

# Lennox Hearth Products Wins State Award for Worker Training

## *Department of Labor & Workforce Development Honors Company*



Commissioner James Neeley presents Anita Allen, Lennox Environmental Health & Safety Manager, the Jim Alford Memorial Award.

Tennessee Department of Labor & Workforce Development Commissioner James Neeley awarded the first Jim Alford Memorial Award for Outstanding Incumbent Worker Training to Lennox Hearth Products in Union City, Tenn.

The award publicly acknowledges the outstanding efforts of a Tennessee business that has provided incumbent worker training through the Incumbent Worker Training program. Lennox Hearth Products spent \$49,996 to train more than 350 workers in lean manufacturing, SAP technology, industrial maintenance skills, leadership skills, ergonomics and safety awareness.

The Jim Alford Memorial Award is given to companies that enhance job skills and personal development, help to prevent downsizing, create new jobs, prevent relocation while increasing the profitability of the company and improve short-and-long term wage levels of the employees being trained.

The award is given in memory of Jim Alford, former director of employer services for the Tennessee Department of Labor and Workforce Development. Alford passed away in 2007.

"I am proud to give this award to Lennox Hearth Products," said Commissioner

Neeley. "This company has shown a dedication to workforce training and keeping jobs in Tennessee. Jim Alford would have been proud to know his hard work over the years has paid off for Tennesseans with more than 24,000 employees trained resulting from his service as director of the Incumbent Worker Training program."

Two other Tennessee employers were named finalists for the award, Domtar in Kingsport and Toho Tenax America, Inc. in Rockwood. Domtar spent \$49,815 in grant money to train 78 workers in DOL apprenticeship, overhead crane inspection, human performance improvement and rail safety and operating practices.

*"Jim Alford  
would have been  
proud to know  
his hard work  
has paid off..."*

—Commissioner Neeley

Toho Tenax America, Inc. spent \$20,781 in grant money to train 50 employees in programmable logic controllers, electrical apprenticeship, welding, maintenance and troubleshooting and Six Sigma (Green Belt) training and programming.

The Tennessee Department of Labor and Workforce Development administers the Incumbent Worker Training program. Funding priority is given to businesses whose grant proposals represent a significant layoff avoidance strategy and represent a significant upgrade of skills.

# Northwest Tennessee Employers and Jobseekers Respond Positively to the Career Readiness Certificate

572

Career Readiness  
Certificates

300

275

250

225

200

175

150

125

100

75

50

25

There has been great concern in the private sector about the gap that exists between the skills required in today's workplace and those exhibited by potential and incumbent employees. Businesses have trouble finding and hiring people who have basic employable skills and who are therefore trainable for specific jobs.

In response, the state of Tennessee has joined the movement around the South and launched the Career Readiness Certificate program. Why the Career Readiness Certificate?

Employers understand how the costs of hiring, training, and retention significantly affect their bottom line. The cost of making a good hire is high; the cost of making a bad hire is even greater!

Hiring for entry-level positions is particularly difficult because the applicant often has little or no work history, and presents only a brief resume and an educational credential such as a high school diploma or a two- or four- year degree. While these credentials are beneficial, they do not always give a clear indication of the skills that the applicant possesses.

Experts know that by 2020, more than 90% of all jobs will require skill levels beyond those gained in high school. Almost all workers will need training and education at the post-secondary level. In the United States, most training is done on the job, and all indications are that this situation will not change in the coming decades.

**What employers need therefore, are employees who are trainable, and who can benefit from the many opportunities afforded them for skill enhancement.**

Over the last twenty years, employers have become disillusioned with both the **trainability** of high school and college graduates, and with their associated **work ethic**.

An additional issue and its solutions are, for the most part, **societal concerns**, and they are almost impossible to legally assess and certify. However, the trainability issue is one that many states have embraced and are addressing

through the development of a *portable skills credential* based on WorkKeys® assessments, a product of ACT, Inc®.

The **Career Readiness Certificate** (CRC) is a portable skills credential, assuring employers that a job applicant actually has the basic skills they seek. The CRC is a credential that is easily and universally understood and valued by employers, educators, and recipients that will help facilitate job placement, retention, and advancement in our mobile society.

The CRC credential describes what the holder is capable of in the workplace (workforce skills) and is serving northwest Tennessee employers as a terrific supplement to a high school diploma, a GED, or a college degree.

To date more than 13,000 job profiles have been completed using WorkKeys® assessments, and results are shown in the ACT, Inc. occupational profile national database. Examination of this database reveals that three WorkKeys® assessments Reading for Information, Applied Mathematics, and Locating Information are used in more than 85% of the profiles conducted across all industry sectors and all occupations. Consequently, these three assessments were chosen to form the basis of the CRC in Tennessee.

The Tennessee Career Centers in northwest Tennessee are working in partnership with ACT certified Job Profiles and local business and industry to help meet the employment needs in the area. The issuance of 572 Career Readiness Certificates in the 7-county area during the first program year also indicates to prospective industry the strength of the area workforce and will work in favor of northwest Tennessee for industrial recruitment.

Local Workforce Investment Area 12 plans to continue to grow relationships with local businesses and to introduce job profiles into various sectors of employment. The northwest Tennessee Career Centers have a goal of 350 newly issued Career Readiness Certificates for program year 2008-2009.

# *An Afternoon with Jerry Reese:* Inspires and Motivates Youth with Life Lessons

Jerry Reese, New York Giants' Senior Vice President and General Manager, spoke to a crowd of nearly 300 on Saturday, June 28th at Dyersburg State Community College telling his story from growing up in Tiptonville to becoming the General Manager of the winners of the 2008 Super Bowl.

During his motivational speech Reese stated that through his talk he hoped to impact someone. "That is really my goal."

He told about his life's journey from Lake County High School quarterback to the first African American General Manager of a Super Bowl champion. He attributed his success to a good

attitude and hard work. Reese sent a meaningful message to the youth by saying that his attitude was not always the best, but "when my attitude started getting better, everything around me started getting better."

One statement in particular struck home with so many that a loud roar erupted, "There are 40,000 college football players. Each year they draft 224 players out of college. Do the math on that."

**"Get your degree because it opens up so many doors."**

Educators, parents, and youth alike could relate to the hometown star. He was here to help them, to

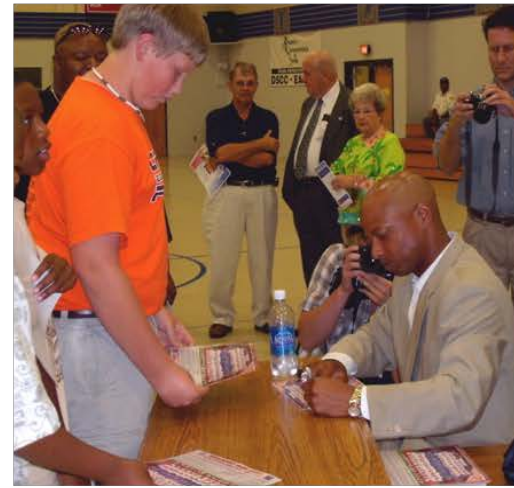
encourage them, and to give a little back to the community he still calls "home".

Reese is a graduate of Lake County High School and the University of Tennessee at Martin. He served on the UT Martin football coaching staff through 1994 when he joined the Giants' scouting department. He was named Senior Vice President and General Manager in January 2007.

"An Afternoon with Jerry Reese" was made possible through the Tennessee Secretary of State's Community Enhancement Grant program, sponsored by Representative Craig Fitzhugh.



Above: The Super Bowl Champion New York Giants Senior Vice President and General Manager Jerry Reese holds his Super Bowl Championship ring.



Above left: New York Giants Senior Vice President and General Manager Jerry Reese poses for a picture with PAPI (Projecting a Positive Image) members from Lauderdale County. Middle: Reese signs autographs for local youths. Right: Reese draws on a volunteer from the audience to help with a leadership analogy.





# Goodyear Granted On-the-Job Training Program

*"The Tennessee Department of Labor works very hard to keep jobs in Tennessee and when the department had the opportunity to secure an increase in jobs of approximately 260 positions in Union City, the department was eager to assist"*

The Tennessee Department of Labor and Workforce Development awarded Goodyear Tire & Rubber Company an On-the-Job Training Grant for a hiring surge the company had planned for its Union City facility in April 2007.

"The Department of Labor works very hard to keep jobs in Tennessee and when the department had the opportunity to secure an increase in jobs of approximately 260 positions in Union City, the department was eager to assist" said Ann Pennell, Business Services Coordinator for the Northwest Tennessee Workforce Board and the Tennessee Career Centers in northwest Tennessee.

From April 2007 through June 2008, Goodyear Tire & Rubber Company added 260 new employees through On-the-Job Training (OJT). The OJT program enabled Goodyear to hire and train jobseekers with little to no experience in the position at a reduced cost to the employer. The OJT grant pays half of the new-hire's wages from the first day on the job up to an 8-week maximum training limit.

"The OJT grant encourages companies to invest in jobseekers with little experience and a lot of determination. The employer spends less on training and an unemployed or underemployed jobseeker gains valuable skills and meaningful employment" said Pennell. "It's a win-win situation for the employer, jobseeker, and Tennessee."

The OJT provided training funds for positions such as Maintenance Mechanics, Banbury Opera-

tors, General Operators, Stock Changers, Tire Inspectors, Tread Handlers, Splitter Operators, among 32 other positions.

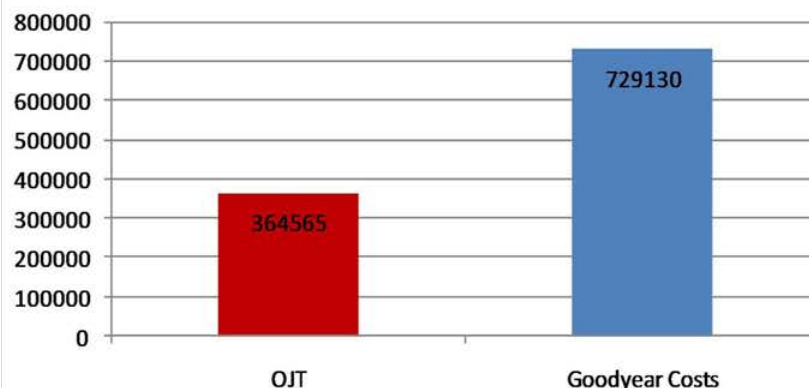
Director of the Northwest Tennessee Workforce Board, Henry Lewis, summed up the grant's purpose, "The OJT grant program is an excellent source of funding to assist business and industry considering expanding their workforce. On-the-Job training is going to be a requirement for most positions and by hiring a jobseeker without experience enables the employer to train that individual in their processes, their way. It also affords the unemployed, unskilled the opportunity to gain the necessary tools to succeed in the workplace."

"Goodyear had a planned expansion and the Tennessee Department of Labor worked to house that expansion in Tennessee" concluded Lewis.

Goodyear Tire & Rubber Company was also awarded a Skills Shortage Training Grant to increase the skill level of their current workforce.

Goodyear is one of the world's largest tire companies with operations in most regions of the world. Goodyear operates more than 60 plants in 26 countries employing approximately 70,000 associates around the world. In 2007, Goodyear posted net sales of \$19.6 billion.

## OJT cuts training costs in half



The bar graph illustrates the cost in training wages for 260 new-hire employees for 8-weeks totals \$729,130. The Tennessee Department of Labor and Workforce Development supplemented the cost to Goodyear by paying half of the new-hires wages for up to 8-weeks of training. In total, 260 new jobs were brought to northwest Tennessee through the partnership.

# Incumbent Worker Training Grant Program Assists Area Industry

Governor Bredesen's Incumbent Worker Training Grant Program provides grant funding for customized training for existing for-profit businesses. Through this customer-driven program, Tennessee is able to effectively retain and keep businesses competitive through upgrade skills training for existing full-time employees.

Governor Phil Bredesen and Tennessee Department of Labor & Workforce Development Commissioner James Neeley have awarded more than \$8.1 million in Incumbent Worker Training grants to 314 companies across Tennessee since 2003. As a result of those grants, 31,998 workers have been trained, saving jobs and preventing companies from downsizing or moving out of the state.

The Tennessee Department of Labor & Workforce Development, along with the Northwest Tennessee Workforce Investment Board and the local Tennessee Career Centers administer the Incumbent Worker Training Program. The program has been structured to be flexible to meet the business' training objectives. The business may use public, private, or its own in-house training provider based on the nature of the training. Training may include industry or company specific skills, and soft-skills, such as leadership, teamwork, and management skills.

Increases in requests for funding for Incumbent Worker Training Grants has resulted in a preference for funding employee training that represents a significant skills upgrade for employees and/or the greatest potential for impacting the company's competitiveness.

"We continue to appropriate money to allow us to offer training to existing Tennessee companies to avoid potential layoffs or relocation," Bredesen said. "We are also placing a special emphasis on job development and retention in our more rural areas."

Five northwest Tennessee companies were awarded Incumbent Worker Training Grants during 2007-2008. Companies awarded include Colonial Diversified Polymer Products, Esterline Defense Group, Heckethorn Manufacturing Company, Marvin Windows and Doors of Tennessee, and Nordyne.

**Colonial Diversified Polymer Products**, Dyersburg, is one of North America's more diverse rubber suppliers. Colonial DPP was awarded \$48,285 to train 113 employees in core quality tools, problem solving, internal auditor training, and strategic business plan development.

**Esterline Defense Group** is a leader in combustible ordnance and expendable countermeasures. The Milan, TN facility specializes in infrared decoy flares. Esterline of Milan was awarded \$49,166 to train 86 employees in lean manufacturing, saving jobs and creating new jobs for the company.

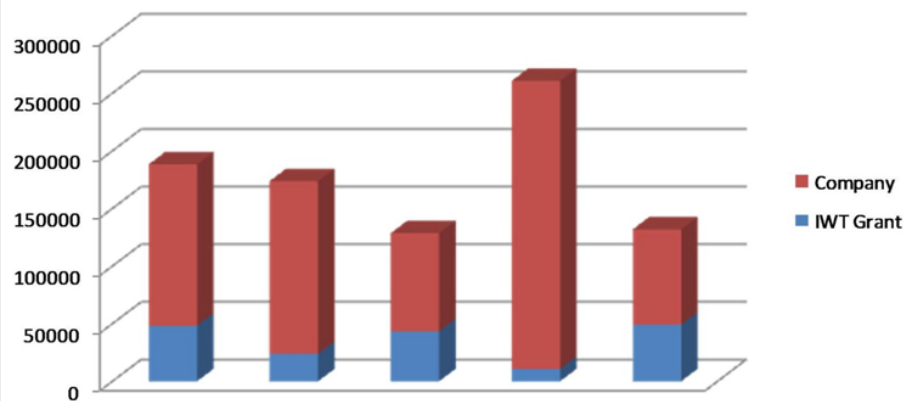
Governor Bredesen and Commissioner Neeley awarded **Heckethorn Manufacturing Company** in Dyersburg \$43,390 to provide training for 30 employees in technical skills such as robotic welding, programmable logic controller and hydraulics. Heckethorn designs and manufactures solid rod, tubular and stamped components and welded assemblies for the automotive industries. Heckethorn hopes to create new positions in the near future as a result of this grant.

**Marvin Windows and Doors**, Ripley, manufactures custom windows and doors, was granted \$10,766 to train 224 employees in lean manufacturing concepts, project management, and project team leader excellence.

**Nordyne**, Dyersburg, manufactures packaged/split-system air conditioners and heat pumps as well as commercial units. Nordyne was awarded \$23,800 to train 40 employees in positive management leadership, a human relations development training workshop.

Like the industries awarded Incumbent Worker Training Grants, existing businesses and industry are the source of nearly 80 percent of new jobs and capital investment in Tennessee. The Incumbent Worker Training program provides grant funding for all types of industries, large and small. The companies that have received Incumbent Worker Training grants statewide estimate they have saved 11,638 jobs, and in turn created 1,181 new jobs.

**IWT Grants Supplement Training Budgets**



Incumbent Worker Training Grants supplement existing company training budgets to allow for incorporation of training that significantly upgrades the skills of employees and/or impacts the company's competitiveness.

# Peer Tutoring Work Experience Program

## *A Continued Success*

The Northwest Tennessee Workforce Board launched a pilot program in March 2006 that would provide Workforce Investment Act (WIA) eligible high school seniors excelling in academic coursework the opportunity to explore a career in teaching, earn a wage, and prepare for enrollment in post-secondary education.

The new pilot project was the Peer Tutoring Work Experience Program. Nine schools in five counties were awarded funds for their innovative Peer Tutoring programs.

The inaugural year proved extremely successful with tutoring services provided outside of school hours to any high school student in need of academic assistance to pass a class, improve academic scores, or to earn credit recovery. During the 2006-2007 school year 553 students received tutoring through the Peer Tutoring Work Experience program.

During the 2007-2008 school year the number tutored grew to 929 students. Of the 929 students tutored, 820 improved

their grades. The percentage of students whose grades improved increased 8 percent over the first year of the program.

The Northwest Tennessee Workforce Board will continue the Peer Tutoring Work Experience Program in the 2008-2009 school year and hopes to expand the program into all high schools in the 7-county service area in the future.

An exciting addition is planned for five high schools in the Spring 2009. The Northwest Tennessee Workforce Board has received a grant from the AT & T High School Success Special Grant program in the amount of \$80,000 to add a Peer Mentor component to the already successful Peer Tutoring program. Lake County, Ripley, Halls, Brighton, and Covington High Schools will begin the mentoring component with freshman and sophomores receiving services in the Spring. Anticipated results include a lower dropout rate, less behavioral problems, and increase test scores among other measurable improvements.



Above: Halls High School Peer Tutors and Master Tutor 2007-2008. Academically successful juniors and seniors are selected by a Master Tutor to serve as Peer Tutors and to gain work experience in the teaching field. Below (right): Ripley High School Peer Tutors 2006-2007 work together as a team during new tutor training. Below (left): A Peer Tutoring Work Experience Program final report showcases the achievements of nine area high schools. Overall, 929 students received tutoring through the Peer Tutoring program and of those 929 students, 820 improved their grades. The Peer Tutoring program was an overwhelming success with 88.3% of students receiving tutoring improving in their coursework.

School	Number of Peer Tutors	Number of Classes Tutored	Number of Improved Grades	Number of Letter Grades Not Improved	Percentage Improved
Brighton High School	8	388	343	45	88.4%
Covington High School	5	27	26	1	96.3%
Munford High School	3	42	34	8	81.0%
Halls High School	5	131	131	0	100.0%
Ripley High School	8	104	84	20	80.8%
Lake County High School	5	130	104	26	80.0%
Obion County Central High School	3	20	14	6	70.0%
South Fulton High School	4	21	18	3	85.7%
Gibson County High School	3	66	66	0	100.0%
<b>Total</b>	<b>44</b>	<b>929</b>	<b>820</b>	<b>109</b>	<b>88.3%</b>



Peer Tutors gain valuable experience.





# Youth—The **Real** Future of the South

## southern growth policies board

### 36th Annual Conference

*“After attending the local forum in Gibson County, I really enjoyed hearing about the programs and ideas sparked by young people around the South. I hope to continue talking to our local leaders about changes that need to happen in Milan to give young people more positive outlets” said Matthew Hicks, Milan High School Junior.*

As today's workforce ages, it is critical that the Southern region cultivate the vision, talents, and passions of area youth. Developing the potential of Southern youth, listening to their views, and inspiring them to take action in their communities is vital to the economic future of the region. The idea for Southern Growth Policies Board's Conference, Youth: the *Real Future* of the South grew from this realization.

Southern Growth's 2008 annual conference and *Report on the Future of the South* focused on youth development and engagement and strategies for building policies and partnerships to foster youth leadership skills, workforce readiness,

volunteerism, entrepreneurship, and the traits to becoming active, responsible citizens.

In June 2008, Northwest Tennessee Workforce Board Director Henry Lewis and Youth Coordinator Lori Marberry hosted two area youth and their chaperones during the Southern Growth Policies Board Youth Conference in Little Rock, AR.

The 3-day conference included keynote speakers, panel discussions, on youth development and engagement a town hall meeting with Southern Governors and opportunities to network with regional leaders from business, government, and higher education.

Arkansas Governor Mike Beebe hosted the conference presenting the **2008 Report on the Future of the South**, a compilation of 153 community forums with more than 3,200 participants focusing on challenges facing young people.

By attending the 36th Annual Southern Growth Policies Board Conference, the Youth were able to visibly see the results of their efforts. Numerous youth attended

the Youth: the *Real Future* of the South Summits held throughout northwest Tennessee prior to the Annual Conference.

They shared their concerns, aspirations, and what *they* wanted in the future. The conference demonstrated to the youth in attendance that policy makers are listening and that their voices are being heard.

Pictured from left to right: Henry Lewis, Director of Workforce Development; Deborah Hicks (Milan); Tracy Halliburton (Ripley); Summer Halliburton (Ripley), Dyersburg State Community College student; Debra Tyus (Ripley), Projecting a Positive Image (PAPI) Advisor; Matthew Hicks (Milan), Milan High School Junior; Lori Marberry, Youth Coordinator for Workforce Development.



# Dual Enrollment for High School Students in Northwest Tennessee

## *Expanding Access to Underserved Populations*

High School students who take a full academic load can meet their graduation requirements well before the end of their senior year in high school. For students who want to go on to post secondary education, dual enrollment programs offer a leg up in getting through college and may save on college costs in the process.

The term dual enrollment refers to an arrangement where students are enrolled in courses that count for both high school and college credit. These programs are also called “dual credit” or “concurrent enrollment.”

Parents and educators find dual enrollment attractive because it keeps students academically challenged throughout their high school career. In this way dual enrollment supports the *No Child Left Behind Act's* goal of encouraging greater academic rigor during the high school experience.

Dual enrollment programs offer identical courses to those offered to regularly enrolled college students. This distinguishes them from such other credit-based programs as AP, which modifies college-level curricula for use in high schools.

Dual enrollment students also receive a college transcript from the sponsoring post-secondary

institution and are therefore eligible to apply the credits towards a degree or certificate once they enroll in college.

Dual enrollment programs do vary widely from state to state in how they are financed; who can participate; where the course is offered; who teaches the course; what the student mix is; and the intensity of the experience.

Some state's programs require students to pay their own tuition and fees, while others ensure that participation is free. Some dual enrollment programs have restrictive eligibility requirements—often requiring students to gain admission to the post-secondary institution in order to participate. In addition, dual enrollment courses may be offered at a high school or a college campus, and may be taught by a high school teacher or college professor.

The funding provisions in state policies can affect program participation, especially for students from low-income households. If tuition assistance is not provided, many of these families are not able to afford the costs associated with college attendance. Federal financial aid cannot be accessed until completion of a high school diploma.

The state of Tennessee, among other states, has elected to utilize the Tennessee Education Lottery Scholarship program to fund dual enrollment grants. The TN Dual Enrollment Grant now pays \$100 per credit hour up to \$300 per semester or \$600 per year for Dual Enrollment classes.

To be eligible, the student must be a high school junior or senior, have been a Tennessee resident for at least one year and be accepted into the Dual Enrollment program. TN Dual Enrollment Grant recipients also remain qualified to receive the full TN Hope Scholarship upon high school graduation and regular college admission.

Although the Dual Enrollment Grants supported by the TN Lottery Scholarship program have enabled many students to participate in dual enrollment classes, countless low-income academic achievers are unable to enroll due to the cost of books and supplies not covered by the grant.

The Northwest Tennessee Workforce Board's Youth Council took action to assist these economically disadvantaged youth in achieving their academic goals.

The Youth Council recommended to the Board that Workforce Investment Act (WIA) Eligible Youth's remaining balance of tuition, books, and supplies be paid through the WIA Youth grant funds. The Northwest Tennessee Workforce Board approved funding eligible youth's unmet need for dual enrollment classes.

Since approval in 2006, the Northwest Tennessee Workforce Board has funded numerous students. In 2006, 13 students and 51 credit hours were earned. In 2007-08, the Workforce Board assisted 10 students earning 60 credit hours. During the first semester of 2008, the Workforce Board has assisted 20 students earning 91 credit hours.

### **The Community College Research Center has identified outcomes related to dual enrollment.**

- ◆ Dual enrollment is positively related to students' likelihood of earning a high school diploma.
- ◆ Dual enrollment is positively related to college enrollment.
- ◆ Dual enrollment students are more likely to persist in college to a second semester.
- ◆ Dual enrollment students also had higher postsecondary GPAs one year after high school.
- ◆ Of the students who enroll in postsecondary education, dual enrollment participation is positively associated with their likelihood of remaining enrolled two years after high school.
- ◆ Dual enrollment students' cumulative college GPAs three years after high school graduation are higher than those of their non-participating peers.
- ◆ Dual enrollment students earn more postsecondary credits three years after high school graduation than non-participants.



# Get Your GED. Get Paid.

*The Slogan that has Generated 40 new GEDs in Northwest Tennessee*



In March 2007, the Northwest Tennessee Workforce Board's Youth Council recommended that the Board approve a plan to offer cash incentives to out of school youth who attain the General Educational Development (GED) Diploma.

Educational attainment in west Tennessee lags behind that of the state and the nation and results in increased crime and less economic growth.

According to the National Center for Education Statistics, dropping out of high school is related to a number of negative outcomes. For example, the median income of high school dropouts age 18 and over was \$12,184 in 2003. By comparison, the median income of those age 18 and over who completed their education with a high school credential or GED was \$20,431.

The US Department of Commerce also concluded that dropouts are less likely to be in the labor force than those with a high school credential or higher, and are more likely to be underemployed if they are in the labor force. Dropouts also disproportionately constitute higher percentages of the nation's prison and death row inmates.

By April 2007, the Tennessee Career

Centers in northwest Tennessee launched the GEDNext Program for high school dropouts ages 18-21 who are eligible for funding through the Workforce Investment Act Older Youth Grant.

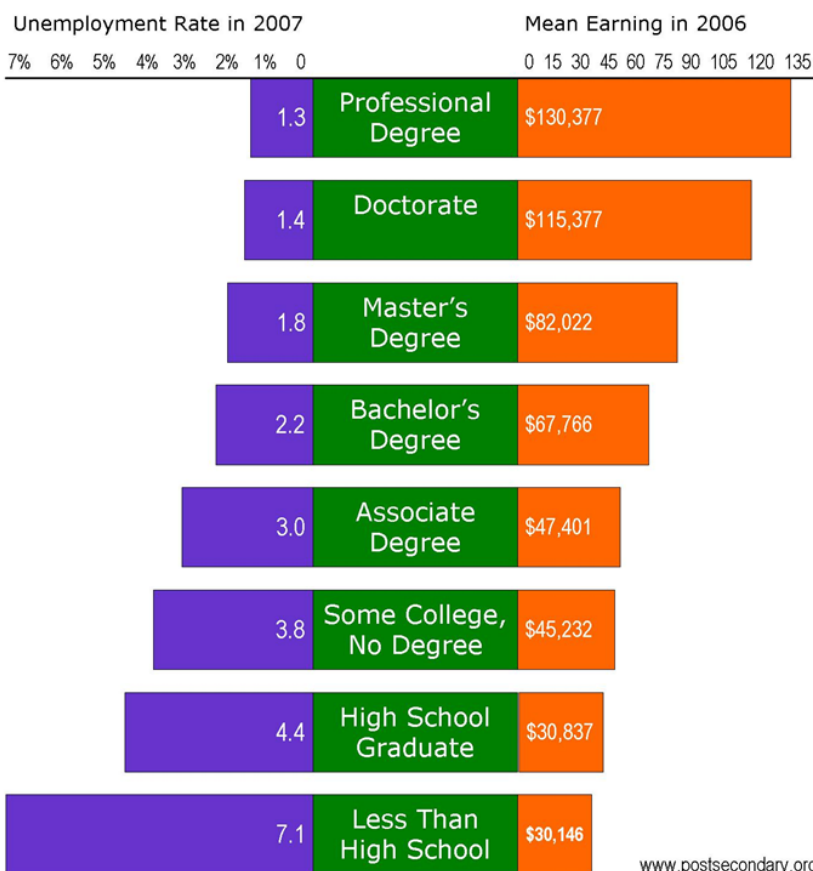
Designed to re-engage young adults who have dropped out of high school, the GEDNext Program offers a \$500 cash bonus to eligible individuals in this age group, in addition to other incentives for entering employment and retaining a job.

Adult Education program directors are excited about the program and the recruitment incentive it offers. The overall feeling is that high school dropouts and many youth in general seem lost and unmotivated. The introduction of a cash incentive program that is based on educational achievement and setting employment goals could be the motivating factor at-risk young people need to move into the workplace.

The GEDNext program is designed to prepare northwest Tennessee's neediest young people for a successful entry or transition into the workplace.

Since program inception in April 2007, 40 high school dropouts between the ages of 18 and 21 have earned a GED at a cost of \$27,500.

## Education and Training Pay



# LPN to RN Fast-Track Program Expands to Jimmy Naifeh Center

## *Special Skills Shortage Grant responds to Employer Needs*

Eighteen students were recognized at the Dyersburg State Community College Fast-Track LPN to RN Pinning Ceremony held December 17, 2004 at First Christian Church in Dyersburg. Each deserving student was acknowledged during the formal ceremony for his/her achievement by receiving a pin unique to the DSCC Nursing Program.

The 2004 December Ceremony marked the completion of the first Fast-Track LPN to RN class. Dyersburg State Community College Dean of Nursing and Allied Health indicated that not only was it the first class to graduate the LPN to RN Fast-Track Program, but it was also the first class that was completely funded, including tuition and fees, through grant funding, the first class of all LPN's, and the first class to ever graduate in December.

The Northwest Tennessee Workforce Board coordinated a Special Skills Shortage Grant between the Tennessee Department of Labor and Workforce Development and Dyersburg State Community College. The Special Skills Shortage

Grant was received as a result of findings from the Northwest Tennessee Community Audit that was commissioned through Middle Tennessee State University to determine what fields in northwest Tennessee were in high-demand and short supply.

Results indicated that nursing is an in-demand field that is growing very quickly not only in northwest Tennessee, but also all across the nation. Dr. David A. Penn, Director and Associate Professor at Middle Tennessee State University, conducted the Community Audit which confirmed the growth of the healthcare industry.

One hundred thirty-eight employers identified occupations that are in short supply in the northwest Tennessee labor market area. Some specific occupations were mentioned by employers more often than others, not surprisingly registered nurses and licensed practical nurses top the list.

Employers were also asked to identify the occupations that will be in shortest supply during the next ten years. Again, the occupations mentioned most were registered nurses, licensed practical

nurses, and certified nursing assistant.

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 healthcare 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 inaugural LPN to RN Fast-Track program, the Tennessee Department of Labor and Workforce Development has continued to fund the Special Skills Shortage Grant to meet employer and jobseeker needs in rural northwest Tennessee. The LPN to RN program is available at Dyersburg State Community College main campus and at the Jimmy Naifeh Center in Tipton County.



Dyersburg State Community College LPN to RN Fast-Track program holds Nurse Pinning Ceremony.

# Workforce Investment Act Performance Standards

## *2007 Core Measures Convert to Common Measures for 2008*

### 2007 Program Year—Core

The Northwest Tennessee Workforce Board had 17 negotiated Performance Standards to attain during the 2007 program year. There are eight different measures with four of those measures broken down by funding stream. Measures include:

- Younger Youth Diploma
- Younger Youth Skill Attainment
- Entered Employment Rate
  - ⇒ Adult
  - ⇒ Dislocated Worker
  - ⇒ Older Youth
- Employment and Credential Rate
  - ⇒ Adult
  - ⇒ Dislocated Worker
  - ⇒ Older Youth
- Retention Rate
  - ⇒ Adult
  - ⇒ Dislocated Worker
  - ⇒ Older Youth
  - ⇒ Younger Youth
- Average Earnings (Adult/Dislocated Worker); Earnings Increase (Older Youth)
  - ⇒ Adult
  - ⇒ Dislocated Worker
  - ⇒ Older Youth
- Customer Satisfaction
  - ⇒ Participants
  - ⇒ Employers

The outcomes presented herein are based upon the most recent State Quarterly Report, Program Year 2007—4th Quarter Report. (Goals set at 80% of rate due to incentive qualifications—excluding Customer Satisfaction.)

Program Year 2007	Goal	Actual
<b>Younger Youth Diploma</b>	54.0%	93.9%
<b>Younger Youth Skill Attainment</b>	70.8%	73.0%

Program Year 2007	Goal	Actual
<b>Entered Employment Rate</b>		
Adult	66.8%	90.1%
Dislocated Worker	69.2%	92.6%
Older Youth	58.0%	76.0%

Program Year 2007	Goal	Actual
<b>Employment and Credential Rate</b>		
Adult	60.4%	84.6%
Dislocated Worker	60.4%	82.0%
Older Youth	45.4%	64.1%

Program Year 2007	Goal	Actual
<b>Retention Rate</b>		
Adult	68.4%	93.2%
Dislocated Worker	74.4%	93.6%
Older Youth	67.2%	100.0%
Younger Youth	51.6%	68.3%

Program Year 2007	Goal	Actual
<b>Average Earnings / Earnings Increase</b>		
Adult	\$10,720	\$13,258
Dislocated Worker	\$11,200	\$15,008
Older Youth	\$2,480	\$6,162

Program Year 2006	Goal	Actual
<b>Customer Satisfaction</b>		
Participants	81.0%	85.0%
Employers	80.0%	80.0%

### 2008 Program Year—Common

A change in performance measures is occurring between the 2007 and 2008 program years. The WIA performance measures are converting from Core to Common measures.

- Adult Measures
  - ⇒ Entered Employment
  - ⇒ Employment Retention
  - ⇒ Average Earnings
- Dislocated Worker Measures
  - ⇒ Entered Employment
  - ⇒ Employment Retention
  - ⇒ Average Earnings
- Youth Measures
  - ⇒ Placement
  - ⇒ Attainment
  - ⇒ Literacy/Numeracy

Adult Measures 2008	Goal
Entered Employment	84.0%
Employment Retention	85.5%
Average Earnings	\$12,800
Dislocated Workers 2008	Goal
Entered Employment	86.0%
Employment Retention	93.0%
Average Earnings	\$13,300
Youth Measures 2008	Goal
Placement	68.0%
Attainment	69.0%
Literacy/Numeracy	25.0%

Goals set at 100% due to changing incentive qualification for Common measures.



# Program Year 2007-2008 Expenditures Report

## *Workforce Board Survives \$269,419 Rescission*

The Northwest Tennessee Workforce Board accepts the financial responsibility of the federally funded Workforce Investment Act grant program.

Each grant is monitored closely to stay within budget and to serve as many eligible participants as possible. Mid-year, the Northwest Tennessee Workforce Board and staff were extremely concerned with the announcement of a federal rescission totaling \$269,419 and the prospect of decreased allocations for the coming program year.

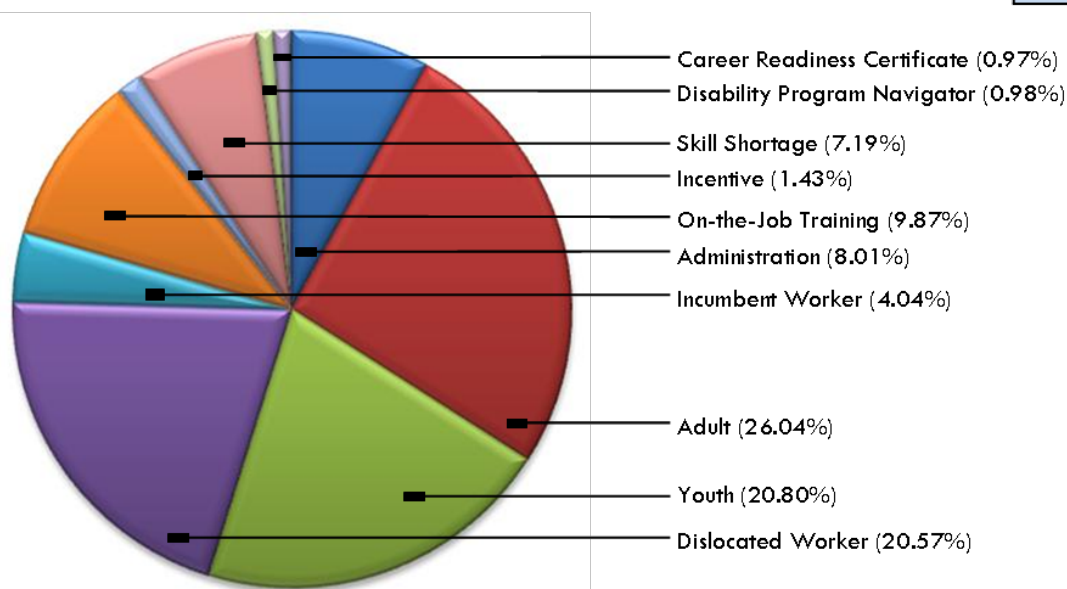
Although it was a tough year financially, the Board maintained services to eligible participants and is in the process of diversifying funds through the acquisition of competitive grants that

follow the goals and objectives of the Northwest Tennessee Workforce Board and Tennessee Career Center System by improving the workforce.

The Community Enhancement Grant noted in the expenditures was a competitive grant offered by the Tennessee Secretary of State and awarded to the Northwest Tennessee Workforce Board to enhance the Youth program. The 2008-2009 program year will reflect an additional competitive grant awarded to the Northwest Tennessee Workforce Board by AT&T Aspire to further enhance Youth programming.

The Northwest Tennessee Workforce Board continues to seek grants funds to diversify and augment the services offered to clients of northwest Tennessee.

Work Units	Available 2007-08	Expenditures	Percent Expended
Administration	\$511,946	\$282,538	55%
Adult	969,322	918,870	95%
Youth	1,940,393	733,806	38%
Dislocated Worker	928,365	725,847	78%
Incumbent Worker	142,605	142,605	100%
Fast Track OJT	348,387	348,388	100%
Incentive	50,584	50,584	100%
Skill Shortage	483,264	253,800	53%
Disability Navigator	62,975	34,575	55%
Career Readiness	77,800	34,380	44%
Community Enhancement	3,000	3,000	100%
<b>Total Grants</b>	<b>\$5,518,641</b>	<b>\$3,528,393</b>	<b>74%</b>



The \$3,528,393 expended during program year 2007-2008 enabled the Northwest Tennessee Workforce Board and the Tennessee Career Center System in northwest Tennessee to serve 3,481 clients through the Workforce Investment Act grant programs. All remaining funds will carryover to the 2008-2009 program year.