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Secretary of State  
Tre Hargett



STATE OF TENNESSEE  
**EXECUTIVE ORDER**  
BY THE GOVERNOR

No. 109

**AN ORDER FOR TENNESSEE TO LEAD THE NATION IN WORKFORCE  
DEVELOPMENT**

**WHEREAS**, Tennessee's continued economic growth and competitiveness depend on a highly skilled, adaptable workforce that meets the demands of a dynamic labor market; and

**WHEREAS**, achieving this vision requires a unified, results-driven approach that aligns education, training, and workforce development efforts with the evolving needs of employers and high-growth industries; and

**WHEREAS**, increasing labor force participation and expanding the availability of skilled workers are essential to unlocking Tennessee's full economic potential and improving quality of life across the state; and

**WHEREAS**, workforce development is a shared responsibility across government agencies, educational institutions, community organizations, and the private sector, and demands strong coordination and accountability; and

**WHEREAS**, Tennessee must leverage technology, real-time labor market data, and modern service delivery systems to personalize worker pathways, drive continuous innovation, and maximize public return on investment; and

**WHEREAS**, employers are indispensable partners in designing and delivering effective workforce solutions and must be actively engaged to strengthen talent pipelines and build resilience in the face of economic disruption; and

**WHEREAS**, the federal Workforce Innovation and Opportunity Act of 2014 (the "Act") prescribes the existence and composition of a State Workforce Development Board to oversee implementation of federal workforce programs and ensure access to training, education, and employment services; and

**WHEREAS**, the State Workforce Development Board was first established in 1997 to coordinate Tennessee's workforce strategy and must now be elevated as the central strategic leadership body guiding the state's broader workforce agenda; and

**WHEREAS**, the continued counsel and leadership of a well-qualified, broadly experienced State Workforce Development Board—comprising leaders from across Tennessee's workforce, education, and business landscape—is essential to achieving state and federal workforce objectives; and

**WHEREAS**, reconstituting the State Workforce Development Board as set forth in this Order will enable current members to continue serving the remainder of their appointed terms without interruption.

**NOW THEREFORE**, I, Bill Lee, Governor of the State of Tennessee, by virtue of the power and authority vested in me by the Tennessee Constitution and the laws of the State of Tennessee, and in accordance with the Workforce Innovation and Opportunity Act of 2014, 29 U.S.C. § 3111 et seq., do hereby direct and order the following:

1. The State Workforce Development Board (the "Board") shall be constituted as follows:
  - a. The Board shall consist of thirty-three (33) members:
    - i. The Governor or the Governor's designee;
    - ii. A member of the Senate, appointed by and serving at the pleasure of the Speaker of the Senate;
    - iii. A member of the House, appointed by and serving at the pleasure of the Speaker of the House;
    - iv. The Commissioner of Labor and Workforce Development or the Commissioner's designee;
    - v. The Commissioner of Human Services or the Commissioner's designee;
    - vi. The Commissioner of Economic and Community Development or the Commissioner's designee;
    - vii. The Commissioner of Education or the Commissioner's designee;
    - viii. A representative of Adult Education, appointed by the Governor;
    - ix. A representative of Vocational Rehabilitation, appointed by the Governor;
    - x. At least twenty-four (24) members appointed by the Governor, as follows:
      1. Two mayors, one city and one county;
      2. At least two (2) representatives of organized labor, for which the Governor shall consult with state labor organizations and may pick from a list of nominees submitted by such groups;
      3. At least one (1) representative of a community-based organization that has demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with

barriers to employment, including organizations that serve veterans or provide or support competitive, integrated employment for individuals with disabilities;

4. At least one (1) representative of a joint labor management apprenticeship program who is either a member of a labor organization or a training director, or a representative from an apprenticeship program if no such joint program exists; and
  5. At least fifteen (15) members who are owners, chief executive officers, or executives with policymaking or hiring authority in businesses that, at a minimum, provide employment training opportunities that include high quality, work-relevant training and development in major industry sectors or occupations in this state.
    - A. The Governor shall consult with relevant state business organizations and trade associations when making these appointments and pick from a list of nominees submitted by such groups.
    - B. At least one (1) such member must represent small businesses, as defined by the U.S. Small Business Administration.
- b. As required under federal law, representatives of businesses must comprise the majority of the Board. Representatives of the workforce must comprise at least twenty percent (20%) of the Board.
2. The Governor and Commissioners shall serve ex officio, and the two required members of the General Assembly shall serve at the pleasure of the respective Speakers.
  3. All remaining members shall serve initial terms of four (4) years, except that:
    - a. The city mayor, the apprenticeship program representative, and two (2) business representatives shall serve initial terms of one ( 1 ) year.
    - b. One (1) labor representative and three (3) business representatives shall serve initial terms of two (2) years.
    - c. The community-based organization representative, one (1) labor representative, and three (3) business representatives shall serve initial terms of three (3) years.
    - d. Members serving at the time of execution of this Executive Order 109 shall continue to serve consistently with their existing appointment schedule.

Members serving pursuant to this Paragraph 3 shall, after serving an initial term, be eligible for reappointment to a four (4) year term, and may be reappointed for an unlimited number

of terms. A member appointed under this Paragraph 3 shall holdover beyond the expiration of the member's term until reappointed or re-placed.

In the event of a vacancy, the Governor shall appoint a replacement to fill the unexpired term. Except that in the event of a vacancy in the position of the House member or the Senate member, the respective Speaker shall appoint a replacement to fill the unexpired term.

4. In making appointments to the Board, the Governor shall strive to ensure a diverse membership that reflects the citizenry of Tennessee.
5. The primary responsibility of the Board shall be to advise the Governor on all matters of workforce development strategy for the State of Tennessee.
6. The Board shall have the following duties:
  - a. Design broad guidelines for the delivery of workforce development programs;
  - b. Identify all existing delivery agencies and other resources;
  - c. Define appropriate roles of the various agencies to include an analysis of service providers' strengths and weaknesses;
  - d. Determine the best way to utilize the various agencies to deliver services to recipients;
  - e. Develop a financial plan to support the delivery system that shall, at a minimum, include an accountability system;
  - f. Assist the Governor in reducing duplication of services;
  - g. Identify barriers, and a means of removing barriers, to career pathways for youth, low-skilled adults, rural Tennesseans, persons released from incarceration, and others whose access to the workforce system is limited.
  - h. To provide authority, in accordance with any executive order of the Governor, for developing the necessary collaboration among state agencies at the highest level for accomplishing the purposes of this executive order;
  - i. To monitor the effectiveness of the Tennessee workforce system, including the effectiveness of American Job Centers;
  - j. To advise the Governor of the effectiveness of public schools, TCATs, and post-secondary institutions related to policies and programs that link students moving from high school to higher education and students moving between less than four-year colleges and four-year institutions in pursuit of academic and technical skills training;

- k. To work with industry to identify barriers that inhibit the delivery of quality workforce education and the responsiveness of educational institutions to the needs of industry;
  - l. To provide periodic assessments on effectiveness and results of the overall Tennessee comprehensive workforce development system;
  - m. To assist the Governor in carrying out any other responsibility required by the federal Workforce Innovation and Opportunity Act, successor legislation, and amendments;
  - n. Development of such other policies as may promote statewide objectives for, and enhance the performance of the workforce development system in the State.
7. The Board shall coordinate all workforce training, programs and grant funds for workforce development activities in the State of Tennessee. The board shall determine which programs and entities shall receive workforce funding in the State of Tennessee.
  8. The Board shall oversee and implement any workforce related initiatives, policies or practices the Governor deems necessary to advance labor market competitiveness for the State of Tennessee.
  9. Each state agency commissioner responsible for workforce training activities shall advise the Board of appropriate federal and state requirements. Each such state agency commissioner shall remain responsible for the actions of his or her agency; however, each state agency commissioner shall work cooperatively, and shall be individually and collectively responsible to the Governor for the successful implementation of the statewide workforce development system. The Governor, as the Chief Executive Officer of the state, shall have complete authority to enforce cooperation among all entities within the state that utilize federal or state funding for the conduct of workforce development activities.
  10. The Board shall establish a policy committee. The policy committee, in consultation with the full Board, shall develop policies to aid in the implementation and execution of the State Plan.
  11. The Board shall be enabled to establish standing committees, as needed, to address specific issues that arise. Membership of standing committees shall not be limited to Board members. Membership of standing committees shall be at the discretion of the Board.
  12. The Board shall create and implement performance metrics for the state workforce system to determine the added value to the local and state economy and the contribution to the future growth of the state economy. In addition to preparation of performance reports as described in the Act, a report on the performance of the state workforce system shall be made to the Governor no later than June 30 of each year.

13. Upon enactment of new federal initiatives relating to workforce development, the Board shall advise the governor and the legislature on mechanisms for integrating the federal initiatives into the state's workforce development system and make recommendations on the legislative or administrative measures necessary to streamline and coordinate state efforts to meet federal guidelines.
14. The Board shall monitor for consistency with the State's comprehensive workforce development plan the policies, plans and initiatives of all State agencies engaged in implementing the State Plan.
15. The Department of Labor and Workforce Development shall be the administering agency for the activities of the Board, and all funding for Board activities shall be appropriated to the Department of Labor and Workforce Development.
16. This Executive Order No. 109 supersedes and rescinds Executive Order No. 69, dated December 9, 2020.

**IN WITNESS WHEREOF**, I have subscribed my signature and caused the Great Seal of the State of Tennessee to be affixed this 10<sup>th</sup> day of June, 2025.

  
GOVERNOR

ATTEST:

  
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SECRETARY OF STATE

