awareness of the challenging preparation needed in middle- and high schools to adequately train for healthcare occupations.

Currently, NWTNWB and BERC are jointly working to create the Regional Healthcare Career Ladder that establishes linkages between one level of employment to the next, offering details regarding employment opportunities,



**Members of the Healthcare Consortium assemble and develop a strategic plan for implementation and dissemination of the Healthcare Career Ladder information to high school students and parents.**





## DEVELOPING THE KNOWLEDGE BASE

The NWTNWB Board takes pride in having a well-trained, knowledgeable staff available to assist jobseekers and employers with all their employment and training needs.

To that end, NWTNWB staff participate in various training from customer service to teambuilding activities to technology geared training to improve service delivery and program performance.

The Workforce Board fully believes that education is the path to success. Hence, the NWTNWB staff, Board members, contractors, and partners jointly attend training events to ensure dissemination of key information and to assure all partners are working to achieve the same ultimate goals.

Working to continuously improve our level of customer service, not only pertaining to WIA funded participants, but also improve our service to all Tennessee Career Center customers across the board, remains the goal. LWIA 12 plans to invest in training programs targeted at front-line staff as well as senior management.

Our programs available to Jobseekers and employers throughout northwest Tennessee can only be successful by embracing a staff that fully supports and understands the services.

The NWTNWB staff, Board members, partners, and contractors are its greatest resource.

## Formal Training

To maintain a knowledgeable, customer-driven staff, NWTNWB embraces opportunities for staff, Board, contractor, and partner training. Program year 2004-2005 training events including:

- Discoverer software tool
- Common Measures
- National Association of Workforce Boards
- Global Career Development Facilitator
- Fall Teambuilding Retreat

### ► Teambuilding Retreat

NWTNWB staff ventured into the woods at Paris Landing State Park to learn to build strong, trust-centered relationships with a newly designated Older Youth contractor, MEST Employment Specialist.

NWTNWB staff and contractor staff had the opportunity to experience hands-on activities designed specifically to develop trust and teambuilding qualities between both parties. Ollie Mannino, Professional Management Trainer and Consultant, coordinated the sequence of events throughout the 3-day adventure.

During the retreat, NWTNWB staff and MEST Employment Specialists learned the *FISH Philosophy*. At the conclusion of the retreat, all staff pledged to follow the requirements of *FISH* graduates which includes:

- Make their day
- Be there
- Choose your attitude
- Play
- Commit
- Be it
- Coach it

and diplomas were awarded as a reminder of our commitment to each other and to the WIA program.

#### The bottom line:

**NWTNWB staff and the contractor, MEST Employment Specialists, gained teambuilding and communication skills allowing for a smooth transition and great working relationships.**

**NWTNWB staff and MEST Employment Specialist staff attend a 3-day retreat to build communication and teamwork skills.**





**NWTNWB staff, MEST Employment Specialist staff, Board Members, and Providers attend Common Measures Training to prepare for the upcoming transition.**

## GCDF Front-Line Staff Advancement

NWTNWB Career Center Case Managers and the Older Youth contractor staff, MEST Employment Specialists, began Global Career Development Facilitator Training (GCDF) during program year 2004-2005. GCDF is an internationally recognized certification geared toward individuals who work as career counselors or workforce development professionals.

The certification consists of 10 months/120 hours of classroom training coupled with extensive independent study outside the classroom. In order to be granted certification, applicants must display competency in 12 areas which includes:

- Helping skills
- Labor market information and resources
- Assessment
- Diverse populations
- Ethical and legal issues
- Career development models
- Employability skills
- Training clients and peers
- Program management/implementation
- Promotion and public relations
- Technology
- Consultation

The GCDF 10-month series concludes in November 2005.

NWTNWB staff members applying for certification as Global Career Development Facilitators includes: Phillip Warwick, Ellen Cash, Wanda Adams, Melissa Bane, Don Dugger, Delores Hayes, Joyce Hudson, Miranda Miller, June Robison, Ty Sirmans, and Mike Whitson.

### The bottom line:

**Front-line staff gained excellent customer service techniques and problem solving skills. MEST and NWTNWB staff are delivering a unified message to clients regarding services.**

## NAWB Conference

NWTNWB Board members and key Workforce Board staff traveled to Washington, D.C., in March 2005 to attend the National Association of Workforce Boards Conference.

Attendees participated in various workshops, forums, panel discussions, and presentations. The conference presented Board members the opportunity to network with other Board members from across the Country and to share ideas and benchmark best practices from many local workforce investment areas similar to northwest Tennessee.

The delegation also met with Senator Lamar Alexander's legislative assistant and Congressman John Tanner.



Issues relating to WIA reauthorization were reviewed.

The conference sparked ideas and interest in innovative programs that the NWTNWB could introduce. To that end, LWIA 12 Board members also shared LWIA 12 projects that are now aiding other areas.

**The bottom line:**

**By attending the NAWB, staff and Board members further developed their knowledge of the Workforce Investment Act and all the possibilities it contains.**

## Common Measures Seminar

Dan Holton and Joey Czarneski of the Tennessee Department of Labor and Workforce Development delivered an exceptional 1-day seminar to NWTNWB Board members, staff, contractor staff, and providers. The theme of the workshop was *Working with Change: A Review of ETA Core and Common Performance Measures and Outcomes*.

The important overriding message throughout the training session was to inform all affected partners of the changes that will occur during the transition process. Current characteristics that will change with the implementation of Common Measures includes:

- Different core performance measures
- Divided methods of data collection
- Separate maintenance of eCMATS records
- Split-up reporting formats

Common Measures will result in the following improvements:

- Common performance measures
- Consistent methods of data entry and collection
- Regular maintenance of eCMATS records
- Combined reporting methods in EMILE
- Complete information on jobseekers and employers

The Common Measures will filter down to improve customer service and case management.

Extensive comparisons between current performance measures and common measures were presented in Adult, Dislocated Worker, and Youth categories. Case managers had the opportunity to ask in-depth questions and grasp a greater understanding of the future of WIA case management.

**The bottom line:**

**NWTNWB staff, contractors, Board members, and providers are prepared for the transition to Common Measures.**

## Discoverer Software Training

Administrative staff attended Discoverer training to increase LWIA 12's access to valuable reports. Discoverer is a reporting tool that empowers key staff to immediately access information from Tennessee's electronic Case Management and Tracking System.

**The bottom line:**

**Crucial decisions can be made more quickly by having immediate access to imperative information.**



**NWTNWB staff and MEST Employment Specialists attend the western themed WIA Day training.**



## FINANCIAL AWARENESS AND RESPONSIBIL-

NWTNWB remained within budgeted allocations during program year 2004-2005. As a federally funded grant program, NWTNWB Board Members and staff as well as our Administrative Entity, Dyersburg State Community College, work to ensure funds are utilized efficiently and effectively.

Cost saving measures are implemented with every possible opportunity. A few examples of cost savings during program year 2004-2005 include:

- Decreasing truck driver applicants authorization period
- Co-locating contractor staff to Career Centers
- Switching internet providers

As additional opportunities arise, they too will be seized.

NWTNWB produced excellent performance outcomes for adult and dislocated workers during program year 2004-2005. NWTNWB met or exceeded the performance standard goal for all programs on 14 of 17 fully reported measures.

Employer satisfaction and participant satisfaction scores both exceeded the negotiated goal by 3.6 and 5.2 percent respectively. However, NWTNWB acknowledges that regardless of how high the performance rating appears, we will not be satisfied until all measures state 100 percent.

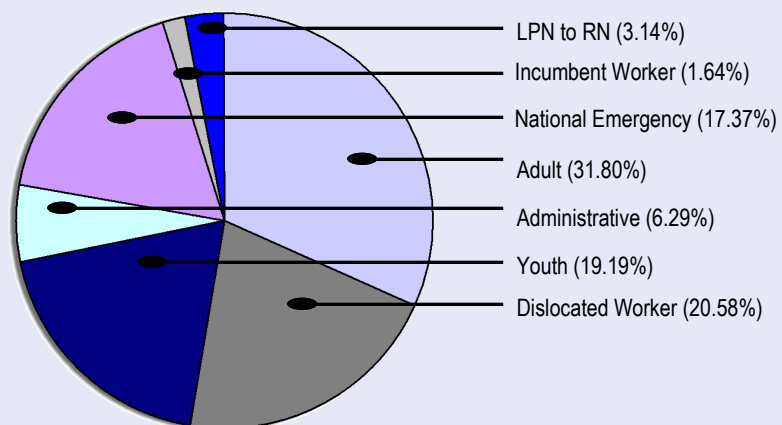
To that end, NWTNWB will continue to strive to improve performance each year.

## Finances

### ► 2004-2005 Expenditures

Work Units	Available	Expense	% Expended
Adult	\$1,213,035	\$1,088,190	90%
Dislocated Worker	904,861	704,117	78%
Youth	1,532,612	656,768	43%
Administrative	340,077	215,179	63%
National Emergency	594,325	594,325	100%
Incumbent Worker	87,972	56,169	64%
LPN to RN	237,663	107,393	45%
<b>Total</b>	<b>\$4,910,545</b>	<b>\$3,422,141</b>	<b>100.00%</b>

### ► Percent of Total Expended



### ► Performance Standards

#### Six Months-Retention Rate

PY 04-05	Goal	Actual
Adults	83.00%	96.20%
Dislocated Workers	90.00%	93.80%
Older Youth	80.50%	100.00%
Younger Youth	56.00%	88.20%

#### Entered Employment Rate

PY 04-05	Goal	Actual
Adults	68.00%	84.80%
Dislocated Workers	74.00%	94.50%
Older Youth	66.00%	78.30%

#### Credential and Employment or Credential Rates

PY 04-05	Goal	Actual
Adults	57.00%	72.40%
Dislocated Workers	58.00%	66.00%
Older Youth	49.50%	40.70%

#### Six-Month Earning Change or Earnings Replacement

PY 04-05	Goal	Actual
Adults	\$3,200.00	\$4,345.41
Dislocated Workers	87.00%	86.20%
Older Youth	\$2,580.00	\$1,307.02



## BOARD MEMBERS

### **Tonja Anderson**

OBION COUNTY INDUSTRIAL  
DEVELOPMENT CORPORATION

### **Thorne Barbour**

WEST TENNESSEE HEALTHCARE

### **Quincy Barlow**

DELTA HUMAN RESOURCE AGENCY

### **Alonzo Beard**

ALONZO BEARD INSURANCE AND  
INVESTMENT

### **Minnie Bommer**

CHILDREN AND FAMILY SERVICES

### **Dr. Karen Bowyer**

DYERSBURG STATE COMMUNITY  
COLLEGE

### **Don Bradshaw**

USWA LOCAL 878

### **Charlie Brown**

TENNESSEE DEPARTMENT OF  
LABOR AND WORKFORCE  
DEVELOPMENT

### **John Bucy**

NORTHWEST TENNESSEE  
DEVELOPMENT DISTRICT

### **Brian Collins**

TENNESSEE TECHNOLOGY CENTER

### **Peggy Davis**

TRENTON SPECIAL SCHOOL  
DISTRICT

### **Sherry Fowler**

TENNESSEE OPPORTUNITIES  
PROGRAM

### **Melinda Goode**

NORTHWEST TENNESSEE HUMAN  
RESOURCE AGENCY

### **Ronnie Gunnels**

TENNESSEE DEPARTMENT OF  
LABOR AND WORKFORCE  
DEVELOPMENT

### **Allen Hester**

DYERSBURG/DYER COUNTY  
CHAMBER OF COMMERCE

### **Dianne Homra**

LAKE COUNTY BOARD OF  
EDUCATION

### **Linda Jones**

DESI JOB CORPS

### **Barry Ladd**

FIRST CITIZENS NATIONAL BANK

### **Paula Ledford**

DYERSBURG HOUSING

### **James Little**

USWA LOCAL 878

### **Cathie Locher**

ROYAL GUARD VINYL

### **Alma Ruth Michael**

DEPARTMENT OF VOCATIONAL  
REHABILITATION

### **Diana Riley**

MERLE NORMAN COSMETIC

### **Linda Satchwill**

DÉCOR DIRECT

### **John Snead**

SNEAD PROPERTIES

### **David Taylor**

FORCUM LANNOM CONTRACTORS

### **Annette Tyler**

TN DEPARTMENT OF HUMAN  
SERVICES

### **Cathy Vestal**

ERMCO

### **Catherine Via**

CROCKETT COUNTY ADULT ED-  
UCATION

### **Jerry Ward**

TERRY PETTY CHEVROLET

### **Wendell West**

COLONIAL DPP

### **Steve Williams**

JOHNSON FUNERAL HOME

### **Jimmy Williamson**

DYERSBURG ELECTRIC SYSTEM

## LOCAL ELECTED OFFICIALS

### **Rozelle Criner**

LAUDERDALE COUNTY MAYOR

### **Larry Griffin**

CROCKETT COUNTY MAYOR

### **Richard Hill**

DYER COUNTY MAYOR

### **Jeff Huffman**

TIPTON COUNTY MAYOR

### **Gaylon Long**

OBION COUNTY MAYOR

### **Ronnie Riley**

GIBSON COUNTY MAYOR

### **Macie Roberson**

LAKE COUNTY MAYOR

## JOB SERVICE EMPLOYER COMMITTEE REPRESENTATIVES

### **Rita Alexander**

GIBSON ELECTRIC MEMBERSHIP

### **Jerry Ray**

ERMCO

## CAREER CENTER MANAGERS

### **Charlie Brown**

DISTRICT MANAGER

### **Ronnie Gunnels**

DYER COUNTY

### **Ed Joyner**

GIBSON COUNTY

### **Sandy Spurgeon**

TIPTON COUNTY

### **Mary Yarbrough**

LAUDERDALE COUNTY

### **Denise Reynolds**

OBION COUNTY

## YOUTH COUNCIL

---

### **Fred Ashwill**

AFL-CIO

### **Perry Barfield**

UNION CITY POLICE DEPARTMENT

### **Beth Bell**

DYER COUNTY EXTENSION

### **Minnie Bommer**

CHILDREN AND FAMILY SERVICES

### **Dr. Karen Bowyer**

DYERSBURG STATE COMMUNITY  
COLLEGE

### **Don Bradshaw**

USWA LOCAL 878

### **Peggy Davis**

TRENTON SPECIAL SCHOOL  
DISTRICT

### **Mandy Drewry**

DYER COUNTY EXTENSION

### **Sherry Fowler**

TENNESSEE OPPORTUNITIES  
PROGRAM

### **Julie Griggs**

DYERSBURG STATE COMMUNITY  
COLLEGE

### **Ronnie Gunnels**

TENNESSEE DEPARTMENT OF  
LABOR AND WORKFORCE  
DEVELOPMENT

### **Lisa Hankins**

LAUDERDALE COUNTY CHAMBER  
OF COMMERCE

### **Dianne Homra**

LAKE COUNTY BOARD OF  
EDUCATION

### **Bob Jones**

DYERSBURG STATE COMMUNITY  
COLLEGE

### **Linda Jones**

DESI JOB CORPS

### **Paula Ledford**

DYERSBURG HOUSING

### **Alma Ruth Michael**

DEPARTMENT OF VOCATIONAL  
REHABILITATION

### **Sam Nailling**

OBION COUNTY JUVENILE COURT

### **John Snead**

SNEAD PROPERTIES

### **Sue Toles**

LAUDERDALE COUNTY SCHOOLS

### **Catherine Via**

CROCKETT COUNTY ADULT ED-  
UCATION

### **Linda Wilkerson**

DEPARTMENT OF HUMAN  
SERVICES

---

## WIA STAFF

---

### **Henry Lewis**

DIRECTOR

### **Margaret Prater**

ASSISTANT DIRECTOR OF  
ADMINISTRATIVE SERVICES

### **Phillip Warwick**

ASSISTANT DIRECTOR OF FIELD  
OPERATIONS

### **Laura Speer**

MONITOR

### **Faye Perkins**

ACCOUNTANT

### **Dennis Anderson**

IT SYSTEMS ADMINISTRATOR

### **Ellen Cash**

YOUTH COORDINATOR

### **Ann Pennell**

SECRETARY III

### **Ginger Hardin**

PUBLIC RELATIONS COORDINATOR/  
PLANNER/ EO OFFICER

### **Melissa Bane**

CASE MANAGER

### **June Robison**

CASE MANAGER

### **Miranda Miller**

CASE MANAGER

### **Mike Whitson**

CASE MANAGER

### **Wanda Adams**

CASE MANAGER

### **Ty Sirmans**

CASE MANAGER

### **Joyce Hudson**

CASE MANAGER

### **Don Dugger**

CASE MANAGER

### **Delores Hayes**

CASE MANAGER

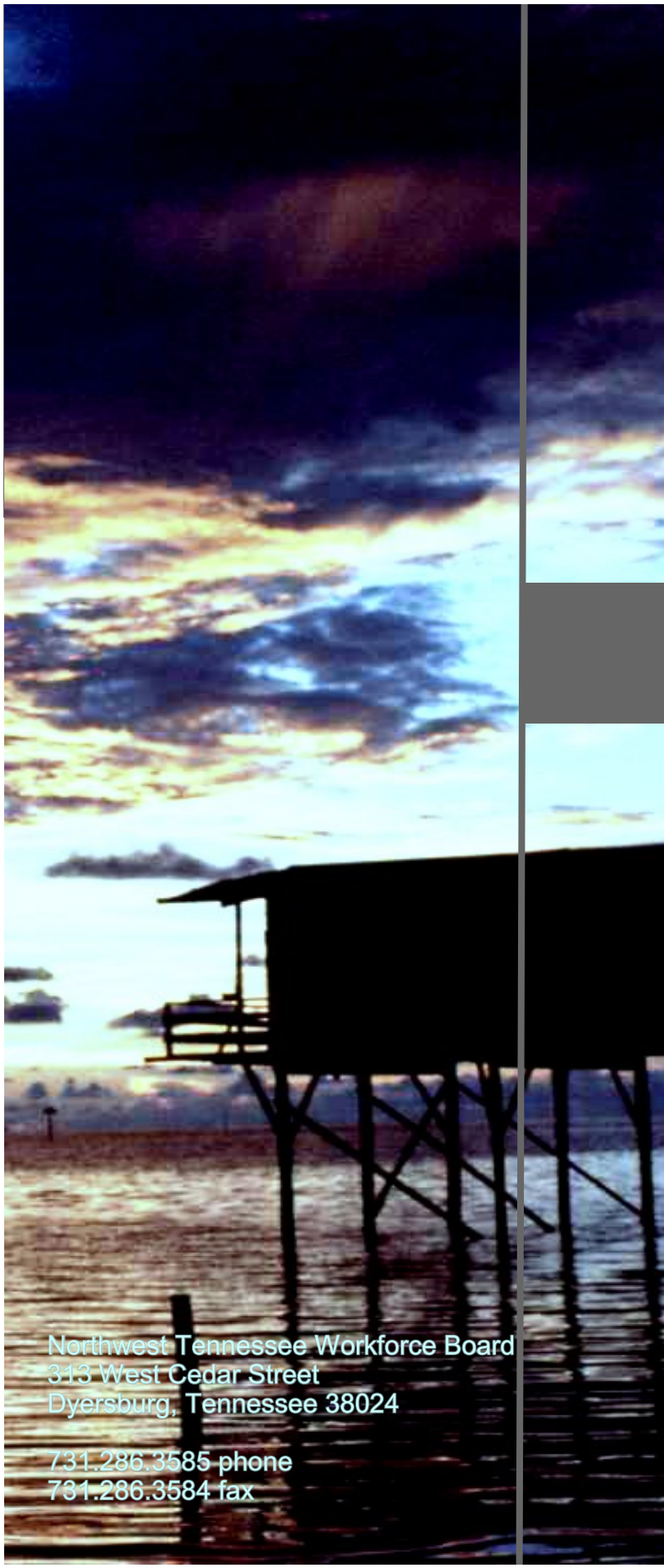
---

## ADMINISTRATIVE ENTITY

---

### **Dyersburg State Community College**

DR. KAREN BOWYER  
PRESIDENT



"The Northwest Tennessee Workforce Board is dedicated to providing services to youth, adults, and dislocated workers through our Career Centers and educational providers to strengthen the workforce of tomorrow."

- HENRY LEWIS, DIRECTOR

NWTNWB would like to thank:

PRODUCTION | DENNIS ANDERSON

DEVELOPER | GINGER HARDIN

EDITOR | ANN PENNELL

...and the Workforce Board, staff, MEST contractor, and the many partners that contributed to this report.

NWTNWB is an equal opportunity employer/program. Auxiliary aids and services are available upon request for individuals with disabilities.  
TDD# 731.286.8383.

Northwest Tennessee Workforce Board  
313 West Cedar Street  
Dyersburg, Tennessee 38024

731.286.3585 phone  
731.286.3584 fax

Partner

