

Workforce Innovation and Opportunity Act (WIOA)
Kansas Title I and Title III



Annual Statewide Performance
Report Narrative

Program Year 2017 (July 1, 2017 – June 30, 2018)

A proud partner of the  American Job Center network



State of Kansas

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KANSASWORKS State Board
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Division of Workforce Services

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INTRODUCTION

In response to TEGL Number 5-18 please accept the following Program Year 2017/Fiscal Year 2018 Annual Report to the United States Department of Labor (USDOL) on behalf of the Kansas Department of Commerce (Commerce), State and Local Workforce Development Boards (LWDB) other state agencies and community partners.

The Kansas Department of Commerce, Workforce Services Division, in collaboration with a multitude of partners, is proud to present the Program Year 2017/Fiscal Year 2018 annual report. The accompanying report reflects upon opportunities created for Kansans. Workforce Services focuses on collaborative and innovative initiatives to achieve the overall mission of the **KANSASWORKS** State Board, Local Workforce Development Boards, workforce service professionals, state agency and community partners, which result in job creation and economic growth for Kansas. Workforce Services professionals, along with our partners, continue to provide innovative approaches to ensure the Title I Workforce Opportunity Innovation Act (WIOA) funds are used to produce effective programs resulting in a skill ready workforce. Kansas continues to enhance system needs for both job seekers and employers to supply access to a variety of services.

We celebrate the resiliency of the Kansas economy and the labor force and employers that are behind our state's success. The diversity of our Kansas industries and our solid economic foundation keep our economy strong and the opportunities abundant for those who live and work in Kansas. Our workforce is comprised of almost one and a half million individuals who are well equipped to meet the needs of the state's more than 90,000 employers.

Services are provided to employers and job candidates through the state's 25 American Job Centers (AJC), online or virtual services and the mobile AJC centers. These employer-driven services include recruiting skilled workers, screening and assessing job candidates and identifying individuals needing skill enhancement.

Our commitment remains strong to improve and integrate within our local service-delivery model while adhering to Workforce Innovation and Opportunity Act (WIOA) guidance. Through the **KANSASWORKS** network of local workforce development boards and state-wide partners, we support locally driven initiatives that address the needs of our communities through collaboration with economic development entities, industry leaders and educators.

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Identify each waiver that the state has had in place for at least one program year and provide information regarding the state's progress toward achieving the goals and performance outcomes in ET A's letter of approval for the waiver (sec 189(i)(3)(C)(ii)) and outlined in the state's waiver request (when applicable). Discuss how activities carried out under each approved waiver have directly or indirectly affected state and local area performance outcomes. To the extent possible, provide quantitative information.

Kansas had no waivers approved or in effect for PY2017/FY2018.

Identify the two approaches the state has chosen for the Effectiveness in Serving Employers performance indicator pilot. If the state is piloting a state-established measure of Effectiveness in Serving Employers, or has any other metrics to assess employer engagement, describe the measure or metric as well.

As per direction from USDOL TEGL 10-16 Attachment 4 (Attachment 1), states were allowed flexibility to decide how data would be collected, compiled and reported for all titles of WIOA. In addition to this, states were also given the option to select 2 of the 3 recommended primary indicators as relates to employer effectiveness. States were also given the option to develop statewide measures in addition to the 2 selected for reporting. Currently, Kansas does not have any state specific measures/indicators as PY17 is considered a baseline year for this performance indicator.

Furthermore, these indicators are being captured in a pilot project and continue to be baseline regarding negotiated goals for this annual performance reporting period. Kansas Title I, Title II, and Title III partners elected to designate Kansas Department of Commerce as the lead reporting agency for these indicators.

Collaborative efforts between these partners ensured all data for each of the core programs collected during PY2017/FY2018 be combined and reported to the USDOL as one set of data. As baseline reporting continues, the Effectiveness of Serving Employers performance indicators were reported in the PY2017/FY2018 for this first time. Kansas selected the following primary indicators:

1. Retention with Same Employer in the 2nd and 4th Quarters After Exit Date; and
2. Repeat Business Customer Rate

Attachment 2 reflects the reported performance for selected measures for PY2017/FY2018.

Attachment 2 displays the Methodologies for calculating these indicators along with employer services establishments. Kansas expects to show continuous improvement with these measures as service delivery and system enhancements are implemented.

Include brief descriptions of:

(a) current or planned evaluation and related research projects, including methodologies used;

The Kansas Department of Commerce (Commerce) partnered with Wichita State University's Public Policy and Management Center (PPMC) to complete two separate years of evaluating customer service in AJCs. The evaluations utilized a group of eight "secret shoppers" who posed as clients with different characteristics at local AJCs across the state. Secret shoppers evaluated the centers on 32 separate metrics to develop a comprehensive view of the customer experience at each site.

Data collected in the 2018 evaluation was also compared to the evaluations conducted in 2017. The number of shoppers and sites varied between the two years with one more shopper and five more sites evaluated in 2018. Two-year comparisons for available sites provided progress report for the intervention strategies employed in response to the 2017 evaluation.

Following this study in 2017, PPMC worked with Commerce on a second study to assess AJC employees' perception of customer service and business customers' perceptions of AJC services. Assessments included online employee and business customer surveys and phone interviews with AJC employees providing

services to business customers. This information was used to inform the development of a series of customer service trainings for AJC supervisors and staff.

The survey development was an iterative process, involving literature research, meetings with the design team, and several pilot tests. Online surveys were promoted and released to AJC employees and businesses currently or potentially using AJC services. In addition, a phone survey was conducted with AJC and business service representatives during June 2017. All survey responses were anonymous with no specific response attributed to any individual.

In May 2018, Commerce partnered with PPMC to develop and administer an online survey of members of the local workforce boards. The 19-question survey was distributed by PPMC via e-mail to all board members. Fifty-two members of the five local workforce development boards responded.

Through the 2018 Evaluation of the AJCs, successes and areas of improvement were identified in the recommendations of the report. To address these recommendations, Commerce partnered with PPMC to research best practices for continuous improvement and shifts in service delivery for the AJCs.

A planned project is to partner with PPMC to assist with tasks related to implementation of the customer service goal of the state board strategic plan. The strategic plan outlines specific tasks to enhance customer service to ensure a quality experience for users of AJCs. Specifically, Commerce has identified the following items: 1) Seek input from employees to determine barriers and opportunities in customer service; 2) Collect data from users of AJCs specific to customer service; and 3) Identify best practices in customer services from other AJCs and develop implementation strategies.

(b) efforts to coordinate the development of such projects with WIOA core programs, other state agencies and local boards;

All projects were or will be conducted in coordination with the local WIOA board staff and presented in coordination to the state board, which is staffed with representatives from the Kansas Department of Commerce, Kansas Department of Labor, Kansas Commission on Veteran's Affairs, Kansas Department for Children and Families, Kansas Board of Regents.

(c) a list of completed evaluation and related reports and links to where they were made accessible to the public electronically;

All reports are or will be available on the **KANSASWORKS** State Board website <https://ksworksstateboard.org/>

- AJC Evaluation Part I and Part II
- Additional Reports are in draft form, including the Secret Shopper report from 2018, Board survey summary, and Customer Service Research

(d) State efforts to provide data, survey responses, and timely site visits for Federal evaluations;

All data, survey responses and other information related to these projects is and will be available for visits for Federal evaluations.

(e) any continuous improvement strategies utilizing results from studies and evidence-based practices evaluated.

Based on the above-mentioned evaluations, the following continuous improvement strategies have been put into place:

- PPMC developed and provided customer service training to AJC staff and partners. This included a one day in-person training for AJC managers, one day in-person training for all AJC staff (which is being converted to an online training to be available for all staff at any time), followed by weekly online

customer service toolbox trainings focused on specific customer service topics. Also, managers included a customer service objective on every AJC staff’s annual performance reviews;

- Developed and implemented a consistent intake process for all AJCs statewide;
- Developed and implemented a user-focused approach to assisting customers with creating online **KANSASWORKS.com** accounts;
- Provided training to local and state board members on their roles and responsibilities;
- Additional strategies will be considered based on the draft reports being reviewed at this time.

Describe the state's approach to customer satisfaction, which may include such information used for one-stop center certification, in accordance with 20 CFR 678.800. This description should include: 1) the state's methodologies; 2) the number of individuals/employers who were provided customer satisfaction outreach, the response rate, and efforts made to improve the response rate; 3) the results and whether the results are generalizable to the entire population of customers; and 4) a description of any continuous improvement processes for incorporating the customer satisfaction feedback.

The Kansas Department of Commerce (KDOC) is piloting a customer service survey via a self-service kiosk. The survey is available for any in-person customer to complete. The brief survey assesses the customers’ overall satisfaction with the services they received, the purpose of the visit, satisfaction with staff interaction, and the option to provide feedback on their experience.

Current results are as follows:

AJC Office	Survey Start Date	Total Number of Customers	Response Numbers	Response Rate	Satisfaction Rate*
Kansas City, KS	10/4/2018	1,946	159	8.2%	4.86
Lenexa, KS	11/1/2018	898	65	7.2%	4.68

*On a 5-point satisfaction scale

Efforts to improve the response rate have included training all AJC staff on the elements of the survey, how to assist customers in using unfamiliar technology, and encouraging customers to complete the survey.

Additionally, a feedback survey will available on **KANSASWORKS.com**. This survey will measure the reason job seekers, employers and Eligible Training Providers visit **KANSASWORKS.com**. It will also measure how well the website is meeting visitors’ needs and solicit feedback to improve the website. Results data will be used throughout the program year to improve services to better meet the needs of our customers. The results from both surveys will be shared with the **KANSASWORKS** State Board on a quarterly basis.

In the report, states should consider providing information on:

Progress made in achieving the state's strategic vision and goals, as described in the state's Unified or Combined State Plan, for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency.

As stated in the **KANSASWORKS** State Board (KWSB) strategic plan (Attachment 3), the state’s strategic vision is for the Kansas workforce system to be the national leader in meeting business talent needs, growing the economy and providing access to quality careers for every Kansans through integrated service delivery. The goals set forth in the plan are 1. Providing excellent customer service; 2. Performance Accountability and Transparency; 3. System Messaging and Awareness and 4. Technology Integration. The progress made in achieving the vision and goals established by the state workforce development board began by the board convening state, regional and local workforce system Core Partners, businesses, and other stakeholders to form workgroups to address each Goal. Examples of progress made in achieving the strategic vision and goals is evidenced by. The Alignment Committee of the KWSB served as the management and oversight principal of the process, completing the following steps toward achieving stated goals: 1. conducted Secret Shopper activities to assess customer service; piloted a customer service kiosk station in two AJC locations;

provided formal customer service training for AJC staff; 2. Expanded system reporting as found in Attachment 4 to establish a baseline of measures which indicate the specific uses of WIOA funds, the cost per customer, percent of funds used for direct services, and other measurables. The Performance Committee of the KWSB serves the management and oversight function of this workgroup and its products. The results of these additional measures will be used to continuously improve the WIOA service delivery system, including making policy changes, highlighting promising practices, holding local and regional systems accountable for careful stewardship of resources and for maximized positive economic impact, and establishing training and technical assistance needs for the entire WIOA workforce development system. KWSB Strategic Plan (Attachment 3)

Progress made in implementing sector strategies and career pathways. The discussion may include: business engagement strategies, work-based learning (including apprenticeship), work experiences for youth and adults, transitional jobs, and incumbent worker training strategies and policies in the state.

Kansas Health Profession Opportunity Project

The Kansas Health Profession Opportunity Project's (KHPOP), funded by the Administration for Children and Families, U.S. Department of Health & Human Services, was created to provide education and training to TANF recipients and other low-income individuals. This grant focuses on occupations in the health care field that pay well and are expected to either experience labor shortages or be in high demand. KHPOP is delivered through the AJCs in Kansas.

KHPOP participants are given the opportunity to obtain higher education, training and support services needed to secure positions that have opportunity for advancement and sustainability, ultimately leading these individuals on a pathway to financial self-sufficiency. There are numerous career pathways individuals can take to advance their careers. Many participants start with Certified Nursing Assistant and career ladder up to Licensed Practical Nurse and Registered Nurse.

For the full five-year grant period, the total projected participants are 2,000. KHPOP just finished the third year of the grant and had 1,395 participants enrolled. There have been 835 Healthcare Training Completions and 413 participants have been employed in healthcare.

While KHPOP has proven to be successful for many, Commerce would like to share the achievements of one individual. DaShouna visited the Wichita AJC seeking assistance completing her Registered Nurse (RN) degree. She was a single mother of 9 children, ranging in age from 8 months to 15 years. She was unemployed and receiving state assistance in the way of food stamps, Temporary Assistance for Needy Families (TANF), Section 8 Housing, Medicaid Card and Free/Reduced lunches for her children. She had exhausted her Pell Grants and loan assistance. KHPOP was not only able to provide funding for DaShouna to complete her degree but also paid her licensing fee, background check and testing fee. Additional funding was also used for utility assistance and fuel assistance to get her to and from campus. DaShouna was an example of how perseverance and determination can carry you through to your training and employment goals. She found a job as a RN and is currently earning \$25.75 an hour.

If the state has received a small state minimum allotment exception to decrease the minimum out-of-school youth expenditure requirement, describe how the exception has impacted services provided to both in-school youth and out-of-school youth, including specific strategies for serving each population, as well as how the state and/or local area is ensuring serving out-of-school youth remains a priority.

N/A: Kansas did not receive a small state minimum allotment exception.

The state's performance accountability system, including:

Any specific state performance measures or goals and progress towards meeting them.

Any performance deficiencies on the primary indicators of performance, which may include descriptions of any factors impacting performance.

Kansas negotiated performance indicator goals for PY2016/FY2017 (Attachment 3) were retained for use during PY2017/FY2018 under Title I and Title III of the Workforce Innovation Opportunity Act (WIOA). Due to program transition imposed by the change in federal law in PY2016/FY2017, Workforce Investment Act (WIA) to Workforce Innovation Opportunity Act (WIOA), Kansas has applied new methodologies for determining goals. Adding a measure for Measurable Skill Gain, albeit at a baseline measure for this reporting period, are areas proving to provide the most challenges and opportunities for continuous improvement.

Commerce analyzed a variety of performance data resources as well as a multitude of economic factors to ensure the negotiated rates support the following:

- Percentage of participants included in unsubsidized employment and youth education, training or employment during the 2nd quarter after exit;
- Percentage of participants included in unsubsidized employment and youth education, training or employment during the 4th quarter after exit;
- Median earnings for participants included in unsubsidized employment during the 2nd quarter after exit;
- Percentage of participants attaining a recognized postsecondary credential or a secondary diploma and/or the equivalent up to 1 year after exit;
- Percentage of participants in education or training leading to a recognized postsecondary credential or employment, while achieving a measurable skill gain for credential or employment;
- Effectiveness of core programs relating to service to employers;

Methodologies used included reflections on historical trends, and labor market data as well as considering economic conditions both at the local area and statewide levels and including demographic information for the current and projected populations exiting the workforce system. Performance and economic data indicated projected indicators recommended in the Statistical Adjustment Model is ideal for a good starting point for PY2016/FY2017 Adult, Dislocated Worker, Youth and Wagner-Peyser measures, particularly when this is a baseline year of data collection.

As indicated, Kansas has met and exceeded many of the indicators for performance as shown in this comparison of negotiated measures against actuals for PY2017/FY2018. See Attachment 6

The state's common exit policy, including which ETA-funded partner programs are included in the state's common exit policy.

Exit from a program generally occurs when a participant has not received services for a specified period and has no additional services scheduled. The Title IV VR program has a slightly different definition of exit to account for program requirements. Title I Adult, Dislocated Worker and Youth; Title II AEFLA; and Title III Employment Services programs use as an exit date the last day of service. Once 90 days have passed without service the date of exit is retro actively applied to the last date of service. For the Title IV VR program, the participant's record of service is closed because the participant has achieved an employment outcome, or because the participant has not achieved an employment outcome, or the participant has been determined ineligible after receiving services. For VR program participants who have achieved an employment outcome, the exit date is at least 90 days after attainment of the employment outcome. For VR program participants who have not achieved an employment outcome, or have been determined ineligible after receiving services, the exit is based on the date of the determination to close the service record. Please see attached Policy #5-38-00 Data Collection Attachment 7

Negotiated performance levels for local areas for titles I and III core programs for program years 2016-2017.

PY17/FY18 Performance Measures See Attachment 4

The state's approach to data validation and ensuring data integrity, including a description of the methodology of any validation activities that occurred.

As part of the ongoing responsibilities for the oversight of federal employment and training activities, the Kansas Department of Commerce (Commerce) conducts both desk and on-site monitoring reviews on a regularly scheduled basis. Commerce's Regulatory Compliance (CRC) unit is the administrative unit responsible for conducting employment and training reviews associated with the Workforce Innovation and Opportunity Act (WIOA) using federal and/or state developed monitoring guides. The primary mission of the CRC unit is to review administrative policies, practices, standards and systems to ensure local areas are functioning and operating within the parameters established by federal and state legislation, regulations, and policy directives. The results of each CRC monitoring effort are documented and compiled in a formal report. This report is then disseminated to the appropriate administrative entities, and if necessary, responded to for corrective action. Specific activities subject to state monitoring may include, but are not limited to the following:

Allowable activities;

- Targeting; selection, assessment methodology, and eligibility;
- EEO and ADA compliance;
- Fiscal accountability and internal controls, procurement, inventory control, and property management;
- Complaint and grievance policies and procedures;
- Management Information Systems (MIS), data sharing, maintenance;
- Conflict of interest and nepotism;
- Contracting, certifications (e.g. Local Workforce Development Boards (Local Boards), service providers, etc.);
- Program Fraud or Abuse;
- Customer satisfaction and performance, and;
- Record keeping maintenance, security, and retention.

In addition, CRC conducted a caseload management review which sampled Adult, Dislocated Worker and Youth program participant characteristics to ensure quality and consistency of data towards validating eligibility and state reported performance outcomes. Finally, the CRC unit reviewed all independent financial audits conducted for all Local Workforce Areas towards ensuring compliance with Uniform Guidance and OMB Circulars.

Activities provided by state funds:

Activities provided with the funds reserved by the governor, which can be up to 15% of the state's allotment. In this section of the narrative, states may describe activities undertaken in whole or in part with their Governor's Reserve and how those activities have directly or indirectly impacted performance.

Commerce utilizes the WIOA Governor Reserve funding for a multitude of purposes including infrastructure costs, management information systems, oversight and monitoring, and special projects as deemed viable for target groups or economic improvement in Kansas. For PY2017/FY2018, the following projects were funded by these reserve funds:

Juvenile Corrections Technical Skills Training

To address barriers to employment juvenile offenders face when released from state correctional custody, Commerce awarded funds to Washburn Institute of Technology to provide postsecondary education to residents of the only state juvenile facility in Kansas, located in Topeka. The primary focus of the project is juvenile offenders who have completed high school or obtained a GED. Participants enter the Skilled Trades Career Pathway established by the Kansas Board of Regents with OSHA courses and can then move toward completing a two-year degree. Juveniles may be in the facility for as little as three months or as long as several years, making the stacked credentials of technical training an ideal match for this population. WIOA Governor's Reserve Funds were used to expand staff capacity by one fulltime instructor in the construction trades, including electricity, plumbing and carpentry, in addition to drywall, environmental control, safety and other skills required for successful transition to the community. Because the facility is undergoing a multi-year construction project that includes new construction as well as major restoration/remodeling, training participants are provided with work-based learning opportunities to put

their formal training to use. Case management provided by the correctional facility helps address the cognitive/criminological and behavioral issues that arise from criminal activity while the college provides both technical and leadership skills for participants. While participants are still housed at the juvenile facility, they are provided workforce services from our Alternative Workforce Specialist (AWS), a position shared between Commerce and the Kansas Department of Corrections. When the juvenile is released to the community, the AWS identifies an AJC professional and introduces the juvenile to him/her to continue workforce services. Two semesters of training were offered in PY2017/FY2018.

Outcomes for the project to date are as follows:

Spring 2018:

- 53 Postsecondary students
- 14 participated in OJT
- 2,681 credit hours earned
- 416 Industry-recognized credentials
- 45 Technical Program Certificates

Summer 2018:

- 81 Postsecondary students enrolled
- 330 credit hours earned during shortened term
- 88 Industry-recognized credentials

Governor's Reserve funds were also used to establish a Public-Private partnership in the Kansas City Metro area for a Classroom Training-to-OJT project. The project is described in detail in the Construct ***KC Custom Training Program*** Section of this report. Program outcomes achieved in PY2017/FY2018 are as follows: 16 individuals completed classroom training; 15 obtained OJT placement at an average wage of \$15.74 per hour.

Additionally, the goals set forth in the **KANSASWORKS** State Board Strategic plan (Attachment 3) are 1. Providing excellent customer service; 2. Performance Accountability and Transparency; 3. System Messaging and Awareness and 4. Technology Integration. The progress made in achieving these goals is evident in the following examples: The Secret Shopper activities to assess customer service; piloted a customer service kiosk station in two AJC locations; and provided formal customer service training for AJC staff;

In addition to these projects, Commerce utilized a portion of these funds to support the oversight and monitoring efforts discussed in the Regulatory Compliance section of this report. The cost of fulfilling the overall **KANSASWORKS** State Board strategic plan (See Attachment 3) is supported by these funds as well. Lastly, Commerce has a management system application and hosting agreement with America's JobLink Alliance (AJLA) to ensure the case management and reporting system utilized statewide for programs administered by USDOL and other federal, state and local entities is functioning efficiently.

This agreement includes, but is not limited to:

- Updates, Maintenance and Support of **KANSASWORKS.com**;
- Data Retention & Sanitization;
- Technical Assistance to Users;
- Participation on Advisory Group and Steering Committee to Effectively Implement Change;
- Resolution Management Related to System Bugs and Immediate Fixes;
- Reporting Support and Storage of Data;
- Security and Confidentiality of Personal Identifiable Information as Relates to Data Collection.

Rapid response activities and layoff aversion, which may include:

Data on number of companies served and number of individuals served.

Please see Attachment 8

Discussion of strategies for linking Rapid Response recipients to American Job Centers and processes for intake or co-enrollment in the Trade Adjustment Assistance and the Dislocated Worker programs.

Rapid Response

Rapid Response (RR) recipients can be linked to American Job Centers (AJCs) through a variety of methods. One occurs if they attend a Rapid Response meeting, there, they will learn about the AJCs, the services available and may even connect with an AJC representative. Periodically, one of our mobile AJC Centers is present and they can have an in-person experience at that time that will hopefully encourage participants to visit their local AJC for further assistance. A second opportunity is when workers file an Unemployment Insurance (UI) claim. Workers will receive information on the AJCs, including all of services available to them, and be encouraged to visit their local AJC. A third opportunity is if they are selected to participate in the RESEA or my Reemployment Plan programs with the AJCs. Both programs require the recipients to visit an AJC and meet one-on-one with an AJC representative. A fourth opportunity is if they attend a Job Fair where our **KANSASWORKS** team is present. From them, they will learn about the AJC resources and be encouraged to visit one for assistance. It is our goal in Kansas to lead all Rapid Response recipients to the AJCs to utilize resources in as many ways as possible.

The strategies for linking Rapid Response (RR) recipients to the Trade Adjustment Assistance (TAA) and Dislocated Worker (DW) programs is also a priority for Kansas and go together with the strategies listed above for connecting these customers to the AJCs. The TAA, DW and AJC employees are cross-trained and have open communication to ensure the RR customers are getting the best services they can and are able to enroll in the programs best suited for their employment needs and goals. On an annual basis the TAA administrative team goes out to the AJCs to train staff and continuously distribute information to staff so they stay up-to-date. All WARN and non-WARN lay-offs are sent to the TAA team to research for application opportunities. The TAA and DW programs are discussed at the Rapid Response meetings. Our UI partners at KDOL also help send out information on these programs, RESEA and my Reemployment Plan representatives do the best they can to refer folks to these programs, as well as other AJC representatives as they work with Rapid Response recipients in the centers. (See Attachment 8)

Discussion of layoff aversion strategies, including any metrics/outcomes developed and/or tracked by the state with respect to layoff aversion, such as return on investment or measures showing the economic benefits of Rapid Response and layoff aversion.

Layoff Aversion

Although Kansas is experiencing low lay-off numbers and low unemployment numbers, there remain layoff strategies in place. Kansas has two statewide Workforce Response Coordinators. They are involved with and have constant communication with local Economic Development representatives and groups, Human Resource groups and other statewide organizations to keep their fingers on the pulse of employers, particularly those who may be struggling. They participate in Job Fairs, to communicate with employers needing assistance so the companies do not close or move. These staff members also visit with Jobseekers who may be able to fill positions with employers struggling to fill certain positions and keep the doors open. They also work closely with our local Rapid Response representatives who may be in contact with any struggling companies to understand the services that may be put in place to help them.

If the above strategies don't work, the next strategy is to reach out to the company and get to the employees as quickly as possible to let them know about the AJCs and the wonderful services available to help them either get to their next job right away or get enrolled in training to prepare them for a new career. In Kansas, we set a minimum number of employees being laid off to trigger a Rapid Response meeting. Commerce responds to any number being laid off. If the layoff has already occurred, an effort is made to continue to try to get information to the employees. Advertising on social media in each area to inform those potentially affected about availability of the AJC services to assist during layoffs is vital. Notices about these layoffs come in a variety of ways: WARN notices, newspaper articles, individual reporting to an AJC, etc. Commerce staff also receive e-mails from UI partners on a weekly basis to communicate companies that have filings of 25 or more employees. Commerce can, proactively, reach out to those employers or employees regarding the layoff. However, if Commerce receives the notice, staff conduct diligent activities

to supply information to these employees as quickly as possible, so-the individual can make a quick and smooth transition into new employment. (See attachment 12 for Layoff Aversion Technical Assistance Guide.)

Discussion of how Rapid Response and layoff aversion activities are aligned with business engagement, sector strategy, and career pathway efforts, which may include a discussion of any systems, tools, networks or approaches designed to identify companies in distress and strategies to deliver necessary solutions as early as possible, as well as outcomes of the use of such systems or tools.

The Kansas Workforce Response Coordinators and Rapid Response Coordinators are involved with business engagement through their participation in local and statewide organizations, attending business functions and constant communication with these groups. As far as sector strategies and career pathway efforts, our Coordinators are and will continue to work in partnership with the Local Workforce Development Boards to ensure they are part of the Sector Planning and aware of the Career Pathways available to these employees.

Discussion of specific types of services or workshops provided to both companies and affected workers.

The Rapid Response services available to companies and affected workers include:

- Immediate contact with the employer to discuss plan of action to assist the employees;
- Rapid Response meetings to discuss all the services available to them at the AJCs, unemployment, local resources, and possible training opportunities;
- Folder containing all the above information, so the employees have something to take home;
- Job Fairs with local employers interested in hiring the affected workers;
- Resume writing, job search and/or interview skills workshops;
- Mobile Center on-site to provide basic services of an AJC;
- Possible participation in either the RESEA or my Reemployment programs;
- Possible referrals to training programs such as DW or TAA;
- Possible filing of TAA certification application;
- Assistance with UI filing.

Activities provided under the Wagner-Peyser Act Employment Service section 7(b) (e.g., services to groups with special needs or extra costs of exemplary models for delivering services).

Since 2014, Commerce has used Wagner-Peyser Act 7(b) funds to support a shared position, the Alternative Workforce Specialist (AWS), to serve as the liaison between AJCs and state prisons, and probation and parole offices to facilitate integrated service delivery to offenders both while in the custody of corrections and after release. The services for this group with special needs, carried out pursuant to a joint agreement between Commerce and the Kansas Department of Corrections, include intensive collaborative case management, skills assessments, re-entry cognitive development, job readiness, classroom training and certification and job development in the community of release. One project supported by the AWS, the Juvenile Corrections Training Project, is described in the “Activities provided by state funds” section above.

Any National Dislocated Worker Grants (DWGs) awarded to or within the state and how those funds are coordinated with state rapid response activities and dislocated worker programs, as well as how the DWGs fit in with state co-enrollment policies and disaster/emergency management activities, as applicable.

N/A: Kansas did not receive DWG funds.

Additional Programs

Jobs for Veterans State Grant

Kansas Department of Commerce received \$1,451,732, from the U.S. Department of Labor to administer the Jobs for Veterans State Grant (JVSG), in support of the Jobs for Veterans Act (JVA). This provides

funding to cover salaries for the State Veteran Services Manager, the Intensive Services Coordinator (ISC), the Local Veterans' Employment Representatives (LVER), and the Disabled Veterans Outreach Program (DVOP) Specialists. Some support services are also paid through this grant for the USDOL Director of Vets Service (DVET). During PY2017/FY2018, JVSG staff consisted of 15 FTE and three .5 HTE DVOPs, 4 LVERs with two .5 HTE LVER positions; all HTE positions were supported by other leveraged funds.

The ISC acts as a liaison between the Department of Commerce and the Department of Veteran Affairs. The ISC receives referrals of Chapter 31 veterans that are entering the job search phase of their rehabilitation. For PY2017/FY2018, 355 veterans were referred for Labor Market Information and/or specialized individual services to the DVOP who provides specialized intensive services that aid veterans with overcoming the extreme barriers that are preventing them from gaining meaningful employment. Once the veteran has been deemed "Job Ready" the DVOP collaborates with the LVER. The LVER facilitates activities for veterans to obtain employment, training and placement services through the AJC's. Additionally, the LVER works directly with the Local Workforce Development Boards and business service teams within the AJC's, advocating for the hiring of veterans. For FY17 the average wage for the veterans in the (VA) Vocational Rehabilitation and Education (VR&E) program earned \$21.56 per hour after completing the program.

The Kansas JVSG Program has implemented two new strategies specific to veteran employment:

1. A new initiative was created to assist the Kansas Native American Indian Veteran population. As a result, in PY2017/FY2018 a Native American Indian Veteran (NAIV) DVOP position was created to conduct outreach to Kansas' Native American Indian Veteran Population acting as a bridge to the NAIV population and the AJC's.
2. In-demand Career Services has been implemented for veterans, assisting service members and their families, with making the transition from the military to civilian employment seamless. The Kansas Workforce System and the JVSG program have integrated staff, at the Forts/ Base, to assist soldiers as they prepare for their discharge from the military.

Those veterans who seek services at a **KANSASWORKS** AJC receive Priority of Service. Additionally, registered veterans receive job announcements and job email alerts 48 hours prior to the general population, allowing them to apply before everyone else and ultimately to have their resumes and applications reviewed first, by employers.

During fiscal year 2017, there were approximately 5,682 new veteran **KANSASWORKS** accounts created. Additionally, approximately 4,703 veterans received staff assisted services from veteran representatives, located across the state. For PY2017/FY2018, the Veteran Entered Employment Rate for the JVSG program was approximately 58.31%, and had increased to 62.69 %, in PY2016/FY2017. The veteran's unemployment rate reported for FY 2017 was at 3.6%.

Success Story

A Disabled Veteran client who worked in construction for most of the past 20 years was searching for a new position that would earn an average salary of \$85K a year. The Workforce Solution- DVOP met with the Veteran and interviewed him to assess his job readiness. The Veteran applied for work at construction companies in the area, as well as facilities management positions. The DVOP assisted with resume and interviewing techniques and referred him to free OSHA training and other certifications through Veterans Career Transition Program. In addition, the veteran was referred to the Hilton Honors program. Both the DVOP and the LVER worked together in identifying businesses that might be able to utilize his talents. The DVOP continued to follow up with him regarding his work status and found out that he had accepted a position as a Project Manager he currently earns over \$60,000.00 with a potential increase based on tenure.

Registered Apprenticeship

Kansas Department of Commerce received \$2,321,654.00 from the U.S. Department of Labor to administer the Apprenticeship USA State Expansion Grant. Kansas integrates Registered Apprenticeship (RA) with the LWDB staff structures, Veterans Program staff, and continues to train AJC front line and business services staff in the rules, regulations and service delivery requirements of RA. Through bi-monthly

meetings with Local Workforce Development Board (LWDB) staff, local partners are developing an understanding of their role in RA, including their interface with employers and local economic development agencies which will no doubt increase outreach efforts to the very entities needed to expand and enhance Registered Apprenticeship. Each Local Area has designated a staff member to serve as the RA Consultant to assist recruiting, registering and implementing RA.

Gaining commitment from LWDB's has resulted in integrating RA into the statewide workforce service delivery strategy. In addition, Kansas has developed an RA training module that staff can access via web-based technology. The Project Manager and the two Project Coordinators have been strategically assigned to local areas, where they provide technical assistance to staff and employers.

In PY2017/FY2018, the Kansas Registered Apprenticeship Program registered 654 new apprentices at an average starting wage of \$15.26 per hour with 210 completing the program earning an average wage of \$26.42 per hour. Although, all new apprentices and sponsors have the ApprenticeshipUSA Expansion funds available; Commerce continues to promote and utilize these funds to cover training and incentivize local employers to address skill gaps that have been determined by employers within Kansas. For breakdown in RA Occupations please see attachment 5.

Success Story

Kansas Department of Commerce partnered with Peaslee Technical College to develop a Registered Apprenticeship pilot program. Advanced Manufacturing, a high-demand industry within the Lawrence and Topeka communities. Thirteen apprentices entered and successfully completed the program. The success of this pilot program resulted in the addition of 3 occupations: Residential Electrician, Facilities Maintenance and Plumbing. Forty-three new apprentices are currently enrolled and will receive technical instruction and on-the-job training which includes a full-time salary with the sponsoring company.

Any challenges the state workforce system faces, which may include policy, implementation, or other relevant challenge.

Challenges were encountered during PY2017/FY2018 associated with Workforce Integrated Performance System (WIPS) system uploading the Participant Individual Record Layout (PIRL) for all programs. Commerce is continually improving by adapting the management information systems, KANSASWORKS.com, to mirror changes, dictated by WIPS, in a timely and accurate manner.

Promising practices, lessons learned, and success stories that focus on serving employers, communities, and individuals with barriers to employment, including information based on the state's evaluation and related research projects. This discussion should cover a broad range of at-risk and priority populations served, including out-of-school youth, low-income adults, dislocated workers, individuals who are basic skills deficient, individuals with limited language proficiency, individuals with disabilities, veterans, the long-term unemployed, and any other individuals with barriers to employment, or other populations the state may wish to discuss.

LOCAL AREA OVERVIEW, SUCCESS STORIES & PERFORMANCE

(Performance for all Local Areas – Attachment 9)

LOCAL AREA I – KANSASWORKFORCE ONE

Kansas WorkforceONE in Local Area I, serving 62-counties in Western Kansas, continued to dedicate its resources to the training of its' citizens in high-demand occupations. In PY2017/FY2018, Kansas WorkforceONE enrolled 397 adults, 89 dislocated workers, and 184 youth customers while once again achieving their Board's goal of serving at least one person in every county within their large rural area.

During PY2017/FY2018, Kansas WorkforceONE implemented several strategies to develop career pathways, sector strategies, and work-based learning opportunities within the region. Kansas WorkforceONE staff participated in Career Pathways training and partnered with Garden City Community College, Dodge City Community College and Colby Community College in the development of their Career Pathways plans. Because of this collaboration, additional training opportunities for job-seekers were developed.

Work-based learning was a focus during PY2017/FY2018. The Apprenticeship Expansion and Apprenticeship Accelerator Grants were utilized to increase the number of Apprenticeships in Local Area I. Both Business Service and local staff worked with employers to develop 20 new apprenticeship programs within Local Area I, drawing the current number to 27. In addition, through the End Dependence Kansas Project with Vocational Rehabilitation, Kansas WorkforceONE provided services to 246 individuals with disabilities, releasing to our area from correctional facilities. These services include Mock Interviews, Company Tours, Job Shadows, and Work Experience. The intent is to provide low-dose, progressive services to expose individuals with multiple barriers to employment.

The Kansas WorkforceONE Youth Program provided 115 In-School and Out-of-School youth with Work Experiences throughout the Local Area. In addition, WorkforceONE continued to develop opportunities for youth to receive workforce services and employment opportunities through the area. Additional services that were provided in PY2017/FY2018 included the utilization of Virtual Job Shadow, Conover Workplace Readiness Credentials, virtual mentoring, and services designed to reach all youth, regardless of their proximity to a AJC. In addition, Building Bridges continued grow as more districts have seen the positive results of providing opportunities for their students to engage with local employers.

The Workforce Innovation Fund (WIF) On-the-Job-Training (OJT) project provided 23 individuals with OJT during PY2017/FY2018. Local Area I achieved a placement goal of 128% and had a successful OJT completion rate of 88%. WorkforceONE focused the WIF enrollments primarily on individuals who were involved in the criminal justice system or had a disability. Staff utilized partner resources and Integrated Service Teams to assist individuals in identifying successful OJT opportunities.

The Local Area I Local Workforce Development Board continued to place strong emphasis on the work done throughout its established committees. Priorities included focusing as a Local Area on the Strategic Objectives developed by the Operations Committee. These included increasing the number of employers utilizing the system as well as identifying pockets of underserved customers and prioritizing serving them. In addition, the One-Stop Committee focused heavily on increasing the partnerships and referrals within the One-Stop system. This includes identifying referral criteria and processes, improving customer access

and flow, and strengthening communication through Integrated Resource Teams to benefit shared customers.

In addition, the Kansas WorkforceONE's One-Stop Committee has worked very closely with Vocational Rehabilitation to develop Accessibility Stations in each AJC in Local Area I. These stations provide adaptive technology and equipment so that staff can better serve customers as well as to provide opportunities for job seekers to utilize all levels of the workforce system using this technology and the training and staff development that has been provided by WorkforceONE's Disability Resource Navigator.

For Workforce system staff who have completed business services training maintained at a level of 100% and WIF OJT Placement Report See Attachment 10.

Corrections & End-Dependence Kansas

Over the course of PY2017/FY2018, Kansas WorkforceONE met with a total of 246 inmates at Norton Correctional Facility, Larned Correctional Facility, Ellsworth Correctional Facility, Stockton Correctional Facility, and Hutchinson Correctional Facility. 134 inmates were given referrals to local AJCs, employer leads in area of release, resume assistance or other basic services. A total of 112 incarcerated/community corrections/parole participants were enrolled into the Workforce Innovation and Opportunity Act (WIOA) and/or the End-Dependence Kansas program (EDK). A total of 75 of these participants were enrolled into the EDK program for PY2017/FY2018, thus coordinated Vocational Rehabilitation (VR) integrated service teams were involved in the process. Throughout participation in the program, individuals received a variety of services including interview preparation, soft skill enhancement, relapse prevention planning, life plans, avoid/cope action plans and individualized employment plan development. In addition, EDK participants received services utilizing the Vermont Progressive Employment Model (VTPE) through the EDK program including vocational profile development, Jobville meetings, employer-based company tours, informational interviews, mock interviews, job shadows, on-the job trainings and work experiences. VR assisted with things such as transportation, work supplies and boots, tools, car repairs, medication, counseling, outpatient treatment, dentures, prescription eye glasses and other needed items to overcome employment barriers. Prior to release, services are coordinated with the Business Account Managers, Vocational Rehabilitation staff, and Offender Workforce Development Specialists (OWDS). During PY2017/FY2018, 58 individuals exited the program, while the remainder continued to receive services. Most of our EDK/WIOA enrollments were considered high risk offenders with the remainder considered moderate risk and nearly all our enrollments were with inmates who had a LSIR substance abuse score greater than 4. See attachment 10.

Success Story

Austin was facing several barriers to employment after his release from prison. This included having a history of serious problems in the community with amphetamine and cannabis dependence. In the prior seven years, his only period of sobriety was during his final year of incarceration. Austin had not held unsubsidized employment in the past and had a very limited work history in the community. Due to his age and lack of a work history, his skill set was also limited, and his education consisted of a GED.

OWDS began working with Austin inside of prison 4 months prior to release. Austin had been involved with Corrections for the past 3 years. Staff developed an individualized employment plan, vocational profile, and provided other career exploration activities. Staff assisted him with resume preparation, soft-skill enhancement activities, and in preparing for a job interview. OWDS helped him develop a plan to avoid or cope with people, places, and things that caused problems in the past and techniques to maintain a positive attitude on a regular basis regardless of circumstances.

Austin was enrolled into the EDK and WIOA program while still incarcerated which allowed staff to develop opportunities with employers in the community to be utilized immediately after release. This allowed Austin to hit the ground running in the community. Austin was able to utilize the Vermont Progressive Employment Model (VTPE) through the EDK program. He participated in several company informational meetings and company tours, which gave the opportunity for him to find the right work environment suitable for his personality. This was an important factor which led to his success in the community after release.

EDK staff set up an on-the-job training at a county landfill job as a machine operator. He finished the training and has maintained the job for the past year. He is currently making over 13.00 per hour. His job provides a full-benefits package, upward mobility and a stable year-round job. Vocational Rehabilitation helped him with transportation and steel toed work boots needed for the job. He successfully completed parole and community corrections in the middle of 2018. Austin was thankful to have such a comprehensive plan set up before his release from prison. It reduced the amount of stress that usually accompanies being released from prison. He engaged in the pre-employment activities within the first week of release and began his new job shortly thereafter.

EDK Success Story <http://www.hdnews.net/news/20180930/oxford-house-brings-network-of-self-help-to-hays>

Disability Employment Initiative (DEI) Report

During PY2017/FY2018, Kansas WorkforceONE continued to focus staff training, outreach, and enrollment to serve those with disabilities using their program funds as well as the Disability Employment Initiative. Throughout the 5 years of the DEI program, WF1 worked to build partnerships, develop training opportunities, and outreach to both customers and providers to develop opportunities for job seekers with disabilities. Kansas WorkforceONE's Disability Resource Navigator worked with staff and partners to identify customers who could benefit from these opportunities while also working with partners to continue to advance opportunities for Integrated Resource Teams for a wraparound approach to assisting job seekers with disabilities. WorkforceONE staff collaborated with 14 service providers and partners to establish opportunities for job seekers with disabilities and 30 employers who provided Work Experience and OJT opportunities. Throughout the three years of the Disability Employment Initiative, Kansas WorkforceONE increased the percentage of customers enrolled with a disability by 30% of all WIOA enrollments. See attachment 10.

Success Story

Michelle was on Corrections and had limited work history in the last several years. She was working in food service, a career that was not viable long term. Michelle also dealt with pronounced physical pain in her teeth and did not consistent transportation. Michelle wanted to improve her health, get off Corrections and into a career field. She met with a Kansas WorkforceONE Employment Specialist, created a resume and became enrolled in the WIOA Adult program. Michelle also enjoyed KWF1's Career Success and Corrections' Cognitive Group, which helped her chart long-term, successful goals and a better future.

Michelle worked with Kansas WorkforceONE on connecting with area employers. Through the WIOA Adult and Disability Employment Initiative, Michelle earned two Work Experiences in different capacities at the ARC of the Central Plains in Hays. Michelle delivered excellent hard and soft skills and showed great work ethic. She was loved by colleagues at the ARC. Helped by goal-setting and work success, Corrections contracted with a local dentist and fixed Michelle's teeth and mouth. She has her best dental health in years. Michelle earned the respect and trust of community members and found her passion. At the end of the Work Experience, Michelle was hired as Operations Manager at ARC of the Central Plains.

Michelle remains the Operations Manager, is off Corrections and is making her highest wage in years. She significantly helps run the day-to-day operations of the ARC and has helped hire and train staffers and delegated responsibility. Michelle has helped grow the ARC's business and profits. Michelle is very happy with her life and is a great example of success through partner services.

KHPOP Success Story

Selia needed additional assistance to assist her in paving the way to self-sufficiency in a high demand occupation in the health care field. Her employment history was sporadic, and she felt that she just had not found a career and she wanted more than that out of life. Her husband had recently applied for legal residency and they both knew that he would eventually be sanctioned and would have to leave the United States for an undefined period. The deportation is part of the residency application process. This among other things going on in her life, made her really think about her future and what she wanted out of life. She decided to visit with an employment specialist from the Dodge City AJC.

During her initial interview and in review of her ONET interest profiler report, employment specialist and Selia discussed various high demand career opportunities in the healthcare field. After careful review and consideration of the options provided to her, she decided that nursing would be a great fit for her. The opportunity to work on a career ladder that would lead her to self-sufficiency as well as an occupation that would be in demand for a long period of time were comforting to her especially with all the unknowns in her life at this time. She enrolled and successfully completed C.N.A and C.M.A courses. She is employed as C.N.A but has recently been promoted to C.M.A and received a wage increase to \$13.00 per hour. Selia is currently enrolled at Dodge City Community College for her LPN pre-requisites. Selia plans to obtain her LPN/RN license from Dodge City Community College. Selia stated that she was in disbelief as to how far she has gotten in her career goals. She attributes her accomplishments to Kansas WorkforceONE and is thankful for all the support she has received from her employment specialist and KHPOP career coach. She looks forward to a career as a registered nurse.

LOCAL AREA II – HEARTLAND WORKS, INC.

Heartland Works, Inc. (HWI) serves 17 counties in northeast Kansas, also known as Local Area II (LAI). HWI coordinates and provides workforce development services across the area, targeting both employers and job seekers. Services are provided through a network of partners focused on the economic development of businesses and workers in the area. LAII AJCs (part of the American Job Center network) are in Junction City, Lawrence, Manhattan and Topeka with outreach services provided throughout the area. Area efforts in PY2017/FY2018 resulted in meeting or exceeding all performance measures for WIOA Adult, Dislocated Worker, Youth and Wagner Peysner programs.

Success Stories

Youth

Maya came to the WIOA In-School Youth (ISY) Program with many challenges before her. Maya had a mental health diagnosis which impacted her major life activities, including the ability to attain and maintain employment. Maya also needed support to maintain her academic progress in high school, so she could graduate on time with her class. At time of enrollment Maya was basic skills deficient in math, falling below the 8.9 grade level. Through participation in the WIOA youth program, Maya worked closely with Van Go to develop a plan for her educational and employment goals. Maya received leadership mentoring, social work services and employment training through Van Go. In addition, Van Go monitored her school activities to ensure she stayed on track to graduate. Maya was part of the leadership team for much of her time at Van Go, receiving weekly team leader meetings and real experience each day she worked with her team. Throughout the entirety of her time at Van Go, Maya learned both soft and hard employment skills, from interviewing, to showing up on time, to practicing the ten attributes which make a good employee (strong work ethic, positive attitude, good communication, time management, problem solving, team player, ethical & honest, accepts feedback, flexibility & adaptability, dependability). Finally, Maya received social work services, including assistance with emotional regulation, community partnership/networking, future planning, both learning and helping to present important life skills, etc.

Maya graduated from Lawrence High School in May 2018. She is currently working and attending college, while living independently. Perhaps the greatest example of Maya's success is her own account of how the Van Go program changed her life: "I walked through the doors in 2014 as a self-hating, self-blaming, pushover and broken person. I blamed myself for not only everything that had happened to me, but for my own sadness, as well. The amount of love and that I received has changed me forever. I sought out a reason for living and a reason to wake up every morning and I couldn't be happier that I found it. My experiences all taught me valuable lessons that I don't regret. I am now a self-loving, smiling, strong, and shining star that is too bright to be dimmed. I owe it to hard work and determination, but also to, my home for the last 5 years. Making art to express myself has proven to be the best therapy for me. Van Go, you have made me the best person I ever could be." ~ Maya

Corrections

SB was referred to the Topeka AJC by her Parole Officer. She was released from prison 3 months earlier, after serving a 5-year sentence. SB met with AJC staff who asked some initial questions and discovered she expressed a strong desire to become a welder. The Wagner-Peyser staff made a referral to a WIOA Employment and Training Specialist (ETS) who learned of SB's desire to obtain a career, get and keep steady employment. The ETS was able to access WIOA Adult funds to help SB afford the tuition at Washburn Institute of Technology for the fast-track welding program. She successfully completed the course in three months and obtained a certificate! After completing the program, SB met with her WIOA ETS to share she already started her new job as a welder at HF Mixing Group that same week with a starting salary of \$18.35/hr. Per her ETS – “SB is very soft spoken and seems shy but was having a hard time not smiling. She says she loves the job and was thrilled because they were even going to pay her to be off for the upcoming holiday.”

Veteran

Walter came to the AJC as a 78-year old Veteran who had retired from the Reserves and National Guard. He had also been forcibly retired from the car dealership job he held since 2007. Walter only held two civilian jobs since 1966. Walter was not familiar with computers or how to use email/internet. Hertz accepted his walk-in request and asked him to also complete an online application. Walter came to the AJC looking for assistance to complete his (My)Reemployment Plan. As he was a veteran with low income, the DVOP assisted him with all the (My)Reemployment Plan requirements, such as a resume for **KANSASWORKS.com** and a mock interview. Walter never had a resume before, but left the AJC with a resume in hand, as he preferred to apply in person. The DVOP in the Manhattan AJC assisted Walter with an online application to Hertz. While completing the Hertz application, another client suggested Carquest Advance Auto Parts. Walter applied in person and received a job offer for Carquest for part time at \$8.00 an hour. Walter returned to the AJC for assistance in filling out his I-9 form and the online onboarding process for the Carquest job. Walter delivers Auto Parts and transports passengers.

Statewide Job Fair

Local Area II participated in the **KANSASWORKS** Statewide Job Fair in March 2018, with outstanding attendance by area employers and job seekers:

- Topeka AJC—39 employers, 425 total participants
- Manhattan @ Holiday Inn—53 employers, 234 total participants
- Lawrence AJC—22 employers, 87 total participants

Rapid Response Services Activity

SKF Sealing Solutions announced in January 2018 the company would close the Seneca facility by February 2019 impacting approximately 150 employees. Local Area II held Trade Adjustment Assistance (TAA) Informational Meetings and Rapid Response meetings for SKF employees in March and May 2018. A Trade Act Case Manager was onsite twice a month at the SKF facility beginning in March. The Topeka AJC coordinated a Job Fair for SKF Sealing Solutions on May 31st with 21 employers and 54 SKF employees in attendance.

AJC Grand Re-Opening, Ribbon Cutting

Local Area II hosted a Grand Re-opening and Ribbon Cutting for the Junction City AJC on March 13, 2018. This event was prompted because of a center redesign and a desire to increase outreach of the Junction City AJC services throughout the community. An estimated 40 guests were present including Junction City Chamber Board Chairman Rich Jankovich, **KANSASWORKS** State Board Member Criss Mayfield, Local Area II Chief Elected Official, Board Chair Ben Bennett, and Local Area II Workforce Development Board Chair Neil Fisher.

LOCAL AREA III – WORKFORCE PARTNERSHIP

Local Workforce Investment Area III, Inc. d/b/a Workforce Partnership, which serves three counties in the Kansas City metropolitan area, continued to provide exceptional service to job seekers and employers during PY2017/FY2018. However, with the ever-decreasing unemployment rate and resulting tight labor market in our region, Workforce Partnership is challenged to engage more people in the labor force to help fill the increasing number of job vacancies in our area. To that end, Workforce Partnership initiated new service models designed to increase the number of *net new* skilled workers by reaching out more boldly into the community to recruit individuals who are disconnected from the labor force due to various employment barriers. An example of one such program is discussed in more detail below.

Services and Performance

In PY2017/FY2018, Workforce Partnership served 31,303 job seeker customers logging 70,356 services to those individuals. While many of these customers entered our doors to obtain basic services in the career centers and online through KANSASWORKS.com, Workforce Partnership served 1,695 individuals in intensive WIOA services and other grant programs. (For program and individual served information please see attached 11)

There were 1,065 program participants that exited one of the WIOA Adult, Dislocated Worker or Youth programs and had an impact on performance. Local Area III is proud to report that of the eleven (11) performance measures for which a goal had been established, Workforce Partnership *exceeded eight (8) goals* and met three (3) goals. Final performance rates are shown in attachment 11.

Training Dollars Invested

During the recession and through 2013, Workforce Partnership's direct investment in participant training was extremely low, representing only fifteen percent (15%) of its WIOA funds in 2013 and falling far short of the state requirement to spend forty percent (40%) of all funds on the direct training of participants. Since that time, Workforce Partnership has worked year after year to increase the percentage of both WIOA and other program funds dedicated to direct training activities. LAIII is proud to report that in PY2017/FY2018, Workforce Partnership met this training goal by investing 41.4% of its total funds in direct training and is on course to continue that trend in its current program year. The table below demonstrates the excellent progress made over the past five years to shift more funding to direct training while continuing to maintain our high level of service through efficient and effective staffing. (For Training Percentage by Program Year see attachment 11).

Cost Savings

In PY2017/FY2018, Workforce Partnership also made excellent progress in cutting its expenses, primarily through an organization-wide re-assessment of its physical space needs and its insurance requirements. Because of these efforts, Workforce Partnership relocated its Johnson County AJC to a new, more appropriately sized space and negotiated a full-service lease allowing us to focus more on our day to day work, rather than on facility maintenance. This major relocation effort resulted in an annual savings of approximately \$180,000 in rent and maintenance costs. Workforce Partnership has also re-evaluated all insurance requirements and purchased several new policies which resulted in an additional annual savings of \$17,000. LAIII is currently implementing new telecommunications services that should result in additional significant savings for the current fiscal year and beyond. Workforce Partnership continues to strive to be exceptional stewards of the funds it receives and is excited to report that beginning in PY2017/FY2018, it will be able to reinvest approximately \$200,000 in cost savings back into its programs and services.

Construct KC Custom Training Program – A Case Study

The Challenges. As explained above, Local Area III's employers are struggling to find skilled workers to fill their vacancies. The Kansas City MSA unemployment rate currently sits at 2.8% and labor participation rates nationwide are at some the lowest levels ever recorded. Like many other regions, Local Area III needs more skilled individuals in the labor force to fill existing vacancies – not only those who are currently unemployed, but also those who are simply disengaged from work. On the employer side, Workforce Partnership serves some of the most business-dense counties in Kansas yet has limited staff to service the

over 41,000 businesses that consider Local Area III home. As a response to these challenges, Workforce Partnership has developed a replicable approach to customized training that serves the specific talent challenges of groups of employers, increases the number of potential candidates for high-vacancy jobs, and ensures access to soft skills and job-specific training in high-demand industries for individuals with multiple barriers to employment. Workforce Partnership piloted this approach in PY2017/FY2018 through the development and implementation of customized construction training for ex-offenders exiting the Johnson County Correctional System.

Promising Practice: Custom Training Programs to Scale

To ensure appropriate skills are learned, Workforce Partnership believes that training programs must be custom tailored to businesses' immediate needs. Yet, to serve more than just a single employer at a time, those custom programs must be delivered at scale. To leverage staff resources, Workforce Partnership has begun to identify *employer associations* willing to work with our Business Services team to develop a *collective* approach to customized training for their sector. If an employer association has an interest in developing a Customized Training Program for its membership, the Business Services team will work with the association's workforce committee to identify the talent and training needs that are *common to all* employer members. These more common elements form the basis of the customized classroom training component of the program. Workforce Partnership next engages eligible training providers best suited for the project to develop a custom training solution. Finally, the Business Services team works with the committee to identify *specific employers* within the membership willing to utilize an OJT model to provide program completers with more job-specific training leading to permanent employment.

Alignment with Sector Strategies

Workforce Partnership currently focuses its resources in five priority areas: Information Technology, Advanced Manufacturing, Healthcare/Life Science, Transportation/Logistics and Construction and its related skilled trades. Based on labor market data and on the collective voices of contractors from our regional Home Builders Association (HBA), Workforce Partnership piloted its new customized training model in the construction sector. Between the years of 2010-2016, the construction industry in the Kansas City Metro grew 17% and added 7,000 jobs, solidifying construction as a major employment sector with 46,000 employees. In a survey conducted by the HBA, 76% of contractors surveyed rated the severity of the labor shortage in the home building industry as "high" to "very high" with particularly severe shortages in carpentry and framing. Sixty-eight percent of respondents stated they wanted to hire new employees in 2017-2018 with an estimated number of vacancies totaling over 500 just among the HBA 145 contractors surveyed. HBA members listed a lack of skilled workers/inadequate training as the largest obstacle in hiring and maintaining employees.

Serving Individuals with Barriers

In this tight labor market, Workforce Partnership knew that individuals with the right skills do not simply walk through our doors or the doors of an employer. Thus, LAIII was aware of the need to *actively* seek out and train individuals who were underemployed, who stood on the fringes of the job market, or who had barriers to overcome. LAIII had to endeavor to bring "net new" workers into the job market. Workforce Partnership had already begun conversations with Johnson County Corrections (JoCo Corrections) about how to best serve individuals coming out of its programs. Knowing that the area potentially had a new partnership with JoCo Corrections forming, Workforce Partnership chose to pilot this model in the construction sector -- not only due to its high demand for workers, but also because this sector has a variety of excellent employment opportunities and pathways for advancement for ex-offenders, as many employers in this sector have more relaxed policies around hiring individuals with criminal records. Furthermore, gainful employment is the greatest factor in reducing recidivism and lowering our community's correctional system costs. Program participants were recruited through a partnership with JoCo Corrections' Adult Residential Center (ARC). Workforce Partnership also accepted individuals who were on probation or parole in Johnson County. In addition to identifying program participants, the ARC provided a variety of resources including substance abuse support and counseling and pre-employment training.

Training Curriculum

Construct KC is a 12-week custom training program and is comprised of a combination of classroom training, lab experiences and OJT. The classroom curriculum was tailored specifically to the needs of local residential contractors based on information submitted by the HBA Workforce Development Committee. The HBA Committee determined that training should include: soft skills training, employability training, construction math, safety, core carpentry, framing and drywall. This classroom training was developed by Associated Builders and Contractors Heart of America Chapter (“ABC”). ABC is a commercial construction trade association serving Kansas and Missouri. This Chapter serves 260 members and approximately 400 apprenticeship and craft training students in a variety of trades. ABC sponsors curriculum through the National Center for Construction Education and Research (“NCCER”). NCCER credentials are nationally recognized by training organizations and companies and are also used throughout the secondary and post-secondary education systems to provide an industry recognized credential. Successful completion of Construct KC’s classroom training provides offenders an industry recognized credential that will be honored throughout the country. Additionally, for many programs, it will count toward the first year of related training for a formalized apprenticeship program.

Success Story

At the time of his enrollment into Construct KC, “Scott,” a 25-year-old father of two with a 9th grade education, had just been released from the Missouri Department of Corrections after serving two years for robbery. Scott resided in Kansas and was required to complete two years of supervised probation. Despite facing multiple barriers, he came to Workforce Partnership with a positive attitude and a strong desire to secure full-time employment.

Prior to his incarceration, Scott had periodically worked in the construction industry with his uncle, so he expressed an interest in advancing his skills in this area. In less than a week, he began attending class at Associated Builders and Contractors (ABC) through Construct KC. Not only did Scott successfully complete the classroom portion of Construct KC, he excelled. Scott received four employment offers following graduation from ABC, ultimately selecting a carpenter position with Dahmer Construction earning \$15/hr. Scott successfully completed his six week on-the-job-training and was retained by Dahmer Construction. While Scott no longer works for Dahmer Construction, he continues to be employed in the construction industry earning \$17/hr. and reports that he and his family are doing very well.

Lessons Learned

Workforce Partnership launched the Construct KC program in March 2018 with 16 participants in our two small cohorts. Prior to this time, Workforce Partnership had never worked with an employer association or with a correctional system in this manner before and experienced several logistical challenges with these first cohorts.

As we began to enroll referred participants, we found that many individuals had not been appropriately assessed for suitability for the Program. Some participants had simply been told to show up for enrollment, others found the prospect of construction work interesting, but had no understanding of what construction work truly looked like. As a result, there were several participants in the program who (after classroom training) were not very interested in the “field work” OJTs developed with Program employers, creating the need to quickly develop indoor construction-related jobs (such as painting, fireplace installation, hardware installation) with employers who were not part of the original OJT employer cohort. Because we were working with employer intermediaries (employer associations), we also found many employers had neither a solid understanding of the Program’s funding sources nor of the required documentation. To remedy these challenges for 2019, we will be recruiting participants and employers much earlier in the year and all interested participants and employers will participate in an orientation session clearly laying out all aspects of the Program including all requirements and documentation. Participants will also undergo more thorough assessments to determine suitability for the Program. Finally, at the end of classroom training, we will host an employer panel to speak with participants about what construction work looks like in the real world. They will also share how to manage the seasonal nature of the work and describe the characteristics they look for in successful workers on track for promotion.

One of our biggest challenges was transportation to and from ABC's training facility, which is located in Kansas City, MO. JoCo Corrections had agreed to provide transportation by bus directly to the facility; however, prior to the start of the program, they found that they were not able to utilize their buses for this service, resorting instead to providing the training participants with public bus passes. Because of the lack of public transit connectivity between the Kansas and Missouri sides of our metro area, participants were forced to ride the public bus over two hours each way to access classroom training. In addition, for those individuals residing in the ARC, transportation to and from their job site was also problematic, as job sites change sometimes day to day in the construction world. LA III has already obtained assurances from JoCo Corrections that in 2019, they will have the capacity to utilize their own buses to provide transportation directly to the training facility from the ARC. As part of the employer orientation, we will be addressing this barrier up front with employers and encouraging them to pair any OJT participants who do not have their own transportation with another crew member or a supervisor who is able to pick them up for work each day and transport them to the job site. Notwithstanding these logistical challenges, all participants completed the classroom training and 15 out of 16 participants successfully obtained employment offers.

In the first OJT cohorts, we also struggled with communication between participants and their employers, due to the fact that participants who were housed in the ARC were not allowed cell phone access. Without such access, employers found it near impossible to provide vital, last minute information to their OJT participants about new job sites and schedule changes. Since then, we have had discussions with the leadership at JoCo Corrections and, moving forward, some of those policies around cell phone and internet access will be relaxed, allowing for direct communication with OJT participants while they are inside the ARC. We also modified our OJT contract cover page to include the contact information for each participant's case manager, the ARC contact (if housed there) or their probation/parole officer. This will provide additional avenues for employers to get into contact with their OJT participants.

As we started to move into the OJT experiences, we found more soft skill and retention challenges than we expected, which placed a huge burden on our case managers. Many of our participants needed far more one-on-one attention than we could spare, so we knew this needed to be addressed directly for the 2019 cohorts. While participants did receive soft skills training within the ARC prior to enrollment, we found that it often was not sufficient to prevent some of the behavioral challenges experienced on the job. Workforce Partnership strongly felt that many of the individuals enrolled in the program required a deeper, more transformational program for work readiness skills – one that is tailored to the unique challenges of mindset that often exist with ex-offenders. Accordingly, LA III has partnered with Connections to Success, who will be providing in-depth training in these areas both prior to and during the classroom training. Connections to Success will also provide intensive case management services, alongside our WIOA case managers, so that these individuals can be fully supported in their transition into the workforce.

LOCAL AREA IV – WORKFORCE ALLIANCE OF SOUTHCENTRAL KANSAS

Local Area IV serves a six-county region to include Butler, Harper, Kingman, Sedgwick, and Sumner counties. There are auxiliary offices in four of the six counties, excluding Kingman and Harper counties where partnerships and service locations have been established to meet local needs.

Job Seeker Services

46,397 customers visited the Local Area IV AJCs in 2017, an average of 178 per workday. The Workforce Alliance offers two workshop tracts for jobs seekers: Job Search and Computer Skills.

- Job Search Success Workshops offer training on how to find a job and the key skills employers are looking for while hiring. These workshops include Resume Writing, Interviewing, Soft Skills, Networking, and Online Job Search Tips.
 - 433 individuals attended Job Search Success workshops to enhance their resumes and interview skills.
- The Computer Skills Series is designed to provide customers with the basic computer and Microsoft Office skills most commonly used in today's business world. These workshops focus on Basic Computer Skills and Beginning, Intermediate and Advanced Levels of Microsoft Office 2013.

- 272 individuals completed Computer Skills Series workshops for certification in Microsoft Office, Word, Excel and Power Point.

Microsoft Imagination Academy

Imagine Academy is a program offered by the Kansas Board of Regents. The Wichita AJC was awarded 500 licenses to administer Microsoft Certifications to the public at no charge (normal charge through Microsoft is \$96 per test). The Wichita AJC is the only AJC in Area IV that administers these free certifications; however, customers may self-study or practice at any AJC in the region. Due to the local employer demand for these skills, the Wichita AJC is currently offering practice sessions and testing for Word 2013, Excel 2013 and PowerPoint 2013. Upon completion of any of the Certifications the individual is a recognized Microsoft Office Specialist, and it is possible to “stack” multiple Certifications to achieve the status of Expert and Master.

Imagine Academy was initiated in 2016 and, to date, 81 job seekers have earned at least one certification as a Microsoft Specialist. The financial benefit to the job seekers is estimated to be between \$7,776 and \$127,170 when factoring in the cost for certification testing and potential related training to earn these credentials.

Fair Chance Initiative

A strategic priority for the Workforce Alliance of South Central Kansas is to create partnerships and leverage resources to assist individuals with criminal backgrounds in finding quality employment. The Workforce Alliance partners with the Kansas Department of Corrections and Sedgwick County Community Corrections to reintegrate offenders through the work of a Certified Offender Workforce Development Specialist (OWDS). OWDS serves the offender population in the South-Central area and works with offenders through Sedgwick County Community Corrections, Parole, Work Release and local correctional facilities. Ten AJC staff and partners have obtained OWDS certification.

Outcomes for 2017 & 2018:

- 336 participants attended an orientation or workshop for ex-offenders;
- 592 participants registered in **KANSASWORKS.com**;
- 186 new participants received individual services;
- 113 entered employment;
- Average wage \$9.80/hour;
- Two employer forums were held to address fair chance hiring practices and transportation barriers with 50 employers represented.

Veterans Services

The Kansas JVSG program is funded by a grant from the U.S. Department of Labor (DOL) Veterans’ Employment and Training Services (VETS). The grant funds the Disabled Veterans’ Outreach Program (DVOP) and Local Veterans’ Employment Representative (LVER) positions to assist Veterans. (Program operatives are referred to as “DVOPs” and “LVERs.”) DVOPs work with Veterans who have Significant Barrier(s) to Employment (SBE) and provide intensive Veterans’ services to overcome or mitigate those barriers so the Veterans are “job ready.” LVERs work with employers and DVOPs to place job-ready Veterans into employment. Veteran placements from Jan. 1, 2018 - Nov. 23, 2018 were 203.

The Veterans Program in Area IV participated in the Community Homeless Program. Their efforts resulted in receiving a Certificate of Appreciation and the acknowledgement for having the Best Practice and being the first local area that participated in the program. The goal was to help 94% of homeless veterans obtain shelter and employment, and it was met thanks to the outstanding DVOPS and LVERS in Local Area IV.

Business Services

The AJC Business Services Division provides no cost solutions to employers for workforce development needs, including services for recruitment and hiring, training, credits and bonding, and business closings and layoffs. There were 1,853 services rendered to employers, 97 job fairs that served 5,388 job seekers with 377 employers represented at hiring events. The Business Services Division assisted 69 companies by facilitating pre-employment assessments and assisted 1,973 applicants with 2,319 applications.

Rapid Response Events

Rapid Response is a business service for employers who are considering staff reductions with exploring ways to reduce or eliminate those reductions. If layoffs are unavoidable, Rapid Response delivers services to the employer and workers being displaced. These services can help alleviate stress and provide technical guidance for the employer. The goal is to get displaced workers re-employed as quickly as possible and reduce the time spent on unemployment. At the invitation of an employer, staff come out, meet with the employees, and explain how to find a new job, how to identify training resources, and how to file for unemployment benefits.

For PY2017/FY2018 a total of 250 individuals received Rapid Response services in Local Area IV, supporting eight employers. There were several employers who declined this service.

GET HIRED! Job Fair at Intrust Bank Arena

The Wichita AJCs in partnership with **KANSASWORKS**, the Wichita Independent Business Association, and Intrust Bank Arena held the *GET HIRED!* Job Fair September 6, 2018. This event focuses on assisting Veterans and their spouses obtain employment. Known as Wichita's premiere job fair, the event was attended by 1,024 job seekers (178 were Veterans and their spouses) and hosted 66 employers. The *GET HIRED!* Job Fair is an annual event that has consistently served thousands of individuals in Wichita and its surrounding areas.

Registered Apprenticeship

A Registered Apprenticeship is an employer-driven, "Earn while you Learn" model that combines on-the-job learning with related technical instruction that increases an apprentice's skill level and wages. Upon completion of a Registered Apprenticeship program, participants receive an industry issued, nationally recognized credential that certifies occupational proficiency. Increased awareness of Registered Apprenticeships has contributed to more funding for apprenticeship programs and have created opportunities to expand and create others. Manufacturing companies like Spirit AeroSystems and several technology companies are exploring registered apprenticeships to help meet the ever-growing need of skilled workers.

Local Area IV has enrolled 216 job seekers in its Registered Apprenticeship Program and assisted with supportive services for first year apprentices. Overall, there are 800 registered apprentices in South Central Kansas with over 2,000 registered apprentices in Kansas, receiving both on-the-job training from and paid employment from over 260 employers, with 45 programs being registered in Local Area IV. Through the program, apprentices receive training from an experienced mentor for a full year, providing a living wage while training for a career position. They also earn credentials which can be carried forward throughout their careers. Employers benefit from the program by meeting their growing need for a trained workforce, experiencing lower turnover costs, higher productivity and reduced cost for recruiting.

Success Story

Charlie was homeless, living at the homeless shelter in Wichita, Kansas. Charlie had been seeking employment and had no luck in finding anything. He had no car and was using public transportation to get around. He also lacked computer skills and struggled with basic navigation. Charlie had no resume or any idea how to look for work.

A Disabled Veterans' Outreach Program (DVOP) representative assisted Charlie with a resume, gave him some job listings, and assisted him with applying for those jobs. The DVOP enrolled Charlie in computer classes and signed him up for the Job Search and Resume Workshops offered at the Wichita AJC. In addition, a mock interview was set up to prepare Charlie for potential interviews.

The DVOP suggested Charlie attend the Veterans Job Fair at the VA Medical Center. Charlie received a call for a job interview at Cox Machine as a CNC Mill Operator. A day later, Charlie was offered the job earning \$16.00 an hour, 40 hours per week. He will be moving out of the homeless shelter into an apartment and an agency will provide him with furniture and transportation.

LOCAL AREA V – SOUTHEAST KANSASWORKS

Through expanded partnerships with our partners and area employers, Southeast **KANSASWORKS**, Inc., had many accomplishments in PY2017/FY2018 using a combination of business services strategies and work-based learning strategies that include registered apprenticeship, adult and youth on-the-job trainings and transitional jobs to assist employers with their immediate need for employees and to find employment for those individuals with multiple employment barriers. These strategies allowed us to place 96 jobseekers into a work-based learning opportunity throughout our 17-county region.

Registered Apprenticeship

Southeast **KANSASWORKS**, Inc., has significantly expanded Registered Apprenticeship over the past year. Registered Apprenticeship has been getting significant attention at the federal level as an approach to respond to business needs. With the expansion of apprenticeships to new industry sectors like healthcare, financial services, and information technology it allows us to offer employers another resource in this tight labor market. In the past, apprenticeship programs focused heavily on the construction trades. Now, over 1,000 occupations have been identified as allowable. Southeast **KANSASWORKS** and the Kansas Department of Commerce, Registered Apprenticeship Office, have been conducting outreach to local area businesses to educate employers about the availability of training funds for both new and incumbent workers. Outreach events/luncheons were conducted across the 17-county region to educate employers about the opportunities available utilizing registered apprenticeship funds.

Transitional Jobs

Southeast **KANSASWORKS**, implemented the use of transitional jobs (Try-out Employment) as part of the work-experience program. This program benefits both the employer and the WIOA customer. Transitional Employment is a way for employers to “try out” a new employee. There is no obligation to continue employment following the completion of the work experience, but Transitional Employees can move into an OJT if the employer believes they are a good match and are willing to offer full-time, permanent employment. Customers are provided with one-on-one assistance to identify their employment barriers and identify needed supportive services. The benefits of try-out employment for customers are the ability to earn a wage while building their work history and exploring a new or different career field. Each WIOA customer employee will attend two, four-hour ‘Bring Your A Game to Work’ sessions to address soft skills preparation.

On-The-Job Training

Local Area V utilizes on-the-job trainings separately but primarily in conjunction with transitional jobs. The purpose of an OJT is to get employee trained while providing businesses with salary support during the training period.

Workforce Innovation Fund

The Workforce Innovation Fund On-the-Job Training (WIF OJT) program was designed to provide evidence that individuals with multiple barriers to employment can be successful when given access to a Service Guidance and Support Team (SGST) and targeted on-the-job training opportunities for in-demand occupations driven by the local industry need. Local Area V utilized the WIF OJT program to provide additional OJT opportunities within the 17-county region. The goal for the local area was to negotiate 17 OJT contracts, Commerce successfully met our goal prior to the end of the funding cycle, with a 65% retention rate for those at risk or hard to serve.

Promising Practices

Southeast **KANSASWORKS** has received significant feedback from our employer partners concerning the difficulty in maintaining long-term, stable employees, and the decline in qualified candidates applying to open positions in our 17-county region. Recognizing that fact, Southeast **KANSASWORKS** has debuted a transitional jobs program which targets the population of job seekers who are not quite ready for full-time work, or who face significant barriers to maintaining employment. Promoting it as Try-Out Employment, the goal behind the pilot is two-fold: Provide paid, part time work experiences to job seekers as a ‘bridge’

for their re-entry into the workforce, while giving our employer partners an opportunity to ‘try-out’ an employee from a workforce pool that they would not have previously considered for their employment.

Try-Out Employment is structured around a 32-hour work week with little restriction on the type of employer or business that can act as the worksite. Eligible job seekers are those that are chronically or long term unemployed, or who face significant barriers in obtaining employment. Try-Out employment customers also participate in soft skills workshops during their work experience to help build upon their new work skills, fostering their potential for maintaining long-term, stable employment in the future. Employer worksites benefit via the additional labor, the chance to evaluate a potential new hire in real-time, and the ability to transition the worker into their company, full-time, with the assistance of On-the-Job training dollars if a good match. Employers are under no obligation to hire jobseekers placed in Try-Out Employment, but feedback has been positive in the initial pilot program.

Based upon the success of the pilot program that ran through June 30, 2018, Commerce continue as an ongoing component of our service delivery matrix. Through June, Southeast **KANSASWORKS** has placed a significant amount of job seekers into Try-Out Employment, including several who have now moved on to full time employment with their worksite. In this current era of Statewide low unemployment, Southeast **KANSASWORKS** is committed to establishing new pathways and resources for both employers and job seekers, and Try-Out employment is one such new way to support the mission to build and connect a trained and qualified workforce.

“I think the Try Out program has given positive results for us at Matcor. We have had four people come work for us through the program, four people that possibly would never had gotten a shot at employment with us. Two of the employees has been very good and we hired them. The other two had some problems with attendance and unable to be selected for full time employment. I do consider this a win for us and the two other employees but, I don’t look at it as a loss on the other two, they were given a chance but showed why they are struggling to hold full time positions.” Jack Hatzenbuehler – HR, Matcor Industries

Jobseeker Success Story

Southeast **KANSASWORKS**, Inc., started working with a customer while he was incarcerated as a part of OWDS training. During his incarceration, he kept in contact with us regarding employment and training opportunities. Upon his release, he came into our job center to look for employment. The customer is currently on probation and was not working. He had been unemployed for more than 27 consecutive weeks due to his incarceration and faced multiple barriers. Upon his release, he was searching for full-time employment, but lacked the necessary skills to gain employment on his own. His barriers included previous substance abuse, felonies and limited/poor work experience and training. LAV encouraged the customer to apply with a local manufacturer and forwarded his application. The Business Service Representative had previously discussed our Try Out Employment Program and provided an on the job training analysis. The employer expressed continued interest and the customer was selected for an interview. Upon completion of the interview, the employer chose to move forward with the Tryout Employment. The customer began his Tryout Employment which allowed him to gain some additional skills. Upon completion of the Tryout Employment, the employer was to hire him as an on the job training participant. The customer began his on the job training at with an increase of \$4.00 per hour over what he was making during the Tryout Employment. He continues to be successfully employed with the same employer.

Workforce Innovation and Opportunity Act (WIOA)
Kansas Title I and Title III
Annual Statewide Performance Report Narrative
Program Year 2017/Fiscal Year 2018
(July 1, 2017 – June 30, 2018)

ATTACHMENTS

ATTACHMENTS

USDOL TEGL 10-16	Attachment 1
Effectiveness in Serving Employers	Attachment 2
KANSASWORKS State Board Strategic Plan	Attachment 3
PY2016/PY2017 Performance Goals	Attachment 4
Registered Apprenticeship	Attachment 5
Performance Indicators and Outcomes	Attachment 6
Policy 5-38-00 Data Collection	Attachment 7
Rapid Response/Layoff Aversion	Attachment 8
Local Area Performance Outcomes	Attachment 9
Local Area I Performance Charts	Attachment 10
Local Area III Performance Charts	Attachment 11
Layoff Aversion Technical Assistance Guide	Attachment 12

Attachment 4 – Table A
Effectiveness in Serving Employers Data Elements and Specifications
(OMB Control: 1205-0526, Expires: 06-30-2019)

Attachment 4 – Table A				
WIOA Effectiveness in Serving Employers Data Elements: Employer Penetration Rate & Repeat Business Customers				
DATA ELEMENT NO.	DATA ELEMENT NAME	DATA TYPE/ FIELD LENGTH	DATA ELEMENT DEFINITIONS/INSTRUCTIONS	CODE VALUE
E1	Employer Penetration Rate (Numerator)	IN 8	Record the total number of establishments, as defined by the Bureau of Labor Statistics Quarterly Census of Earnings and Wages program, that received a service or, if it is an ongoing activity, are continuing to receive a service or other assistance during the reporting period.	XXXXXXXX
E2	Employer Penetration Rate (Denominator)	IN 8	Record the total number of establishments, as defined by the Bureau of Labor Statistics Quarterly Census of Earnings and Wages program, located within the State during the final month or quarter of the reporting period.	XXXXXXXX
E3	Repeat Business Customers (Numerator)	IN 8	Record the total number of establishments, as defined by the Bureau of Labor Statistics Quarterly Census of Earnings and Wages program, that received a service or, if it is an ongoing activity, are continuing to receive a service or other assistance during the reporting period (E1), AND who utilized a service anytime within the previous three years (E4).	XXXXXXXX
E4	Repeat Business Customers (Denominator)	IN 8	Record the number of unique business customers (establishments, as defined by the Bureau of Labor Statistics Quarterly Census of Earnings and Wages program) who have received a service previously in the last three years.	XXXXXXXX

Note: Employee retention rate specifications are not mentioned here as that information is collected by individual participant and is part of the PIRL.

Attachment 4 – Table B
Effectiveness in Serving Employers Specifications
(OMB Control: 1205-0526, Expires 06-30-2019)
Employer Repeat Business Customers and Penetration Rate

Attachment 4 – Table B	
B – Employer Services	Reporting Specifications/Instructions
Employer Information and Support Services	<p>Enter the total number of establishments that, during the reporting period, received staff-assisted services designed to educate them about and engage them in the local job market/economy and the range of services available through the local One-Stop delivery system. Establishment information services may be provided in a variety of service interventions including orientation sessions, workshops, or other business consultations (e.g., initial site visits). Information and support services that are delivered to establishments through mass mailings or communications, “cold” calling or other follow-up contacts, and regular establishment newsletters, brochures, or publications are not reportable services under this category.</p> <p>These services include, but are not limited to, providing information on:</p> <ul style="list-style-type: none"> ▪ State and Federal tax credits or workforce investment incentives (State and Federal tax credits (WOTC) or workforce investment incentives); ▪ Customized workforce information on State, regional and local labor market conditions, industries, occupations, and the characteristics of the workforce, skills businesses need, local employment dynamics information such as workforce availability, worker supply and demand, business turnover rates, job creation, and job identification of high growth and high demand industries; and ▪ Proactive linkage and referral of establishments to community resources that support their workforce needs.
Workforce Recruitment Assistance	<p>Enter the total number of establishments that, during the reporting period, received workforce recruitment assistance from staff or remotely through electronic technologies.</p> <p>Activities include, but are not limited to, assisting employers to meet their human capital and skilled workforce needs by:</p>

B – Employer Services	Reporting Specifications/Instructions
	<ul style="list-style-type: none"> ▪ Supporting employers’ search for qualified candidates; ▪ Securing information on job requirements and providing employers with One-Stop staff support for candidate screening and pre-employment interviews at the One-Stop Career Center (or affiliate site) or on site at the place of business; ▪ Taking job order information and promoting the employment opportunities (e.g., advertising the opening to the workforce); ▪ Conducting special recruitment efforts including out-of-area or out-of-state recruitment for candidates with special skills; ▪ Organizing, conducting, and/or participating in job fairs; ▪ Providing employers with meeting/work space at the One-Stop Career Center (or an affiliate site) for screening or interviewing; ▪ Conducting pre-employment testing, background checks and assistance in completion of the I-9 paperwork; and ▪ Providing employers with job and task analysis services, and absenteeism analysis.
Engaged in Strategic Planning/Economic Development	Enter the total number of establishments that, during the reporting period, were engaged in either workforce investment strategic planning or business growth and economic development strategic planning. These activities could include, but are not limited to, participating in community based strategic planning, sponsoring employer forums, securing information on industry trends, providing information for the purpose of corporate economic development planning, and partnering in collaborative efforts to identify workforce challenges and developing strategies to address those challenges.
Accessing Untapped Labor Pools	Enter the total number of establishments that, during the reporting period, established pipeline activities in partnership with the public workforce system. Activities include, but are not limited to, outreach to youth, veterans, individuals with disabilities, older workers, ex-offenders, and other targeted demographic groups; industry awareness campaigns; joint partnerships with high schools, community colleges, or other education programs to improve skill levels; and programs to address limited English proficiency and vocational training.
Training Services	Enter the total number of establishments that, during the reporting period, received publicly funded training assistance, including customized training, OJT, and incumbent worker training.
Incumbent Worker Training Services	Enter the total number of establishments that, during the reporting period, received publicly funded incumbent worker training assistance.

B – Employer Services	Reporting Specifications/Instructions
Rapid Response/Business Downsizing Assistance	Enter the total number of establishments that, during the reporting period, received an initial on-site visit or contact to either (a) discuss the range of rapid response services and other assistance available to workers and employers affected by layoff, plant closures, or natural disasters, or (b), as required by WIOA section 3(51) (A), plan a layoff response following notification of a current or projected permanent closure or mass layoff, including natural or other disasters.
Planning Layoff Response	Of the total number of establishments reported in Row C.6, enter the total number of establishments that received an initial on-site visit or contact, as required by WIOA section 3(51)(A), to plan a layoff response following notification of a current or projected permanent closure or mass layoff, including natural or other disasters.

C – Performance Results	
Employer Penetration Rate	Employer Penetration Rate (Numerator) ÷ Employer Penetration Rate (Denominator) X 100
Repeat Business Customers Rate	Repeat Business Customers (Numerator) ÷ Repeat Business Customers (Denominator) X 100

PY17 – EFFECTIVENESS IN SERVING EMPLOYERS

Employer Services	Establishment Count
Employer Information and Support Services	1,286
Workforce Recruitment Assistance	11,294
Engaged in Strategic Planning/Economic Development	13
Accessing Untapped Labor Pools	113
Training Services	135
Incumbent Work Training Services	2
Rapid Response/Business Downsizing Assistance	12
Planning Layoff Response	4

Pilot Approaches	<u>Numerator</u> Denominator	Rate
Retention with Same Employer in the 2 nd and 4 th Quarters after Exit Rate	$\frac{16,796}{38,354}$	43.8%
Repeat Business Rate	$\frac{2,918}{88,815}$	3.3%

METHODOLOGIES FOR CALCULATING EMPLOYER SERVICES

Indicators	Numerator	Denominator	Rate
<p>Retention with Same Employer in the 2nd and 4th Quarters After Exit Rate – Number of participants with wage records who exit during the report period and were employed by the same employer during both the 2nd and 4th quarters after exit (PIRL DE 1618)</p> <hr/> <p># Reporting cohort is one full calendar year, one year back (ex. 1/1/17 to 12/31/17 for PY18 reporting). This is the same cohort that Employment Rate 4th Quarter After Exit uses.</p>	<p>Count of unique records with a UI wage match where the employer is the same in the 2nd and 4th quarters after exit (PIRL DE 1618=1)</p>	<p>Count of unique records where endPartDate is not null and prdend is within the report period and exiothereason = 00 and {wgiwagetype=1 and wgiquarter=2 and wgiuiwage in (1,2)}</p>	<p>Numerator ÷ Denominator × 100</p>
<p>Repeat Business Customers Rate – Percentage of employers who have used WIOA core program services more than once during the last three reporting periods.</p> <hr/> <p># Reporting cohort is the current program year (ex. 7/1/18 to 6/30/19 for PY18)</p>	<p>Count of unique establishments that received a service during the reporting period AND who received a service anytime with the previous three reporting periods.</p> <hr/> <p># Any of employer services or activities defined in the Establishment Counts table above can be used to identify the number of employers who should be counted in the numerator.</p> <hr/> <p># Since establishments are unique, in addition to being identified by their FEIN, they may be identified by their company name and address, their hob order name and physical address, or their job placement company name and address, depending on the type of service delivered.</p> <hr/> <p># Do not look at services provided prior to July 1, 2016</p>	<p>Count of unique establishments who have received a service during the previous three reporting periods.</p> <hr/> <p># Any of employer services or activities defined in the Establishment Counts table above can be used to identify the number of establishments who should be counted in the denominator.</p> <hr/> <p># Since establishments are unique, in addition to being identified by their FEIN, they may be identified by their company name and address, their job order and physical address, or their job placement company name and address, depending on the type of service delivered.</p> <hr/> <p># Do not look at services provided prior to July 1, 2016</p>	<p>Numerator ÷ Denominator × 100</p>

Establishment Counts

Reportable Employer Services	Definition
Employer information and Support Services	Count of unique establishments that received services mapped to 'Business Information and Support Services' in EmpContact table during report period.
Workforce Recruitment Assistance	Count of Unique establishments that received services mapped to 'Workforce Recruitment Assistance' in EmpContact table or Active Job Orders or Job Referrals or Job Developments or Job Placements during the report period.
Engaged in Strategic Planning/Economic Development	Count of unique establishments that received services mapped to 'Engaged in Strategic Planning/Economic Development' in EmpContact table during the report period.
Accessing Untapped Labor Pools	Count of unique establishments that received services mapped to 'Accessing Untapped Labor Pools' in EmpContact table during report period.
Training Services	Count of unique establishments that received services mapped to 'Training Services' or 'Incumbent Worker Training Services' + services mapped to service categories like '% Incumbent Worker Training%' or '%Customized Training%' or '%On-The-Job Training%' during the reporting period.
Incumbent Worker Training Services	Count of unique establishments that received services mapped to 'Incumbent Worker Training Services' + services mapped to service categories like '%Incumbent Worker Training%' during the report period.
Rapid Response/Business Downsizing	Count of unique establishments that received services mapped to 'Rapid Response/Business Downsizing Assistance' during the reporting period + response to WARN notice + expeditious assistance date + employee meeting date + other intervention dates + Notice Date during the report period.
Planning Layoff Response	Count of unique establishments that received services mapped to 'Planning Layoff Response' during the reporting period + response to WARN notice + expeditious assistance date + employee meeting date + other intervention dates + Notice Date during the report period.



2018-2020 Strategic Plan

May 2, 2018

~Approved~



A proud partner of the AmericanJobCenter® network

Message from the **KANSASWORKS** State Board:

The **KANSASWORKS** State Board (KWSB) is pleased to present you with the 2018-2020 KWSB Strategic Plan which was approved at our May 2, 2018 meeting.

The Board's charge is to connect all services into a comprehensive workforce system and to serve as the organizer of those connections with the ultimate-goal of positioning **KANSASWORKS** as the premier workforce system in the state. The board's diverse representation assists in establishing connections and provides a statewide perspective.

Over the next few years the board will encourage more collaboration across agencies and entities, so the workforce system in Kansas becomes stronger as it builds each partner's strengths and reduces duplication of efforts and services.

The KWSB links businesses, job candidates and educational institutions to ensure that employers can find skilled workers. This is accomplished by partnering with Local Workforce Development Boards and other state agencies. In addition, a robust partnership with the Kansas Board of Regents helps state universities and community and technical colleges tailor their curriculum to the needs of Kansas businesses. The result is an integrated, demand-driven statewide network in which workers receive job-specific training, and Kansas businesses can find the well-trained employees they need.

We celebrate the resiliency of the Kansas economy and the labor force and employers that are behind our state's success. The diversity of our Kansas industries and our solid economic foundation keep our economy strong and the opportunities abundant for those who live and work here. Our workforce is comprised of almost one and a half million individuals who are well equipped to meet the needs of the state's more than ninety thousand employers.

Services are provided to employers and job candidates through the state's 23 workforce centers, online or virtual services and the mobile workforce center. These employer-driven services include recruiting skilled workers, screening and assessing job candidates and identifying individuals needing skill enhancement.

Our commitment remains strong to improve and integrate within our local service-delivery model while adhering to Workforce Innovation and Opportunity Act (WIOA) guidance. Through the **KANSASWORKS** network of local workforce development boards and state-wide partners, we support locally driven initiatives that address the needs of our communities through collaboration with economic development entities, industry leaders and educators.

Our 2018-2020 Strategic Plan lays out the foundation and steps we have identified to promote continued workforce development and success. Through the support of our partners, the Governor and the Kansas Legislature, we will continue to look for innovative, market-driven solutions that will lead to further job creation and economic prosperity for the people and employers of Kansas. We appreciate the opportunity to present this plan for your review.

Ken Daniel

Chairman, **KANSASWORKS** State Board

Gregg Burden

Chair, Strategic Plan Steering Committee

KANSASWORKS State Board 2018 – 2020 Strategic Plan

INTRODUCTION

The Governor-appointed **KANSASWORKS** State board (KWSB), mandated by the Workforce Innovation and Opportunity Act (WIOA) includes leaders from business, industry, state agencies, education, labor and community-based organizations with the goal of evaluating and meeting the workforce needs of Kansas' employers and workers.

WIOA requires that state workforce boards take a leadership role in guiding the workforce system through policies, strategies, and performance that address the needs of businesses and individuals. These Boards have the responsibility of overseeing the development, implementation, and modification of the Combined State Plan, convening all relevant programs required partners and stakeholders, and providing oversight and strategic leadership for the state workforce development system.

Boards are to act as conveners of the system bringing together employers and community partners at the State, regional and local levels to promote economic growth through these partnerships and ensure alignment between education and workforce services. Active participation of all board members and close collaboration with partners, including public and private organizations is vital to success.

In Kansas, this active participation occurs through a committee structure to strengthen Kansas' workforce system, in which KWSB representatives from private and public partner programs implement policy; monitor and develop plans to guide the vision that meets functions within WIOA requirements; convenes state partners in laying the foundation for the KWSB going forward; and final approval of the strategic plans' vision and mission.

From July 2017 through March 2018 the **KANSASWORKS** State Board, Partners and stakeholders came together to develop a strategic plan. The vision, mission and guiding principles serve as the framework for the KWSB to make strategic decisions to lead the workforce system.

Vision

The Kansas workforce system will be the national leader in meeting business talent needs, growing the economy and providing access to quality careers for every Kansan through integrated service delivery.

Mission

The **KANSASWORKS** mission is to deliver a qualified workforce through training and matching services available to Kansans supporting businesses, growing regional economies and improving the prosperity of all.

Guiding Principles

- Serve and advise our individual and business customers with dignity, respect and empathy.
- Communicate efficiently and effectively within the workforce system and with our customers and stakeholder.
- Build effective partnerships that are solutions driven in every region and at the state level.
- Make informed decisions by validated data from business, partners, stakeholders and customers.
- Value employment as a path to self-sufficiency and independence for all adults in Kansas.
- Embrace and leverage technology to maximize customer and employer accessibility and utilization.
- Drive accountability and continuous improvement of the workforce system.

The Strategic Plan Steering Committee comprised of KWSB members, Local Workforce Development Board (LWDB) members, and Goal Teams developed content for the KWSB Strategic Plan in four strategic direction goal areas.

Goals

- Customer Service
- Performance Accountability and Transparency
- System Messaging and Awareness
- Technology Integration

Additionally, the KWSB strategies and activities discussed within this plan and those found in the Kansas Combined State Plan are aligned.

Goal Teams led by KWSB members from the Strategic Planning Steering Committee and facilitated by staff constructed initial plans along with supporting activities that will advance the goal strategies of the KWSB. The structure demonstrates KWSB commitment to WIOA regarding the more strategic nature of state and local workforce boards, collaborative system design and delivery among the core partners and, most importantly excellent customer service.

In May 2018, the Strategic Plan Steering Committee presented the recommendations for the KWSB Strategic Plan to the full board. With unanimous approval, the board elected to move forward with the strategic elements contained within this report and begin implementation on July 1, 2018.

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Acknowledgement of KWSB Members

KANSASWORKS State Board Members

Mike Beene
 Mike Brown (KWSB Vice-Chair)
 Gregg Burden
 Governor Jeff Colyer M.D.
 Clark Coco
 Ken Daniel (KWSB Chair)
 Michael Donnelly
 Eddie Estes
 Gayle Goetz
 Lana Gordon
 David Harwood
 Robert Haynes
 Marvin Kleeb
 Earnie Lehman
 Senator Julia Lynn
 Jim Maher
 Criss Mayfield
 Laurie Minard
 Angelo Mino
 Todd Newkirk
 Darrell Pankratz
 Carol Perry
 Rob Roberts
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 Scott Smathers
 Dave Unruh

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 Natalie Meugniot, Facilitator
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 Michael Donnelly
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Customer Service

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 Shelly Thompson, Facilitator
 Ken Daniel, (KWSB Chair)
 Earnie Lehman
 Laurie Minard
 Rob Roberts
 Ron Marrone
 Dennis Cooper



2018-2020 Strategic Plan

GOAL 1: Customer Service

Accountability Lead: Workforce Alignment Committee

Objective 1.1: Empower Employees to Succeed

Priority Activity: Employee ownership/pride of ownership

Key Strategies

- Solicit feedback from employees
- Consult customers (both jobseekers and employers)
- Representatives from this team meet with Executive Directors and key local board members – line out what we are trying to accomplish – how do we work together to accomplish this

Potential Action Steps

- Determine exactly who are the employees including partners
- Define what to ask – key questions of what needs to happen to accomplish goals
- Who will ask – should be independent, not inside (unbiased and not connected)

Objective 1.2: Obtain Customer Service Input

Priority Activity: Analyze/provide proper feedback

Key Strategies

- Independent analyze
- SWB reviews/provides feedback

Potential Action Steps

- Distribute to all connected parties
- Set the recommendations around what is the solution for what we're trying to accomplish (what do we do with the information)
- Empower employees to accomplish what we want them to accomplish

Objective 1.3: Determine and Share Best Practices

Priority Activity: Individual Input

Key Strategies

- Solicit feedback from individual customers via surveys (e-mail, in person, telephone, mobile, social media, etc.)

Potential Action Steps

- Contract with a 3rd party, neutral agency to develop, gather and summarize the information
- Ensure all user experiences are covered
- Share results with all interested parties
- Input is carefully reviewed for improvement or celebration at appropriate level

Priority Activity: Focus Groups**Key Strategies**

- Follow-up after the individual input to gather input from customers via focus groups

Potential Action Steps

- Follow the same steps as above
- Ensure the feedback mechanisms are standardized
- Potentially develop online community groups and discussion boards to continue to gather valuable feedback

Priority Activity: Include Partners**Key Strategies**

- Ensure 3rd party contractor includes the partner and partner customers in this process

Potential Action Steps

- Ensure consistency and standardization for input measuring program is equally implemented and standards used can be efficiently measured by the Performance group

GOAL 2: Performance Accountability and Transparency**Accountability Lead:** Performance and Accountability Committee**Objective 2.1: Reports with Meaningful Outcomes**

Priority Activity: Obtain and report meaningful outcomes that are evaluated on a continuous quarterly basis.

Key Strategies

- Performance & Accountability Committee to determine measures that have real meaning and value

Potential Action Steps

- Determine appropriate measures to show cost per participants served for WIOA core programs
- Show the actual value of Kansas Work Ready Certificate for job seekers and employers
- Performance & Accountability Committee to recommend measures to full board
- Reports have definitions for easy understanding of meaning and value

Objective 2.2: Reporting Compliance and Value

Priority Activity: SWB will review reports that show WIOA performance compliance as well as overall value of the workforce system

Key Strategies

- Identify performance measures which show value of all core partners
- Focus on number of customers served and number of customers placed in employment
- Evaluate and review all WIOA core partners

Potential Action Steps

- Develop a performance reporting policy for the SWB
- Determine what data is available to collect
- Give local areas opportunity to highlight services in remote areas of the State
- Develop a measure for referrals to WIOA core partners and outcomes of those referrals

Objective 2.3: Examining Local Area and State-Wide Outcomes

Priority Activity: Examine both local and state outcomes that include effective stewardship of all funds on a continuous basis

Key Strategies

- Performance & Accountability Committee to determine what kinds of ROI measures should be used
- Look at all local areas and keep in mind the impact of each local area on state-wide performance
- Promote continuous improvement while looking at history of performance

Potential Action Steps

- Understand the training parameters of each local area based on employer needs
- Compare workforce center traffic numbers to actual enrollment numbers as a way to understand how and why customers are enrolled into the programs
- Measure the outcomes (number or % of people enrolled that actually became employed as a result of AJC efforts) employed and not just the money that is spent
- Compare cost per customer served for each local area's grant/funding stream

Objective 2.4: Excellent Customer Service Across All Core Partners

Priority Activity: Establish customer service excellence across all core partners

Key Strategies

- Ensure system-wide consistency
- Include all locations with WIOA core partners

Potential Action Steps

- Work with Customer Service committee
- Performance & Accountability Committee to develop baseline measures
- Performance & Accountability Committee to continuously review customer service levels

Objective 2.5: Measuring KWSB Performance and Effectiveness

Priority Activity: Measure SWB performance and effectiveness

Key Strategies

- Understand SWB role and continuously review that role in SWB meetings and committee meetings
- Ensure SWB members know why they are the board and the value they add

Potential Action Steps

- Engage Executive Committee to commit to leading the evaluation of the SWB

GOAL 3: System Messaging and Awareness

Accountability Lead: Workforce Alignment Committee

Objective 3.1: Support an Effective Roll-Out of a Common Brand/Logo Across the System

Priority Activity: Establish and implement a strategic and streamlined communications/messaging plan to support common brand/logo roll-out

Key Strategies

- Develop a marketing/messaging strategy to do an official “unveiling” of the logo brand to, garner press coverage through press releases, online messaging through internal and affiliate websites of partners, take advantage of small market TV and radio public service announcements

Potential Action Steps

- State and Local Workgroup (led by Emily Fitzgerald) develops messaging roll-out plan w/action steps, timeline and budget. Plan should include/consider:
 - budget development and monitoring to ensure fiscally responsible roll-out
 - contracting with independent third party to lead the messaging of the roll-out
 - identification/leveraging of the successful work of other states

Objective 3.2: Obtain a Full Understanding of Kansans’ Awareness about the System

Priority Activity: Develop a two-phased comprehensive outreach plan for:

- assessing Kansans’ awareness of the current system
- using the information gathered through that assessment to identify action steps for increasing system awareness, access and usage across both employer and job seeker customers

Key Strategies

- Outreach should effectively target key groups, including people who use services (employers, at-risk youth, underemployed, white collar employers and workers, etc.); people who would recommend the system (social workers, school counselors, community-based organizations, etc.)
- Plan should include survey, focus groups, etc. and should be coordinated with any other outreach efforts from other groups
- The results from the assessment inform action steps for this objective as well as all others in this plan

Potential Action Steps

- SWB directs the development of a Statewide workgroup that includes all core and key partners (ensure that group has representation from those that provide the actual services in local communities)
- The Workgroup would be charged with identifying the key objectives of the outreach effort and developing a plan for executing
- The Workgroup may need the support of a third-party contractor to effectively design and execute the outreach

Objective 3.3: Align and Strengthen State and Local Partners' Communications

Priority Activity: Collaboratively establish minimum standards around a system-wide messaging approach that clearly articulates a shared vision, available services, resource and access points. Effort should include the following guiding principles:

- ensuring that messaging is as simple as possible
- remains relevant

Key Strategies

- Conduct a scan of state and local messaging methods across key partners to identify areas of misalignment and/or lack of connection. Before beginning scan, consult existing data that may be available through secret shopping or other efforts regarding effectiveness of messaging.
- Identify “non-negotiables” of streamlined messaging across the various modes (web presence, social media) which may include consistency across logo/branding, color schemes, structure of websites, nomenclature, etc. with a priority on eliminating jargon and messaging the effectiveness of the talent development system.

Potential Action Steps

- Identify state agency staff to consult existing data and, if needed, conduct scan to present to workgroup (below).
- SWB directs the development of an interagency, cross-level workgroup to develop standards. Workgroup should have representatives from state and local levels as well as from industry, education and government. This work should commence within six months of the branding roll-out.

Objective 3.4: Effectively Message System Performance to Show Value of the System

Priority Activity: Identify key performance outcomes that demonstrate the value and effectiveness of the system to Kansans

Key Strategies

- Use results of the outreach work done in Objective 3.2 to guide what performance info is shared. This work should identify the gaps Kansans' have around what the system offers and where it excels. The identified performance data should plug those gaps.

Potential Action Steps

- Identify state staff to conduct the research into other states' efforts

Priority Activity: Strategically embed and regularly update the performance information above to the public through a variety of channels, including KANSASWORKS, Social Media, partner sites, publications, Radio/TV/Print, etc.

Key Strategies

- Research how other states share performance regarding their system, including the following research questions:
 - What do they share?
 - Have they identified measures (beyond those required by the federal govt) that may resonate with key groups (employers, people with disabilities, dislocated workers, etc.)?
 - How do they share that information (i.e. which modes)?
 - Is it presented the same through all communication vehicles or targeted to work best with the medium and or target audience?

Potential Action Steps

- Use any key performance indicators identified by the Performance Goal Team, results of outreach work in Objective 3.2 and the research noted above to identify key outcomes

GOAL 4: Technology Integration

Accountability Lead: Workforce Alignment Committee

Objective 4.1 Develop Tools to Measure the Use of Technology and the Value of KANSASWORKS

Priority Activity: Gathering intelligence around customer use of technology and perceptions of customer service

Key Strategies

- Assist multiple audiences to provide feedback on customer service and the KANSASWORKS online site
- Assist multiple audiences to provide feedback on customer service and the use of online tools

Potential Action Steps

- Encourage use of survey embedded into KANSASWORKS site, then develop a mechanism for quick exit survey, for customers to provide immediate feedback
- Share this data with partners
- Develop and send out a follow up survey weeks or months (to be determined) after first contact for customers to provide feedback on both customer service, and the value obtained from web site tools

Objective 4.2: Communicate Efficiently and Effectively with Customers and Stakeholders

Priority Activity: Simplify online services

Key Strategies

- Make the system more user friendly
- Make the system more intuitive
- Make the system more innovative

Potential Action Steps

- Develop common front door between title programs
- Conduct a process review – ask staff and/or partners to go navigate the site and identify areas to be updated following the implementation of the new site (16.0)
- Solicit Kansas Business user input on ease of use and system access
- Develop App
- Contractor planning for Youth Focus Group

Objective 4.3: Extend Service Reach to Rural Areas

Priority Activity: Develop outreach plan to rural areas

Key Strategies

- Mobile Workforce Center Tours

Potential Action Steps

- Develop a calendar for mobile center stops and publish online, and in rural communities, locations where individuals gather provide informational materials

Priority Activity: Develop a chat function within KANSASWORKS.com

Key Strategies

- Ease of access to services for those that do not have access to a center

Potential Action Steps

- Integrate chat function into KANSASWORKS.com

Objective 4.4: Ensure Accessibility for all Populations

Priority Activity: Ensure accessibility in software, websites, technology, apps, etc.

Key Strategies

- Evaluation of software accessibility online by outside consultant

Potential Action Steps

- Evaluation by free vendor under way in partnership with VR. Review findings end of June
- Currently purchasing current / up to date equipment for all locations, will be providing staff training for new equipment and software

Priority Activity: Ensure accessibility of technology in offices

Key Strategies

- Evaluation of accessibility at local area offices

Potential Action Steps

- Job Center Accessibility – equipment and software upgrades
- Staff training and professional Development

Workforce Innovation Opportunity Act Performance Levels for PY 2016 – PY 2017

Kansas

Adult Indicator

PY 2016-PY2017

Employment Rate 2nd Quarter After Exit	78.7%
Employment Rate 4th Quarter After Exit	70.8%
Median Earnings 2nd Quarter After Exit	\$6,097
Credential Attainment within 4 Quarters After Exit	54.8%

Dislocated Worker Indicator

PY 2016-PY2017

Employment Rate 2nd Quarter After Exit	83.0%
Employment Rate 4th Quarter After Exit	75.3%
Median Earnings 2nd Quarter After Exit	\$7,685
Credential Attainment within 4 Quarters After Exit	54.3%

Youth Indicator

PY 2016-PY2017

Employment Rate 2nd Quarter After Exit	74.0%
Employment Rate 4th Quarter After Exit	71.4%
Credential Attainment within 4 Quarters After Exit	60.6%

Wagner Peyser Indicator

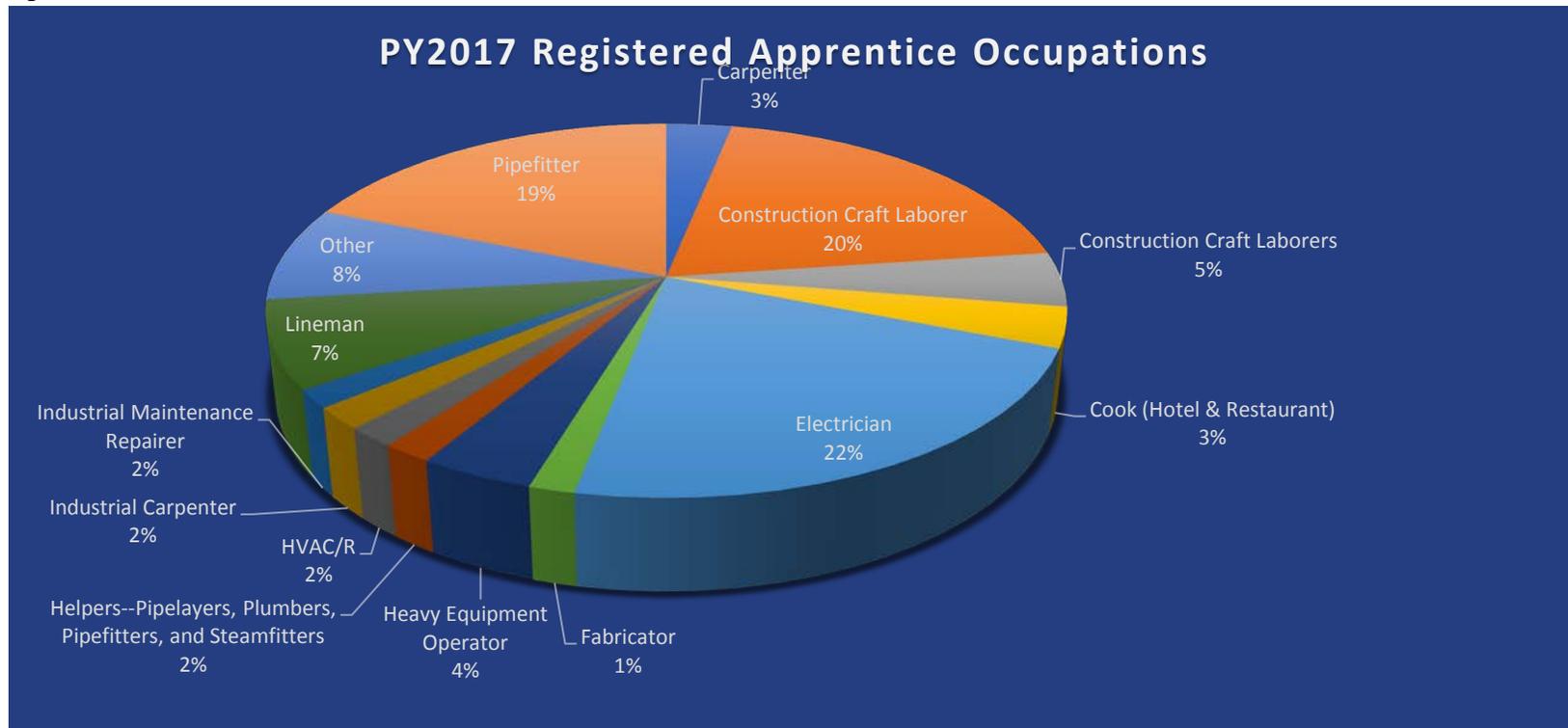
PY 2016-PY2017

Employment Rate 2nd Quarter After Exit	66.5%
Employment Rate 4th Quarter After Exit	69.8%
Median Earnings 2nd Quarter After Exit	\$4,523

REGISTERED APPRENTICESHIP OCCUPATIONS

Occupation	Number
Carpenter	20
Construction Craft Laborer	125
Construction Craft Laborers	30
Cook (Hotel & Restaurant)	22
Electrician	140
Fabricator	10
Heavy Equipment Operator	25
Helpers—Pipe-Layers, Plumbers, Pipefitters, and Steamfitters	11
HVAC/R	11
Industrial Carpenter	12
Industrial Maintenance Repairer	10
Lineman	48
Other	52
Pipefitter	119

PY17 Registered Apprenticeship Occupations displayed in numbers to the left and Percentages in the pie chart below.



PY17 Statewide Performance Indicators and Outcomes

Primary Indicators	Statewide PY2017		
	Negotiated	Actual	Outcome
Adult			
Employment Rate 2 nd Quarter After Exit	78.7%	75.3%	Meet
Employment Rate 4 th Quarter After Exit	70.8%	77.1%	Exceed
Median Earnings 2 nd Quarter After Exit	\$ 6,097	\$ 6,309	Exceed
Credential Attainment within 4 Quarters After Exit	54.8%	71.6%	Exceed
Dislocated Worker			
Employment Rate 2 nd Quarter After Exit	83.0%	81.0%	Meet
Employment Rate 4 th Quarter After Exit	75.3%	82.9%	Exceed
Median Earnings 2 nd Quarter After Exit	\$ 7,685	\$ 8,254	Exceed
Credential Attainment within 4 Quarters After Exit	54.3%	80.4%	Exceed
Youth			
Employment Rate 2 nd Quarter After Exit	74.0%	70.8%	Meet
Employment Rate 4 th Quarter After Exit	71.4%	72.9%	Exceed
Credential Attainment within 4 Quarters After Exit	60.6%	50.3%	Meet
Wagner Peysner			
Employment Rate 2 nd Quarter After Exit	66.5%	70.6%	Exceed
Employment Rate 4 th Quarter After Exit	69.8%	70.0%	Exceed
Median Earnings 2 nd Quarter After Exit	\$ 4,523	\$ 5,204	Exceed

The above chart shows the statewide Program year 2017 performance outcomes. All outcomes either exceeded or met the negotiated goals.

**Kansas Department of Commerce
Workforce Services
Policy and Procedures Manual**

Policy Number: 5-38-00

Originating Office: Workforce Services

Subject: Data Collection

Issued: November 1, 2017

Programs: Workforce Innovation and Opportunity Act (WIOA)

Purpose: This policy sets standard operating procedures for data collection including what data must be collected, verified, validated and secured. The purpose is to ensure electronic databases and reports are certifiably accurate.

Reference: Workforce Innovation and Opportunity Act of 2014, TEGL 7-16 / Joint Guidance on Data Matching to Facilitate WIOA Performance Reporting and Evaluation; TEGL 10-16; TEGL 26-15; 20 CFR 677.170 and 677.175; WIOA Guidance Letter 16-02; Government and Performance Results Act of 1993.

Background: Under the Workforce Innovation and Opportunity Act, core programs must work together in new ways to ensure that participant data is accurate and reliable for recording services and tracking participant outcomes.

Action: Disseminate to all interested parties.

Contact: Questions should be directed to WIOA Administrator, (785) 296-0607, TTY: 711, e-mail: kdc_workforcesvcs@ks.gov.

Attachment: None.

Data Collection

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Data Collection

Data Collection Requirements

The state and local workforce development boards (LWDBs) are required to establish basic standard operating procedures for data collection and handling to ensure the quality and integrity of data over time. This includes standards for data verification, data validation and data security. The purpose is to ensure resulting electronic databases and reports are certifiably accurate.

Data verification is a process that involves checking the accuracy of all, or a sample of, computerized records against the original paperwork or other source(s). Although the goal of data entry is to achieve 100 percent accuracy, it is rarely accomplished due to recording or keying errors. The data verification process is the confirmation of the accuracy of all, or a sample of, keyed entries by comparison with the original source(s) to identify and correct errors.

Data validation involves checking the reasonableness of all, or a sample of, data entered into the electronic database. Although data may be correctly transcribed from forms, it may not be accurate or logical because of recording errors. For example, entering a date of program exit that is before the date of registration raises doubt about the accuracy of such entries, regardless of whether or not they were properly transcribed from the paperwork or other sources.

Data security involves ensuring only authorized staff has access to electronic databases and paper files containing sensitive client information. It is imperative that client information is protected at all times. Client information can only be released to third party agencies or entities if the client has authorized such release or the custodian of the records is presented with a valid court order requesting information pursuant to legal action.

Examples of procedures for data collection and handling to ensure the resulting electronic database is accurate include the following:

- Checking the accuracy of the computerized records against the original source (usually paper copies of records);
- Conducting random calls to participants or other sources to verify the accuracy of the information collected;
- Ensuring paper files containing client information are secured in filing cabinets and access to such files is limited to authorized personnel;
- Evaluating data collection efforts by using trained staff to randomly observe interviews and other data collection methods;
- Limiting access to client information to authorized personnel who are trained in data security and validity and have acknowledged in writing the requirement to safeguard client data; and

- Performing logical checks of the data (although data may be correctly transcribed from the original forms, it may not be accurate because of misprints, typographical errors and other mistakes).

Confidential Access to Wage Records

To calculate performance measure information, local and state level officials must access Unemployment Insurance (UI) wage records. In accordance with Kansas statute, all wage information must be kept strictly confidential and be used only for the purposes intended, which is to develop information for the performance accountability system. Each organization or entity using wage record information must ensure all staff who have access to, or who compile wage record information, are aware of the Kansas statute regarding confidentiality.

Family Educational Rights and Privacy Act (FERPA) is a Federal law that protects the privacy of student education records and affords parents and eligible students certain rights with respect to these education records. The general rule is that a parent or eligible student must provide a signed and dated written consent before an educational agency or institution discloses Personally Identifiable Information (PII) from the student's education records, unless as an exception, such as FERPA's audit or evaluation exception, applies. Under FERPA's audit or evaluation exception, an authorized representative of State or local educational authorities may obtain access to PII from education records to audit or evaluate a Federal- or State-supported education program. **FERPA'S audit or evaluation exception permits disclosure of PII from education records for WIOA performance accountability purposes.**

Vocational Rehabilitation (VR) regulations govern the protection, use, and release of personal information held by VR agencies. VR agencies, which are not considered educational agencies or institutions under FERPA, must develop policies and procedures to safeguard the confidentiality of all personal information, and to inform applicants and recipients of services, and as appropriate, their representatives, of the VR agency's need to collect personal information and its policies. There is no Federal requirement that a VR agency obtain informed written consent from the individual prior to releasing personal information for purposes directly related to the administration of the VR program, or for audit, evaluation, or research purposes when the audit, evaluation, or research are conducted only for the purposes directly connected with the administration of the VR program or for the purposes that would significantly improve the quality of life for applicants and recipients of services and only if done in accordance with a written agreement. However, if the final audit, evaluation, or research product will contain personal information, written consent is required.

Federal unemployment compensation (UC) confidentiality regulations permit disclosure of confidential UC information for WIOA performance accountability purposes.

Standard Management Information System

WIOA Section 185 requires grant recipients maintain and submit certain information to the U.S. Secretary of Labor for use in appraising the performance of departmental programs. Section 185(c)(2), in particular, requires

the maintenance of a management information system designed to facilitate the uniform compilation, cross tabulation, and analysis of programmatic, participant and financial data necessary for reporting, monitoring and evaluation purposes.

In general, the reports required in WIOA Sec. 185(c) shall include information regarding programs and activities carried out under this title pertaining to:

- relevant demographic characteristics (including race, ethnicity, sex, and age) and other related information regarding participants;
- programs and activities in which participants are enrolled, and the length of time that participants are engaged in such programs and activities;
- outcomes of the programs and activities for participants, including the occupations of participants, and placement for participants in nontraditional employment;
- specified costs of the programs and activities; and
- information necessary to prepare reports to comply with WIOA Sec. 188 on nondiscrimination.

The Management Information System (MIS) Manuals are the reference for standard data elements that are used for data verification, data validation and data security. These data elements are defined and provided with a standard value in the manuals.

KANSASWORKS and ServiceLink are the standardized data processing collection and reporting systems of Kansas for WIOA Title I and Title III programs. Each LWDB and statewide program is required to collect and submit information to the Kansas Department of Commerce (Commerce) through the **KANSASWORKS** and ServiceLink systems. Commerce shall oversee maintenance and adaptations to the MIS system to facilitate data entry, reporting, monitoring, evaluation and other such needs of the local areas for the required data. A request for database edits and ad hoc reports generated from **KANSASWORKS** may be submitted and processed on an area-by-area basis. For other changes, such as application changes or expansion of database collection processes, a joint development meeting with Commerce, local area and vendor staff shall be held within 30 days to define specifications. Meeting results shall include a proposed timeframe and cost estimate.

For those LWDBs electing to use management information systems other than **KANSASWORKS**, there is still an obligation to collect all data elements necessary to support both federal and state data collection and reporting requirements for submission to the state on demand for inclusion in the MIS system. These data elements are outlined in the *Management Information Systems Manuals*. Each local area will be responsible to resolve all data discrepancy issues between their system and the state MIS system. The state MIS system will be the basis for all federal and state outcome reporting, report validation and data validation. Some client status reports generated from the electronic database are to be kept in the participant's file to verify data entered in the electronic database. Commerce shall supply a standardized upload file format for all required MIS data.

WIOA Title II, Adult Education, uses the Portal for Adult Basic Literacy Outreach (PABLO) system for participant reporting. WIOA Title IV, Vocational Rehabilitation, uses the Kansas Management Information Systems (KMIS) for participant reporting. Data from both the PABLO and KMIS will be extracted for compilation of WIOA required reporting of performance measures. For WIOA Title II and Title IV partner programs, there is an obligation to collect all data elements necessary to support both federal and state data collection and reporting requirements.

The exchange of data, including any data that may be exported to KANSASWORKS.com, will be subject to the terms and conditions of officially executed Data use Agreements between or among partner entities. Data use agreements will specify conditions or terms for consumer consent to release personally identifiable information.

Applicant's Certification

The signature of the applicant must be obtained attesting the information on the application, or any other document used to determine eligibility, is true to the best of the applicant's knowledge and there is no intent to commit fraud. The signature should acknowledge the information on the application will be used to determine eligibility, the applicant may be required to document the accuracy of the information and the information is subject to external verification and may be released for such purposes. The signature should also acknowledge that, if found ineligible subsequent to enrollment, the applicant will be terminated. If the applicant is terminated as a result of falsifying information on the application, they may also be prosecuted for fraud and/or perjury.

Eligibility verification should be made available to the applicant upon request. In the case of a minor (except for a minor who is head of household), the signature of a parent, guardian or other responsible adult is also required, along with the date the application is completed. The interviewer shall countersign and date the application.

An authorized staff member should thoroughly review the entire eligibility assessment application and determine if the information is complete, consistent and the eligibility determination is correct. If the eligibility verification is met, the staff member should sign and date the eligibility assessment.

Procedures for verification of eligibility must be included in the local plan and should be included in local program operation guidance.

Performance Accountability System

Section 116 of WIOA establishes performance accountability indicators and performance reporting requirements to assess the effectiveness of States and local areas in achieving positive outcomes for individuals served by the workforce development system's six core programs. These six core programs are the Adult, Dislocated Worker, and Youth programs, authorized under WIOA Title I; the Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA Title II; the Employment Service program authorized under the Wagner-Peyser Act, as amended by WIOA Title III; and the Vocational Rehabilitation (VR) program authorized under Title I of the Rehabilitation Act of 1973, as amended by WIOA Title IV. WIOA provides a historic opportunity to align performance-related definitions, streamline performance indicators, integrate reporting, and ensure comparable data collection and reporting across all six of these core programs, while also implementing program-specific requirements related to data collection and reporting.

Performance Groups and Common Measures

Under section 116(b)(2)(A) of WIOA, there are six primary indicators of performance:

1. Employment Rate – 2nd Quarter After Exit: The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program (includes education and training for Title I Youth);

2. **Employment Rate – 4th Quarter After Exit:** The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program (includes education and training for Title I Youth);
3. **Median Earnings – 2nd Quarter After Exit:** The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program;
4. **Credential Attainment:** The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program;
5. **Measurable Skill Gains:** The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment. Depending on the type of education or training program, documented progress is defined as one of the following:
 - a) Documented achievement of at least one educational functioning level of a participant who is receiving instruction below the postsecondary education level;
 - b) Documented attainment of a secondary school diploma or its recognized equivalent;
 - c) Secondary or postsecondary transcript or report card for a sufficient number of credit hours that shows a participant is meeting the State unit’s academic standards;
 - d) Satisfactory or better progress report, towards established milestones, such as completion of OJT or completion of one year of an apprenticeship program or similar milestones, from an employer or training provider who is providing training; or
 - e) Successful passage of an exam that is required for a particular occupation or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams.
6. **Effectiveness in Serving Employers:** As required in WIOA sec. 116(b)(2)(A)(i)(VI) the KANSASWORKS State Board has selected the following measures:
 - a. Retention with the same employer
 - b. Repeat business customers

Negotiating Performance Levels

The state must submit in the State Plan expected levels of performance on the primary indicators of performance for each core program as required by WIOA Sec. 116. The state must reach agreement on levels of performance with the Secretaries of Labor and Education for each indicator for each core program. These are negotiated levels and based on the following factors:

- how the negotiated levels of performance compare with State levels of performance established for other States;
- the application of an objective statistical model established by the Secretaries of Labor and Education;

- how the negotiated levels promote continuous improvement in performance based on the primary indicators and ensure optimal return on investment of Federal funds; and
- the extent to which the negotiated levels assist the State in meeting the performance goals established by the Secretaries of Labor and Education for the core programs in accordance with the Government Performance and Results Act of 1993.

Each LWDB and chief elected official negotiates with the state to reach agreement on local area performance for those same measures for WIOA Title I programs. In negotiating local levels of performance, the LWDB, the chief elected official, and the Governor shall make adjustments for the expected economic conditions and the expected characteristics of participants to be served in the local area using the statistical adjustment model described in WIOA Sec. 116 (b)(3)(A)(viii).

Per TEGL 26-15, no levels of performance will be negotiated for the Vocational Rehabilitation State grant programs for PY 2016 and PY 2017.

Subsequent levels of performance negotiation will follow the process and timelines as outlined in TEGL 26-15.

Performance measure calculations include all WIOA participants, but does not include reportable individuals. For a complete definition of participants and reportable individuals, refer to WIOA Guidance Letter 16-02.

Concurrent Enrollments and Exits

Due to the variability in programmatic criteria to receive services, the particular services that trigger inclusion as a participant vary across the core programs:

- Title I Adult and Dislocated Worker – Receipt of any training services or individualized career services makes a reportable individual a participant. For basic career services, a reportable individual becomes a participant when he or she receives a service that is neither self-service nor information only. A complete list of basic career services that trigger inclusion as a participant can be found in WIOA Guidance Letter 16-02.
- Title I Youth – When a reportable individual has satisfied all applicable program requirements for the provision of services, including eligibility determination, an objective assessment, development of an individual service strategy and received one of the 14 WIOA Youth program elements, he or she is considered a participant.
- Title II AEFLA – When a reportable individual in an AEFLA program has completed at least 12 contact hours he or she is considered a participant.
- Title III Employment Service – When a reportable individual receives an individualized career service, he or she is considered a participant. For basic career services, a reportable individual becomes a participant when he or she receives a service that is neither self-service nor information only. A complete list of basic career services that trigger inclusion as a participant can be found in WIOA Guidance Letter 16-02.
- Title IV VR – When a reportable individual has applied and been determined eligible for VR services, has an approved and signed IPE, and has begun to receive services under the IPE, he or she is considered a participant.

Exit from a program generally occurs when a participant has not received services for a specified period of time and has no additional services scheduled. The Title IV VR program has a slightly different definition of exit to account for program requirements.

Title I Adult, Dislocated Worker and Youth; Title II AEFLA; and Title III Employment Services programs use as an exit date the last day of service. Once 90 days have passed without service the date of exit is retro actively applied to the last date of service.

For the Title IV VR program, the participant's record of service is closed because the participant has achieved an employment outcome, or because the participant has not achieved an employment outcome, or the participant has been determined ineligible after receiving services. For VR program participants who have achieved an employment outcome, the exit date is at least 90 days after attainment of the employment outcome. For VR program participants who have not achieved an employment outcome, or have been determined ineligible after receiving services, the exit is based on the date of the determination to close the service record.

Data Sources

Wage Records

WIOA Sec. 116 requires States to use quarterly wage records to measure their progress on satisfying State and local performance accountability indicators. The Joint WIOA Final Rule implements these requirements in 20 CFR 677.175 by requiring States to use quarterly wage record information such as intrastate and interstate wages paid to an individual, an individual's SSN, and the Federal Employer Identification Number (FEIN) of the employer paying wages to the individual.

The Kansas Department of Labor wage records will be used as the data source to determine performance outcomes. The Kansas Department of Labor wage records is automatically imported into KANSASWORKS and matched to SSN's. The use of SSN's to measure the progress of participants through quarterly wage record information is authorized under WIOA.

The Wage Record Interchange System (WRIS) was created at the Federal level under WIA for the purpose of providing interstate access to wage records to participating States. WRIS 2 extends the WRIS record-sharing model for the purposes of Federal and State performance reporting by partners in the one-stop system, identified in WIOA, that are not administered by DOL, including AEFLA and the Vocational Rehabilitation Services program, administered by the Department of Education. WRIS 2 is an automated system that functions only as a gateway for exchanging information, and the data are not retained in the database.

While the majority of wages will come from the state's UI system, certain types of employers and employees are excluded by Federal and State UI laws. For program participants engaged in these types of employment, and for participants for whom the State does not have an SSN on record, States may use supplemental wage information and wage data from other reliable sources to collect employment-related data necessary for calculating levels of performance. Individuals for whom a quarterly wage record match would not be available through the State US data system include but are not limited to:

- Federal employees;

- Military employees; or
- Individuals who are self-employed.

Sources of supplemental wage information for the types of employees described above include:

- Federal employment records, such as military employment records, or records from the U.S. Department of Defense, U.S. Postal Service, and U.S. Office of Personnel Management;
- State New Hires Registry;
- State Department of Revenue or Taxation; and
- Railroad Retirement System

Eligibility to participate in any of the programs under WIOA is not contingent upon an individual providing an SSN. Performance reporting is required of all participants in WIOA programs, therefore collecting supplemental wage information is critical for performance reporting on individuals who do not voluntarily provide an SSN.

Supplemental Wage Information Methods and Procedures

Acceptable forms of supplemental wage information, relevant to the core program, include, but are not limited to, the following:

Tax documents, payroll records, and employer records such as:

- Copies of quarterly tax payment forms to the Internal Revenue Service, such as a Form 941 (Employer's Quarterly Tax Return);
- Copies of pay stubs (minimum of two pay stubs); or
- Signed letter or other information from employer on company letterhead attesting to an individual's employment status and earnings.

Other supplemental wage records:

- Follow-up survey (self-reported) from program participants;
- Income earned from commission in sales or other similar positions;
- Detailed case notes verified by employer and signed by the counselor, if appropriate to the program;
- Automated database systems or data matching with other partners with whom data sharing agreements exist;
- One-Stop operating systems' administrative records, such as current records of eligibility for programs with income-based eligibility (e.g., Temporary Assistance for Needy Families (TANF) or Supplemental Nutrition Assistance Program (SNAP)); or
- Self-employment worksheets signed and attested to by program participants.

Time Period for Collecting Supplemental Wage Information

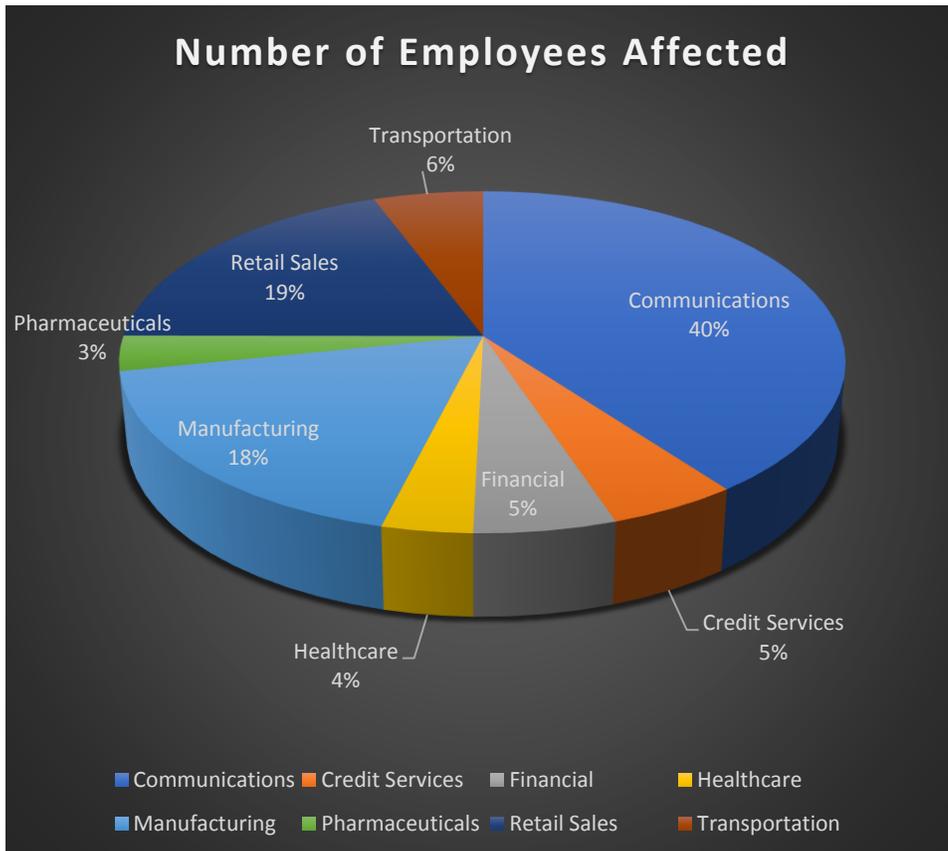
For purposes of calculating levels of performance for the employment rate indicators, local area program operators must collect data on participants' employment status during the second and fourth quarters after the participant exits the program. For purposes of calculating levels of performance for the median earnings indicator, local area program operators must collect data on participants' wages during the second quarter after exit from the program.

Follow-up to collect supplemental wage information may be conducted by local programs, or a third-party contractor.

The need for supplemental wage information for some individuals may not become apparent until no match is found in direct UI wage records, or in federal or military employment records, which become available on a time-lagged basis. However, when the local area knows or predicts that UI wage data will not be available for individuals (such as those participants who did not provide an SSN, or for participants not covered by UI wage data, such as those who received entrepreneurial or self-employment training), local areas do not need to wait to formally document that UI wage data are not available and should begin collection of supplemental wage information. The optimal time to collect supplemental wage information is as soon as possible following the close of the second and fourth full quarters after exit. Program operators should remind participants, before program exit, that they or their employers may be contacted to obtain confirmation of employment status and earnings, and to explain the expected timeframe for those follow-up contacts. While this reminder is applicable to all participants, it is especially important for those participants for whom UI wage data are not available.

Employer	City	LWDB	Industry	Number of Employees Affected
AT&T	Wichita	IV	Communications	66
Digital Ally, Inc.	Lenexa	III	Communications	63
Premiere Global Services, Inc.	Olathe	III	Communications	43
Sprint	Overland Park	III	Communications	120
Sprint	Overland Park	III	Communications	333
Sprint	Overland Park	III	Communications	59
Central Credit Services LLC	Overland Park	III	Credit Services	86
MB Financial Bank	Overland Park	III	Financial	63
People's Inc.	Overland Park	III	Financial	31
Cornerstones of Care	Overland Park	III	Healthcare	60
CHS Inc.	Hutchinson	I	Manufacturing	78
Dean & DeLuca	Lenexa	III	Manufacturing	51
Siemens	Hutchinson	I	Manufacturing	7
SKF USA Inc.	Seneca	II	Manufacturing	170
Teva Pharmaceuticals USA, Inc.	Overland Park	III	Pharmaceuticals	57
Kmart	Wichita	IV	Retail Sales	60
Payless Shoesource	Topeka	II	Retail Sales	80
Payless Shoesource	Topeka	II	Retail Sales	170
Toys R Us	Wichita	IV	Retail Sales	21
Durham School Services	Topeka	II	Transportation	97
				1,715

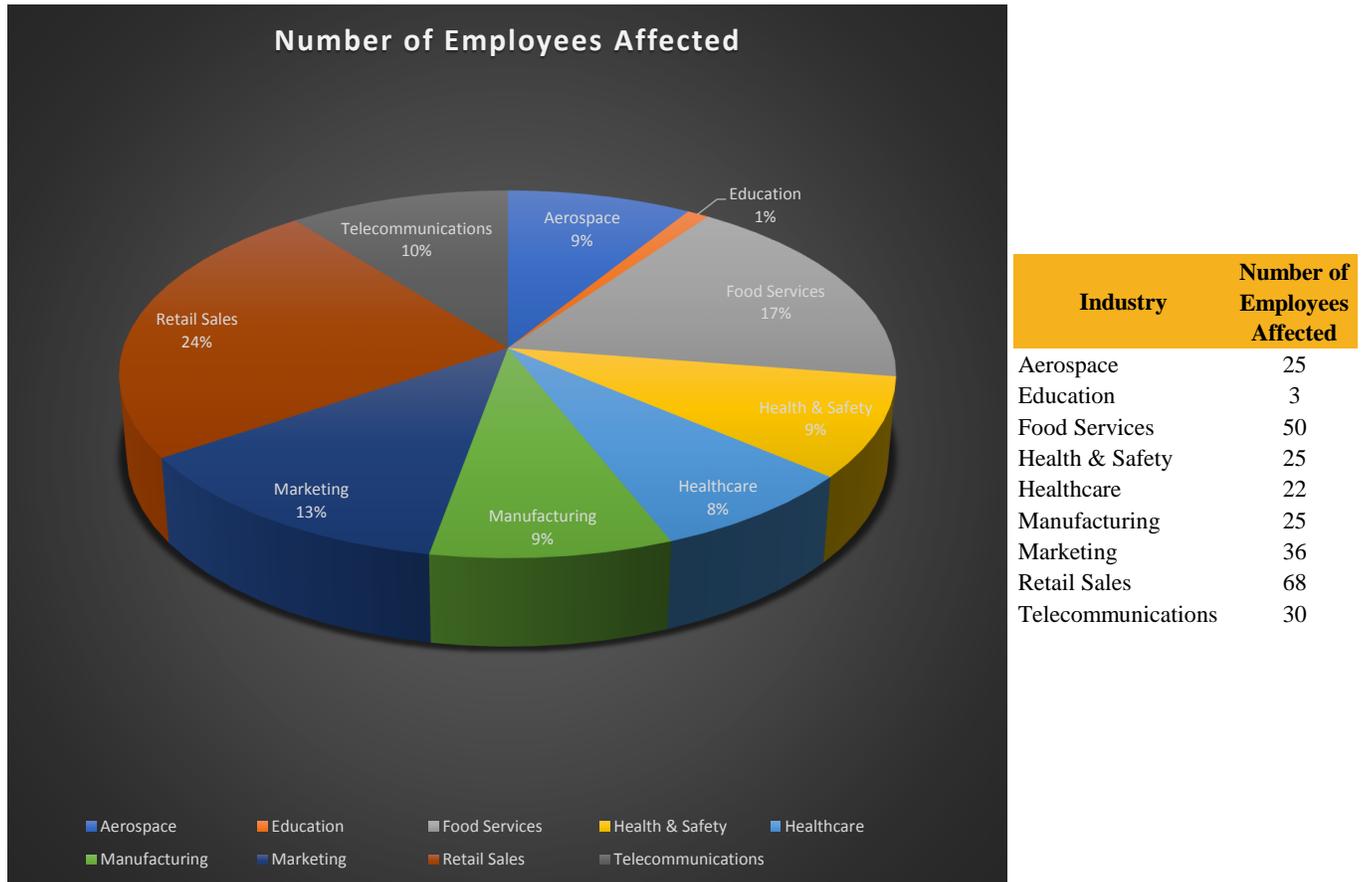
WARN = 20 Employers with 1,715 Total Employees Affected



Industry	Number of Employees Affected
Communications	684
Credit Services	86
Financial	94
Healthcare	60
Manufacturing	306
Pharmaceuticals	57
Retail Sales	331
Transportation	97

Non-WARN Employer	City	LWDB	Industry	Number of Employees Affected
Lee Aerospace	Wichita	IV	Aerospace	25
Freedom Road Truck Driving Academy	Park City	IV	Education	3
Golden Corral	Hays	I	Food Services	50
Pace Analytical Services	Salina	I	Health & Safety	14
Pace Analytical Services, LLC	Salina	I	Health & Safety	11
Trego Manor	Wakeneey	I	Healthcare	22
Arconic	Hutchinson	I	Manufacturing	3
Siemens	Hutchinson	I	Manufacturing	7
Treadit Tire and Wheel	Lenexa	III	Manufacturing	15
Daymon Worldwide	Hutchinson	I	Marketing	36
Babies R Us	Wichita	IV	Retail Sales	25
Dillard's	Salina	I	Retail Sales	40
Schofield Corporate	Wichita	IV	Retail Sales	3
Fleetcor	Wichita	IV	Telecommunications	30
				284

NON-WARN = 14 Employers w 284 Total Employees Affected



**LOCAL AREA I
PY17 PERFORMANCE**

Reported Information		Actual Performance
Total Participants Served	Adults	397
	Dislocated Workers	89
	Youth	185
	WP	6957
Total Exiters	Adults	153
	Dislocated Workers	58
	Youth	97
	WP	6816
Entered Employment Rate Q2	Adults	88.37%
	Dislocated Workers	92.98%
	Youth	87.50%
	WP	70.63%
Entered Employment Rate Q4	Adults	87.38%
	Dislocated Workers	93.75%
	Youth	85.71%
	WP	69.99%
Median Earnings	Adults	\$5,833.02
	Dislocated Workers	\$7,265.41
	Youth	\$3,520.53
	WP	\$5,217.55
Credential/Diploma Rates	Adults	84.21%
	Dislocated Workers	82.05%
	Youth	60.71%
	WP	N/A

**LOCAL AREA II
PY17 PERFORMANCE**

Reported Information		Actual Performance
Total Participants Served	Adults	326
	Dislocated Workers	4
	Youth	181
	WP	3583
Total Exiters	Adults	235
	Dislocated Workers	12
	Youth	99
	WP	3897
Entered Employment Rate Q2	Adults	86.58%
	Dislocated Workers	88.24%
	Youth	74.65%
	WP	67.05%
Entered Employment Rate Q4	Adults	91.18%
	Dislocated Workers	85.71%
	Youth	76.12%
	WP	64.17%
Median Earnings	Adults	\$8,846.65
	Dislocated Workers	\$8,658.03
	Youth	\$2,575.98
	WP	\$4,850.86
Credential/Diploma Rates	Adults	59.38%
	Dislocated Workers	85.71%
	Youth	56.41%
	WP	N/A

**LOCAL AREA III
PY17 PERFORMANCE**

Reported Information		Actual Performance
Total Participants Served	Adults	970
	Dislocated Workers	145
	Youth	232
	WP	3132
Total Exiters	Adults	869
	Dislocated Workers	101
	Youth	95
	WP	3048
Entered Employment Rate Q2	Adults	74.16%
	Dislocated Workers	79.07%
	Youth	72.55%
	WP	69.70%
Entered Employment Rate Q4	Adults	77.38%
	Dislocated Workers	81.25%
	Youth	72.22%
	WP	71.06%
Median Earnings	Adults	\$6,711.37
	Dislocated Workers	\$8,142.04
	Youth	\$2,156.75
	WP	\$5,396.02
Credential/Diploma Rates	Adults	66.67%
	Dislocated Workers	86.05%
	Youth	59.09%
	WP	N/A

**LOCAL AREA IV
PY17 PERFORMANCE**

Reported Information		Actual Performance
Total Participants Served	Adults	1474
	Dislocated Workers	239
	Youth	162
	WP	13364
Total Exiters	Adults	1059
	Dislocated Workers	170
	Youth	100
	WP	13077
Entered Employment Rate Q2	Adults	72.27%
	Dislocated Workers	75.00%
	Youth	64.39%
	WP	72.17%
Entered Employment Rate Q4	Adults	72.34%
	Dislocated Workers	78.00%
	Youth	66.15%
	WP	71.82%
Median Earnings	Adults	\$5,234.66
	Dislocated Workers	\$9,606.66
	Youth	\$2,697.68
	WP	\$5,264.90
Credential/Diploma Rates	Adults	83.02%
	Dislocated Workers	66.67%
	Youth	24.07%
	WP	N/A

**LOCAL AREA V
PY17 PERFORMANCE**

Reported Information		Actual Performance
Total Participants Served	Adults	625
	Dislocated Workers	40
	Youth	204
	WP	4562
Total Exiters	Adults	250
	Dislocated Workers	34
	Youth	100
	WP	4001
Entered Employment Rate Q2	Adults	84.76%
	Dislocated Workers	85.71%
	Youth	61.06%
	WP	70.95%
Entered Employment Rate Q4	Adults	88.00%
	Dislocated Workers	82.35%
	Youth	70.00%
	WP	70.24%
Median Earnings	Adults	\$6,466.88
	Dislocated Workers	\$7,810.88
	Youth	\$2,770.00
	WP	\$5,179.10
Credential/Diploma Rates	Adults	55.26%
	Dislocated Workers	58.33%
	Youth	69.44%
	WP	N/A

**Local Area I Kansas Workforce One
PY17 Annual Report Charts**

Workforce system staff who have completed business services training maintained at a level of 100%

Kansas WorkforceONE Strategic Objectives

LWDB Strategic Measure	PY17 Totals
Increase Number of Employers Utilizing the Workforce Systems	4,291
Increase the Number of Veterans Served	1,733
Increase the Number of Disabled Job Seekers Served	501
Increase the Number of Older Workers Served	1,107
Increase Number of On-the-Job Training, Apprenticeship and Customized Training Contracts	91
Increase the Number of Pre-Employment Assessments Delivered Throughout LAI	1,766
Increase the Number of Active Registered Apprenticeship Programs	27
Increase Staff Assisted Job Orders	1,676
Increase Total Job Orders (Self-Service, Staff-Assisted and Staff-Entered)	1,750
Increase Placements Annually	985

WIF OJT Placement Report

	Integrated Resource Teams	Total OJT Placements (to date)	OJT Placement Goal by 9/30/2018	% of OJT Placement Goal Achieved (to date)	Successful completion rates to date
LA I	13	23	18	128%	88%
LA II	6	9	23	39%	86%
LA III	14	26	31	84%	64%
LA IV	35	6	31	16%	50%
LA V	20	14	17	82%	80%
Totals	88	78	120	65%	75%

Corrections & EDK Participants Served in PY2017

Service	Number of Participants Served
Work Experience/On-the-Job Training	31
Total Participants Receiving Service	246
Total Enrolled into WIOA and/or EDK	112

Disability Employment Initiative (DEI) Report

Service Type	Number of Customers Receiving Service
Occupational Skills Training	94
On-the-Job Training	19
Work Experience	53
Integrated Resource Teams	82

Local Area III Workforce Partnership PY17 Annual Report Charts

Services and Performance

This chart displays number of individuals served in intensive WIOA services and other grant programs:

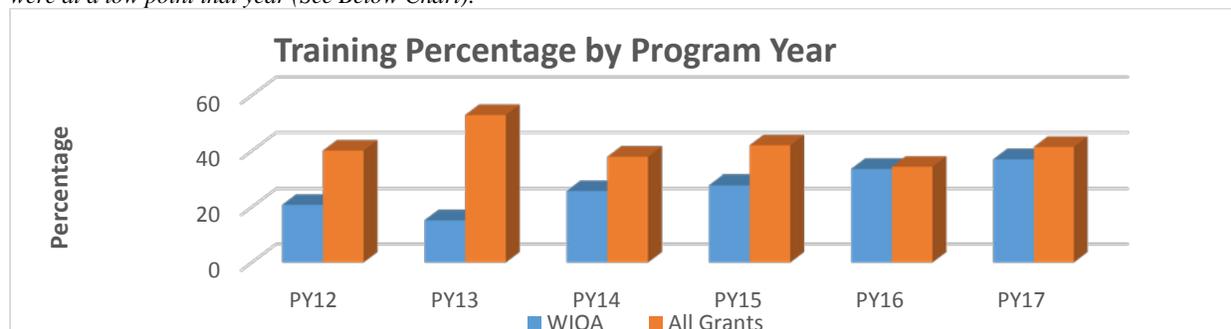
Program	Number of Individuals Served
WIOA Intensive Services	1,347
Adult	970
Dislocated Worker	145
Youth	232
Kansas Health Profession Opportunity Program (KHPOP)	183
Disability Employment Initiative (DEI)	92
Workforce Innovation Fund (WIF)	44
Registered Apprentices (RA)	29
Total	1,695

*As per State policy, performance “meets” goal if it achieves 80% of the goal.

**Discrepancies between TEGL 10-16 and the WIOA PIRL specifications resulted in two Youth being mistakenly omitted from the Credential Rate numerator in KANSASWORKS. Youth Credential Rate below represents the corrected actual performance level:

Performance Measures	Performance Goal*	Actual Performance Level
Adult		
Employment Rate Q2	78.7%	74.20%
Employment Rate Q4	70.8%	77.47%
Median Earnings	\$6,097	\$6,705
Credential Rate	54.8%	66.67%
Dislocated Worker		
Employment Rate Q2	83.00%	79.07%
Employment Rate Q4	75.30%	81.25%
Median Earnings	\$7,685	\$8,142
Credential Rate	54.30%	86.05%
Youth		
Employment, Education or Training Rate Q2	74.00%	73.53%
Employment, Education or Training Rate Q4	71.40%	72.22%
Median Earnings	Not Avail.	\$2,157
Credential Rate	60.60%	68.18%**

*Note: PY13’s high overall training percentage was driven by the receipt of a large HIB grant; while WIOA training investments were at a low point that year (See Below Chart):



KANSASWORKS

Technical Assistance Guide to Layoff Aversion



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Layoff Aversion Guide

Overview of Guide

This technical assistance guide provides information on key strategies to assist Local Workforce Development Boards (Boards) with layoff aversion, including:

- definition and elements of layoff aversion;
- layoff aversion strategies;
- business services;
- rapid response;
- funding; and
- tools and resources.

Purpose

The purpose of this guide is to:

- provide information about layoff aversion procedures; and
- present the structure of layoff aversion strategies with the necessary tools and resources to implement layoff aversion strategies throughout the state.

Objectives

The objectives of this guide are to:

- establish a comprehensive resource for layoff aversion information and operational guidance and oversight of service delivery;
- communicate expectations for program design and service delivery; and
- ensure a consistent level of service.

Target Audience

The target audience for this guide is:

- Local Rapid Response Coordinators
- Local Workforce Development Boards
- One-Stop Staff
- Local Providers of Service(s)
- **KANSASWORKS** State Board

Parts of the Guide

The numbering system for this guide is based on alphabetical divisions, with numerical subdivisions.

The guide is divided into the following parts:

Part A: Introduction

Part B: Early Warning Strategies

Part C: Business Services

Part D: Rapid Response

Part E:

List of Revisions

Changes to Content

The Department of Commerce (Commerce) maintains the Technical Assistance Guide to Layoff Aversion online at <http://kwpolicies.kansascommerce.com/Pages/Default.aspx>

Layoff Aversion Technical Assistance Guide

Part A – Introduction

A-100: LAYOFF AVERSION DEFINED

U.S. Department of Labor Employment and Training Administration (DOLETA) Training and Employment Guidance Letter (TEGL) No. 30-09, issued June 8, 2010, and entitled “Layoff Aversion Definition and the Appropriate Use of Workforce Investment Opportunity Act (WIOA) Funds for Incumbent Employee Training for Layoff Aversion Using a Waiver” defines layoff aversion as:

1. A worker’s job is saved with an existing employer that is at risk of downsizing or closure
2. A worker at risk of dislocation *transitions to a different job with the same employer OR a new job with a different employer* and experiences *no, or a minimal, time unemployed.*

The overall goal of layoff aversion is to save jobs by encouraging market efficiencies. A workforce’s knowledge and skills are the core drivers of economic competitiveness. Implementation of flexible programs and policies to strategically invest limited resources to develop workforce skills and deliver services which meet continually changing market demands is paramount.

Companies and corporations make business decisions daily that affect employment, sales, suppliers, customers, vendors, and—ultimately—communities. Local Workforce Development Boards (LWDBs) have the unique opportunity to implement proactive programs, thereby saving jobs and helping their communities grow and prosper.

A-101: Benefits of Layoff Aversion

The costs of UI benefits alone constitute a substantial motivator for rapid response professionals to implement layoff aversion strategies and save jobs throughout the state. Saving jobs also potentially affects the taxes employers pay into Kansas’ UI trust fund, lessening the burden employers carry, and communities are able to retain fully employed individuals and realize the economic benefits associated with a fully employed workforce.

Many benefits accrue when layoffs are averted:

Employees—retain the same position or transition to a different position with or without retooled skills at a comparable wage, and thus maintain financial stability and avoid the loss of income and benefits that can be devastating to the well-being of both employees and their families.

Employers—retaining known reliable employees and save the costs associated with severance, recruiting and orienting a new employee, and lower overall morale among remaining employees. Additionally, layoffs often lead to increases in an employer’s unemployment compensation tax rates.

Taxpayers—save the outlay from unemployment trust funds and taxpayer-funded services unemployed individuals may draw.

Communities—avert layoffs, which is far less costly and disruptive than providing emergency services to financially strained families. Layoff aversion precludes the loss of property taxes associated with high home foreclosure rates and facilitates the maintenance of overall community economic wellness, which is threatened when a mass layoff creates residual layoffs due to reduced consumption in the community.

The technical assistance guide provides information on a proactive—rather than reactive—approach to assisting at-risk companies before they reach the actual layoff stage. Identifying at-risk companies and developing a customized plan to address each company’s unique set of circumstances takes a coordinated effort between all community partners, i.e., state agencies, Boards, economic development agencies, public and private entities, etc.

Layoff aversion strategies, authorized under WIOA §665.320(a)(2) and §665.320(d), can be effective tools to assist employers in developing the skilled workforce necessary to:

- adapt to the changing economy;
- stay in business; and
- retain employees.

Through their connections with local businesses and rapid response activities, Boards are in a unique position to assist companies in averting layoffs by:

- assessing business and economic conditions and determining when a layoff potential exists in their local workforce development areas (workforce areas);
- assisting an employer requesting help for soon-to-be-displaced employees;
- initiating rapid response services after receiving a Worker Adjustment and Retraining Notification (WARN) or other notification; or
- responding to information received from other sources about possible closures.

Benefits of a layoff aversion strategy include the following:

- Retains jobs in the economy;
- Retains critical industries in the region;
- Promotes new industry-sector growth strategies and new jobs in the economy; and
- Provides for improved coordination between state agencies, Boards, economic development and other public and private sector partnerships, and creates new labor-management partnerships.

A-102: When to Implement Layoff Aversion Strategies

Determining the appropriate moment for Board involvement in layoff aversion is challenging. How does the Board identify companies at risk of layoffs? How early should intervention occur? Before an employer’s layoff announcement, the possibility of the layoff is often known only to members of a company’s management. By the time a layoff is announced formally or otherwise made public, many layoff aversion strategy options for assisting the employer and employees to address threats are no longer viable.

Commerce believes Local Boards working in conjunction with local economic development agencies and the state Labor Market Information Services (LMIS) are in the best position to identify potential layoff situations. While there are no absolute methods for identifying the appropriate point for Board involvement in a layoff situation, Boards may establish indicators and establish criteria for identifying companies at risk for layoffs such as:

- Declining sales
- Supply chain issues
- Adverse industry market trends
- Changes in management behavior or ownership

While there are no absolute rules for identifying the appropriate point for workforce system involvement, development of policies and criteria for identifying at-risk employers will guide local areas in designing appropriate responses that limit guesswork and the potential misuse of public workforce investment funds.

A-103: Targeting Layoff Aversion

Layoff aversion strategies might not be a fit for every employer in a workforce area. Industry sectors whose strength will have the most significant impact on the future of the workforce area are the most appropriate targets for layoff aversion efforts. For example:

- industries that pay middle-class wages and benefits and offer job and training ladders for low-income populations;
- industries that create greater economic spin-off activity, i.e., the multiplier effect;
- industries that drive productivity gains in the economy and provide customers for advances in technology;
- industries that offer diversification of the economy;
- industries that provide a foundation for new industry clusters; or
- a combination of industries that provide the greatest positive impact for the region.

Layoff Aversion Technical Assistance Guide

Part B – Early Warning Strategies

B-100: EARLY WARNING

Layoff aversion involves a continuum of strategies and ideas to assist employers and employees, as well as communities. The first layoff aversion strategies in the continuum are those used to identify the possibility of layoffs.

B-101: Early Warning System

LWDBs may establish an early warning system (EWS) to identify and track vulnerable firms and industrial sectors that might benefit from layoff aversion strategies. The EWS should identify firms at risk of closing or moving operations before actual decisions are made by the companies to shut down or move, and includes an early warning network of community partners along with other early warning indicators.

EWS network and community partners may include, but are not limited to, the following:

- Local mayors and council members
- Local unions
- Civic and religious institutions
- Local and state economic development agencies
- State LMIS
- Chambers of commerce
- Utility companies
- Local banks
- Industry groups
- Other institutions

Early warning indicators, whether identified as immediate danger signs or as long-term patterns, can buy a community the time necessary to develop alternatives to plant closures and job losses.

Monitoring industry economic health and activity is an essential component of a successful layoff aversion strategy, and assists Boards in providing rapid response services earlier in the continuum.

B-102: Early Warning Indicators

Detecting early warning indicators is a strategy that complements other information gathered through EWS and aids in identifying and tracking companies in possible distress.

Early warning indicator data sources include:

- unemployment insurance (UI) data;
- UI shared work program data;
- payday claims;
- employment rolls; and
- labor market information, which is useful in analyzing the trends of industries in a region, whether the industry is growing, stable, or declining in sales, employment, etc. Information

collected by the Department of Labor, Labor Market Information (LMI) department includes:

- labor force and unemployment data;
- employment and projected employment data by industry and occupation;
- population and other demographic data;
- local economic trends and characteristics, including cost-of-living information;
- occupational data by race, gender, and wage rates, including earning data by industry and geographic area; and
- skill sets by occupation.

Additional evidence to support information provided through early warning indicators include the following:

- Worker Adjustment and Retraining Notification Act (WARN) Notices—useful in analyzing layoff activity by industry sector and occupations being laid off.
- Public loan defaults—information shared through state and local economic development offices.
- Utility companies—reports on usage drops can indicate elimination of a shift, cutbacks in overtime, fewer machines operating, etc.
- Representatives from among an employer’s customers and suppliers.
- Major trade journals, business journals, and local or regional newspapers.
- Employer annual and quarterly financial information.
- Dun & Bradstreet or Experian—these companies provide information on firms and industries under stress. Reports are generated quarterly and relevant information can be found in the financial stress score and the commercial credit score.

Layoff Aversion Technical Assistance Guide

Part C – Business Services

C-100: PREFEASIBILITY STUDIES

In collaboration with Commerce, LWDBs may utilize Rapid Response funds to devise and oversee development of prefeasibility studies for the aversion of plant closures. Prefeasibility studies provide objective evidence as to the likelihood of an employer remaining operational and, if so, under what conditions. Boards must ensure the confidentiality of information collected in developing a prefeasibility study, and involve labor and management in the process.

Typical prefeasibility studies assess the employer's business operations in the following areas:

- Organizational Structure
- Market
- Operations/Manufacturing
- Financial
- Legal
- Conclusions and Methodology

If there is an indication that an employer closing or mass layoff can be averted, technical assistance can be provided to interested parties to investigate possible layoff aversion strategies. Strategies might include incumbent worker training or shared work. The cost of such a move would be minimal compared to the economic impact of a plant closing or mass layoff.

LWDBs may use outside entities to conduct prefeasibility studies, but must be cognizant of cost and may consider requiring that an employer match resources in the form of money, time, etc., which provides a good barometer of an employer's willingness to follow recommendations made by the outside entity and to comply with other programmatic requirements .

C-101: Asset Mapping

Asset mapping identifies resources in the community and provides LWDBsL with an inventory of key resources in their local workforce developmnt areas (LWDB). Key resources include entities that provide business services that align with an employer's future goals and focus on business retention, offering a broad base of advice and coaching on profitability, operations, and financing. Local Boards must ensure that these resources are tapped only when it is determined that an employer targeted for assistance is in need of such services, at which time Boards can facilitate a connection or provide the employer with contact information.

An asset mapping list includes entities with which the Board already has relationships, such as local government; chambers of commerce; local, regional, or state economic development entities; local banks; and utility companies. Once core partners have been established and confidentiality agreements are in place, the partners can leverage other resources, whether public or private, to help the employer recover.

Additional resources may include:

- local elected officials;
- two- and four-year colleges and universities;
- labor and management associations;
- telecommunications/media companies;
- accounting and law firms;
- investment banks;
- community-based and community development organizations; and
- other state agencies

LWDBs and partners are encouraged to sign confidentiality agreements, when appropriate, and remain cognizant of the sensitive nature of the information shared about employers with entities involved in the asset mapping process.

C-102: Business Turnaround Services

Business turnaround services are provided when it is determined that an employer needs intervention beyond the menu of services provided by an early warning system's (EWS) network and community partners. Services are provided through an outside entity with expertise in business turnarounds.

Potential employers must be thoroughly assessed for intervention suitability based on early warning indicator data.

LWDBs using business turnaround services must set parameters that define what type of companies to target, including:

- employer size;
- future viability;
- targeted industries and occupations; and
- other parameters determined by the Board.

LWDBs should be aware of local experts and the resources they provide.

Specific business turnaround services may include the following:

- Financial restructuring
- Operations and cost management
- New market and product development assistance
- Production of business plans, financial projections, and financing memorandums
- Developing labor-management partnerships
- Assistance in acquiring new equipment
- Assistance with training grants
- Assistance with loans and guarantees

C-103: Incumbent Worker Training

Incumbent worker training is designed in conjunction with a specific employer or a consortium of employers to upgrade the skills of a particular workforce. Such training is an important strategy for meeting workforce areas' needs for qualified workers and can take place in or out of the workplace and during or after employees' work hours. When used as a layoff aversion strategy, LWDBs may utilize up to 15% of their Formula Dislocated Worker funding and up to 5% of their Formula Adult funding to provide Incumbent Worker Training under existing waivers. At risk workers may be

earning self-sufficient wages and still qualify for participation as incumbent workers participating in a layoff aversion strategy.

When developing program criteria, LWDBSLWDBS should consider:

- whether absent training, a good job will be lost or degraded
- whether with training, the job will be retained or improved

Boards should use the following considerations in determining whether the provision of incumbent worker training will avert a layoff and whether the training is appropriate:

Employer Assessment

- The employer remains open, but it is phasing out a function, which will lead to layoffs unless the employees can be retrained to perform new functions.
- Employee jobs have changing skills requirements as a result of external economic or market forces, significant changes in technology or operating processes, rapidly changing industry or occupational requirements, or emergence of new products.
- The changing skills requirements are outside of normal skill growth and upkeep provided by the employer.
- Training programs will prepare employees to address the skills gaps.

Worker Assessment

- Unless provided with training, employees vulnerable to layoff do not have marketable, in-demand skills.
- The new skills can be attained within a reasonable time frame.
- Employees have not received a formal layoff notice.
- There exists a strong possibility of job, either with the existing employer OR a new employer, if the potentially laid-off worker attains new skills

Local Boards must ensure that the employer demonstrates a commitment to retaining employees or otherwise providing a tangible benefit to employees who receive incumbent worker training.

Local Boards may establish additional criteria in determining whether incumbent worker training is appropriate.

Boards must be aware that providing WIOA Formula funded Incumbent Worker Training when there is no foreseeable threat of layoff does NOT constitute a layoff aversion strategy and is therefore not allowed by waiver.

C-104: Shared Work UNEMPLOYMENT COMPENSATION PLAN

A shared work unemployment insurance program is designed to help both employers and employees. It is an alternative for employers faced with a reduction in force. It allows an employer to divide the available work or hours of work among a specified group of affected employees in lieu of a layoff, and it allows the employees to receive a portion of their unemployment insurance benefits while working reduced hours.

To participate, an employer must have reduced the normal weekly hours of work for an employee in the affected unit by at least 20 percent (but not more than 40 percent), and the plan must apply to at least 10 percent of the employees in the affected unit who meet monetary requirements for regular unemployment

compensation. If the plan is approved by the Kansas Department of Labor (KDOL), workers who qualify for unemployment benefits can receive both wages and shared work benefits. The shared work benefits are the percentage of regular unemployment benefits matching the reduction described in the employer's plan.

For example:

A firm facing a 20 percent reduction in production may lay off one-fifth of its workforce. Faced with this situation, a company can retain its total workforce on a four-day-a-week basis. This reduction from 40 hours to 32 hours cuts production by the required 20 percent without reducing the number of employees. All affected employees receive their wages based on four days of work and, in addition, receive a portion of unemployment compensation benefits equal to 20 percent of the unemployment compensation weekly benefit amount payable had the employee been unemployed a full week.

- An employee normally works a 40-hour week. The employer reduces the work schedule by 20 percent. The employer submits a plan and is approved under the Shared Work Program.
- The employee qualifies for regular unemployment compensation with a weekly benefit amount (WBA) of \$190.
- $20\% \times 40\text{-hour work week} = 8$ hours reduction. Employee works and earns wages for 32 hours
- $20\% \times \$190 \text{ WBA} = \38 The employee receives \$38 of unemployment benefits in addition to the 32 hours of wages earned during the week.

Benefits paid under Shared Work Plans are charged to the employer's UI tax account for use in computing the employer's general tax rate. As such, benefits paid under the Shared Work Plan affect an employer's tax rates in the same way and to the same extent as other benefits charged to an employer's account.

The Kansas Department of Labor may approve a Shared Work Plan if:

- There is an "affected unit" of two or more employees.
- The normal weekly hours of work and corresponding wages for a participating employee are reduced in the plan by not less than 20 percent and no more than 40 percent.
- The plan applies to at least 10 percent of the employees in the affected unit.
- The plan describes the manner in which the participating employer treats the fringe benefits of each employee in the affected unit.
- The employer certifies that the implementation of a Shared Work Plan and the resulting reduction in work hours is in lieu of a temporary layoff affecting at least 10 percent of the employees in the affected unit and results in an equivalent reduction in work hours.

Shared Work Plan Application format:

- Name and KDOL employer serial number.
- Description of how fringe benefits will be affected by the plan.
- Concurrence of a bargaining representative if one exists.
- Certification that:
 - The plan applies to at least 10 percent of employees.
 - The reduction is in lieu of temporary layoffs.
- An attached listing of employees showing:
 - Full names
 - Social Security numbers
 - Certification that you have advised employees their identity will be verified with the Social Security Administration as part of their eligibility for benefits

An interested employer may obtain a *Shared Work Plan Application* form by going to our website at http://www.dol.ks.gov/ui/html/swpempinfo_BUS.html or by contacting the Kansas Department of Labor at (785) 291-6132.

LWDBs may include general information on the Shared Work Plan as part of an effective layoff aversion strategy. Boards must be aware that only Department of Labor U.I. representatives can provide the following assistance:

- Guidance to employers on UI and Regulations, mass claim filing assistance services and the Shared Work Plan; and
- Information to affected employees regarding specific UI benefits questions.

For more information, contact:

Website..... www.dol.ks.gov
E-mail..... sharedwork@dol.ks.gov
Phone.....(785) 291-6132

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Part D – Rapid Response

D-100: PURPOSE OF RAPID RESPONSE SERVICES

Rapid response services and activities are early intervention services designed to enable workers affected by closures or layoffs to transition to new employment as quickly as possible. Rapid response services begin upon receipt of:

- a Worker Adjustment and Retraining Notification Act (WARN) notice;
- public announcement;
- Trade petition; or
- other information that a permanent plant closure or layoff is planned;
 - or in the wake of a natural or other disaster that results in a mass job dislocation.

As part of rapid response services to employers, the LWDBs provide assistance during economic transitions in the LWDA labor market by establishing or maintaining relationships and disseminating information among stakeholders. These services also may include providing layoff aversion strategies to affected businesses to avoid or reduce the impact of a layoff, including services that would reduce the time an impacted worker is unemployed.

D-101: The 10 Principles of Rapid Response

The 10 principles of rapid response ensure that employees and employers receive the services they need. Published in the U.S. Department of Labor's (DOL) Employment and Training Administration Training Employment Information Notice 3-01, the 10 principles are:

1. **Timeliness:** The more quickly interventions begin, the more time employees have to prepare for reentry into the workforce.
2. **Convenience:** On-site group services and meetings promote convenience, ease of access, and provide familiar surroundings for employees.
3. **Customer Choice:** Customization enhances success. Items that can be customized include time, location, content, and duration.
4. **Consistent and Accurate Information:** To maximize the usefulness of information, it should be accurate, consistent, locally driven, timely, specific to the worksite, and include non-job-specific referrals to services and agencies.
5. **Leveraged Resources:** In-kind, cash, or tax credit resources can be combined with other available resources from employer, union, community, and economic development activities.
6. **Seamless Service Delivery:** Differences in programs and funding sources must be invisible to the customer. Coordination is the key to providing services through multiple organizations.

7. **Active Promotion:** Promote awareness and maximize the success of reemployment events and services through comprehensive, ongoing marketing outreach to employers, employees, organized labor, and community groups.

8. **Layoff Aversion:** Local rapid response teams can coordinate layoff aversion strategies that help retain or save jobs, extend the range of tools and relationships with other programs and organizations, and refer employers to other helpful entities. Focus layoff aversion strategies on helping the employer make changes to reduce or avoid layoffs. Remember, when worker at risk of dislocation *transitions to a different job with the same employer OR a new job with a different employer* and experiences *no, or a minimal, time unemployed*; a layoff has been averted.

9. **Measurable Goals:** Setting measurable goals that identify when programs are successful or have problems and require changes helps to ensure continuous improvement of rapid response activities.

10. **Partnerships:** Involving additional partners enhances flexibility to meet the needs of a unique workforce. Some common partners are **KANSASWORKS** Offices, unemployment insurance (UI), Trade Adjustment Assistance (TAA), and local economic development agencies. The appropriate involvement of a variety of other groups may also include vocational rehabilitation, child care agencies, mental health services, and community-based organizations.

D-102: Benefits of Rapid Response

Providing effective, timely rapid response services benefits displaced employees, current employers, prospective employers, and the community as a whole.

- Employees benefit through the provision of options and the ability to make the most informed decisions about their future.
- Employers benefit through decreased absenteeism, increased productivity, and decreased workplace hostility.
- UI costs are lower as employees are reemployed more quickly when services begin prior to layoff.
- Public relations are improved for the employer. Rapid response teams can work with the media to highlight services an employer is providing to employees during a layoff period, which will improve an employer's public image.
- Prospective employers also may see benefits in the form of ready-to-hire employees, while communities benefit from more economic stability when displaced workers find jobs quickly. Targeting specific employees and matching to specific employers through (invitation only) 'mini job fairs is an effective lay-off aversion strategy.

D-103: Eligibility

All employers and affected employees are eligible for rapid response services when there is an impending layoff, as well as at the time of or after a layoff. Boards must make rapid response services available as soon as possible to any employer requesting them.

D-104: Workforce Investment Act Requirements

Rapid response services are provided as part of a comprehensive workforce development system designed to respond quickly to employer, employee, and community needs when a mass layoff or plant closure appears imminent.

Boards must ensure that appropriate staff is available for immediate, on-site contact with the employer, representatives of affected employees, and the local community. On-site meetings can include discussions regarding the employer's layoff schedule, potential to avert the layoff, and resources or assistance for affected employees.

Boards must provide information and guidance to assist employers with the following:

- UI benefits, comprehensive Workforce Center services, and employment and training activities;
- Guidance or financial assistance in establishing a labor-management committee;
- Emergency assistance adapted to the particular closing, layoff, or disaster; and
- Assistance for chief elected officials to develop a coordinated response to the dislocation event and, as needed, to obtain access to state economic development assistance.

D-200: OVERVIEW OF THE RAPID RESPONSE PROCESS

D-201: Rapid Response Team

Rapid response services are best delivered through a team effort. The rapid response team is responsible for ensuring that activities are carried out and documented, and that employers and affected employees receive the greatest benefits possible. A rapid response team can include the following:

- . Rapid response coordinator;
- . UI representative;
- . Adult education representative;
- . TAA subject matter expert;
- . Representatives of agencies providing applicable services, as required; and
- . Other members as determined by the Board to best meet local needs.

D-202: Rapid Response Activities for Employers

Communication with the Employer

Boards must ensure that once notice of a layoff, closure, or disaster has been received, the rapid response Coordinator makes contact with the employer within 48 hours to provide information on available rapid response services.

The discussion can include the following:

- Gathering the employer's layoff plans and schedule(s);
- Description and scheduling of orientation meetings and workshops, preferably on-site and on the clock;
- Determining if an outplacement firm has been hired;
- Discussion of possible TAA connection to layoff;
- Discussion of worker transition committee/transition center if the layoff is a plant closure or if over 200 employees are affected;

- Discussion of and assistance with mass UI claims; and
- Additional items as identified by the LWIB.

If there is labor union involvement, a representative should be included in the communications

D-203: Workforce Investment Opportunity Act

D-203.a: Workforce Investment Opportunity Act Adult and Dislocated Worker Services

Affected employees meeting WIOA eligibility criteria are eligible for WIOA services under adult and dislocated worker programs.

Boards must provide information on services available through these programs to affected employees as part of the employee orientation meeting and begin transitioning eligible individuals who are interested in the services to the appropriate programs.

D-203.b: Workforce Investment Opportunity Act Adult Basic Education

Adult Basic Education (ABE), funded under Title II of WIOA, provides comprehensive English literacy services with basic instruction in reading, writing, and mathematics to adult learners.

ABE programs are available in all workforce areas and include:

- No-cost basic education services;
- GED test preparation; and
- English as a second language (ESL) services.

When a layoff event includes employees with needs related to ABE, adult education providers are important partners in providing services.

Boards must ensure that the coordination process begins as early as possible to allow providers sufficient lead time to develop a specific instructional response that will address the remediation needs of employees.

D-203.c: Workforce Investment Opportunity Act Rapid Response and Trade Adjustment Assistance

TAA assists individuals who have become unemployed as a result of increased imports from, or shifts in production to, foreign countries. When providing rapid response services to employers and employees, Boards must ensure that Rapid Response staff discusses the possibility of filing a Trade petition.

Trade petitions can be filed by an employer, a union official representing the employees, at least three employees, a community-based organization, or State or Local workforce agency. Once a petition is filed with DOL, the certification process can take up to 40 days or longer. Boards must ensure that WIOA rapid response services are provided to affected employees during the certification process period.

D-204: Layoff Notification

All rapid response services begin with a Board receiving notification of a layoff, closure, or disaster. Notification can come through:

- a WARN notice, submitted to Commerce or directly to a LWDB;
- the employer voluntarily notifying the LWDB or Commerce of an impending layoff;

- the media, e.g., a newspaper or radio station;
- informal sources such as letters or phone calls from an employer, union, or employee;
- community-based organizations; or
- local officials.

Note: If a LWDB receives notification of a layoff directly, the Board’s rapid response coordinator is responsible for reporting the information to Commerce.

At the earliest notice of a possible closing or layoff, the first priority is to consider ways to avert or lessen the impact of the layoff. It is critical to engage the company immediately and begin brokering resources.

- Items to be considered include:
- reason for the closure or downsizing;
- potential for other facilities to be affected;
- other related entities that might be affected, including suppliers, other subsidiaries, and local and regional communities;
- impact to existing customer base;
- dissemination of information to affected employees; and
- maintenance of confidentiality.

Additionally, Boards must ensure that rapid response teams are aware of the impact that the national and global economies will have on employers at the local level.

D-300: RAPID RESPONSE SERVICE TRACKING

Rapid response services can be provided through group workshops or activities at the employer’s worksite or at another location.

Boards must ensure that rapid response services provided are entered into the **KANSASWORKS** workforce information system, using the appropriate fund and service codes to track services employees receive.

Rapid Response includes services that are generally completed in a group setting.

Services provided under this fund code may include, but are not limited to, follow-up staff-assisted workshops and activities provided in group settings that relate to:

- . crisis counseling;
- . financial planning assistance, including financial management and debt management;
- . job search assistance;
- . labor market and career information;
- . interview preparation;

- . résumé and application preparation;
- . stress/change management, including stress management related to job loss;
- . information related to TAA services;
- . UI claims information; and
- . other group workshops and activities not already identified but determined necessary.

List of Revisions

06/2013 - Original Release

06/2016 - Revision