

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



Annual Statewide Performance
Report Narrative

Program Year 2018 (July 1, 2018 – June 30, 2019)



State of Kansas

Governor Laura Kelly

Department of Commerce
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KANSASWORKS State Board
David Harwood, Chair

Division of Workforce Services

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INTRODUCTION

In response to TEGL Number 5-18 please accept the following Program 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 2018 Annual Report Narrative. 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 statewide 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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 Program Year 2018

TABLE OF CONTENTS

<u>Topic</u>	<u>Page Number</u>
Waivers	1
Effectiveness in Serving Employers	1-2
Customer Satisfaction	2-4
Combined State Plan Vision and Goals Progress	4
Local Area V-Southeast KANSASWORKS : Tryout Employment	5-6
Registered Apprenticeship	6-7
Kansas Health Profession Opportunity Project (KHPOP)	7-8
Performance Accountability System	8
Data Validation	9
Governor Reserve Funding	9
Rapid Response	10-12
Wagner-Peyser Act Employment Service	12
Jobs for Veterans State Grant (JVSG)	12-13
Retaining Employment and Talent After Injury/Illness (RETAIN)	13
System Challenges	13
Local Area Overviews, Success Stories and Performance	13-25

ATTACHMENTS

Attachment 1	Effectiveness In Serving Employers Charts
Attachment 2	2018 Secret Shopper Flyer
Attachment 3	2018 Secret Shopper Results
Attachment 4	Customer Survey Results
Attachment 5	KWSB State Board Strategic Plan
Attachment 6	Individuals Affected by Industry
Attachment 7	Registered Apprenticeship Chart
Attachment 8	Program Performance Goals and Outcomes
Attachment 9	Policy # 5-38-00 Data Collection
Attachment 10	Data Validation Procedure
Attachment 11	All Local Area Performance (Table O)
Attachment 12	Local Area I Charts
Attachment 13	Local Area III Charts

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 requested, and received, the Secretary of Labor's waiver from that part of Section 129(a)(4)(A) and 20 CFR 681.410, which requires no less than 75 percent of funds allotted to states under Section 127(b)(1)(C) and available to local areas under subsection (c), shall be used to provide youth workforce investment activities for OSY. Kansas' request was for the (75%) percentage be lowered to 50 percent in order to allow local workforce development boards to:

- Increase services to at-risk youth in local schools;
- Increase support for dropout prevention and recapture programming;
- Support students through successful graduation while equipping them with academic and technical skills necessary to improve their employability;
- Improve flexibility of state and local funding to best meet the needs of our citizens and businesses.

During the first program year of implementation for this waiver, one (1) of the five (5) Local Workforce Development Boards (LWDB) in Kansas report utilizing the flexibility granted. This LWDB identified opportunities to serve ISY enrolled in two specific projects. Final results are inconclusive at this point, as services continue, however the LWDB increased their ISY expenditure rate to 26.8% under the waiver with an overall reduction in total youth served by 55 youth in PY 18 compared to the prior (pre-waiver) program year. The LWDB reports ISY represented 28% of the total youth enrolled in PY2017/FY2018 (pre-waiver) and 23% of the total youth served in PY2018/FY2019 (post-waiver).

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.

Effectiveness in Serving Employers

Kansas continues to make progress with employer effectiveness measures as per direction from USDOL. At this time, Kansas does not have state specific measures/indicators established. Employer indicators are being captured in a pilot project and continue to be baseline regarding negotiated goals for this annual performance reporting period as they were in the previous program year. Kansas Title I, Title II, Title III and Title IV 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 PY2018/FY2019 are combined and reported to the USDOL as one set of data. As baseline reporting continues, the Effectiveness of Serving Employers performance indicators reported in the PY2018/FY2019 include 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 1 displays the reported performance for selected measures for PY2018/FY2019.

Title IV Retention data was received after the deadline and is excluded from the certified retention measures above. Consequently, Title IV data, submitted after 10/1/19, supports a minimal change in the rates experienced for 2nd and 4th retention measure. Kansas reported 56.2% as a certified rate on the measure and with Title IV contribution, experiences a 56.4% rate of retention for employers.

In comparison to previous program year, Kansas has shown continuous improvement on both selected measures as shown in Attachment 1.

As depicted in the chart in Attachment 1, Kansas has experienced a 12.6% increase in retention rates for 2nd and 4th quarters and a 21.6% increase in repeat business customers over the course of the last program year. Employers have been reported to have an increased need in areas including supportive services, workforce labor market information, and training services. Likewise, the state has seen an increase in the need for Rapid Response services in relation to business downsizing efforts as well as layoff planning and aversion.

Methodologies for calculating these indicators along with employer services (establishments) are included in the details in Attachment 1 and have not changed from the last program year.

While substantial progress has been made in PY2018/FY2019 regarding these measures, Kansas expects to show continuous improvement in the upcoming program year. Progression of these measures are attributed to service delivery and system enhancements driven by the implementation of the measures.

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 (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 PY2018/FY2019 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 PY2017/FY2019 evaluation.

Following this study in PY2017/FY2018, 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 PY2018/FY2019, 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 future 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.

A third round of evaluations in PY2019/FY2020 is planned in partnership with WSU PPMC to evaluate customer service in AJCs. The data from this round will be compared to the information from round one and two and will be utilized for continuous improvement in AJCs.

a) 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 and Kansas Board of Regents.

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

AJC Evaluation Part I and Part II for PY2017/FY2018 and PY2018/FY2019 are available on the **KANSASWORKS** State Board website <https://ksworksstateboard.org/> (Attachments 2 & 3)

c) 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 available for Federal evaluations.

d) 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.

(2018 Secret Shopper Evaluation Attachments 2 & 3)

The Kansas Department of Commerce (Commerce) 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. (Attachment 4)

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. Reports are sent out to management on a weekly basis with the number of responses the previous week.

Additionally, a feedback survey is available on **KANSASWORKS.com**. This survey measures the reason job seekers, employers and Eligible Training Providers visit **KANSASWORKS.com**. This tool also

measures how well the website is meeting visitors' needs while also soliciting for feedback to improve the website. As a result of this proactive outreach approach, Commerce received 5,182 responses during the period of February through June 2019. Data results are used throughout the program year to improve services to better meet the needs of customers. The results from both surveys are 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.

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As stated in the **KANSASWORKS** State Board (KWSB) strategic plan (Attachment 5), 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 as follows:

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 with 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 are provided below:

Secret Shopper activities to assess customer service and customer service kiosk stations in AJC locations provided information critical to developing staff training for the continuous improvement of customer service in the integrated workforce development system. Further, formal customer service training based on data gathered through Secret Shopper and kiosk results were delivered to AJC staff.

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 results of these additional measures will be used to continuously improve the WIOA service delivery system continues improvements, includes but not limited to policy changes, highlighting promising practices, holding local and regional systems accountable for careful stewardship of resources for maximized positive economic impact, and establishing training and technical assistance needs for the entire WIOA workforce development system. KWSB Strategic Plan (Attachment 5).

Commerce has a dedicated staff person to coordinate all system messaging. **KANSASWORKS** has been established on Facebook, LinkedIn and other social media platforms. The website for the **KANSASWORKS** State Board has been redesigned to make it more user-friendly. Finally, discussions with core and required partners has begun to develop a system brand which will be used by all workforce system partners.

Progress toward technology integration is evidenced by the development of the **KANSASWORKS.com** mobile app and the on-going development of a multi-program portal through which customers can register with **KANSASWORKS.com**, Kansas Department of Labor Unemployment Insurance and postsecondary education career pathways information maintained by the Kansas Board of Regents. Customers are able to use a single sign-on for both unemployment insurance claims and **KANSASWORKS.com**.

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.

Local Area V – Southeast KANSASWORKS – Try-Out Employment

Try-Out Employment (TOE), which includes both Transitional Jobs and Adult Work Experience, is an effective training strategy that can establish a positive work history and ultimately lead to unsubsidized employment opportunities while providing businesses with a no-cost, short-term employee. This service has helped us serve the local businesses better by providing an alternative to direct-hire, for those prospective employees who may have multiple barriers to employment. Many participants have been able to build and enter various career pathways in Southeast Kansas. Business Service Representatives and Career Advisors team up to do outreach and “market” TOE, which has increased awareness of the service. TOE has allowed us to build our applicant pool and also work closely with partner agencies to meet the needs of businesses. Many customers that are entering the workforce centers in Southeast Kansas have barriers to employment TOE addresses that need.

PY2018/FY2019 Try-Out Employment Results

	Transitional Job	Work Experience	Total
Service Provided	42	20	62
Successful Completion	37	18	55
Paired with On-the-Job Training	2	1	3
Paired with On-Site-Training	2	1	3

Reimbursement Amounts

Try-Out Employment is subsidized up to 100 percent (100%). Hourly rate of pay will be \$1.00 below the starting entry-level wage for that position, as listed by the business within the following scale: The wage must never be lower than the current set Federal Minimum wage (currently \$7.25 an hour) and no higher than \$10 an hour. Based on our results since the implementation of TOE, this dollar difference helps the customer see advancement and growth opportunities at the worksite.

Time Limit

Try-Out Employment is limited to 32 working hours per week with a maximum of 8 weeks of training. Multiple Try-Out Employment contracts may be written but is limited to 500 hours in a lifetime. Based on a traditional 40-hour workweek, this remaining 8 hours gives the customer and local staff the time to reconnect and address any new barriers or help them connect with other services provided at the workforce center.

Soft Skills Training

Participants will receive intensive case management to overcome any hurdles at the host job-site. All participants are required to attend two, four-hour “Bring Your “A” Game to Work” trainings in order to receive soft skills training for the workplace. This soft skills training gives the customer an additional set of skills and insight on what they may need to address to be successful. We have found that implementing this training after the start date of their TOE allows some real-time response to previous or newly occurring barriers each customer may be facing.

Supportive Services

Customers have access to needs-based assistance, available immediately once their Try-Out Employment has commenced, to offset any required need to ensure that employment begins smoothly. Needs-based supportive services for Try-Out Employment may be issued in the form of pre-paid cards that may be used to purchase employer required clothes, uniforms, tools, materials and other costs associated with traveling to and from their designated work site. This support gives the customer a better understanding that they have the support they need to re-enter the workforce and be able to acclimate to the culture and climate of their job site.

Registered Apprenticeship

Commerce received \$2,321,654.00 from the U.S. Department of Labor to administer the Apprenticeship USA State Expansion Grant, the grant period is November 1, 2016 thru October 31, 2020. Commerce granted funds to Local Workforce Innovation Act Core Partners to support a .5 FTE Registered Apprenticeship (RA) Program Specialist to expand the recruitment, screening and enrollment of registered apprentices. Additionally, RA Sponsors who enroll their apprentices in **KANSASWORKS.com** can be reimbursed a portion of the cost of the Related Technical Instruction for each apprentice enrolled through this project.

Commerce received \$740,000.00 in state funding for Registered Apprenticeship, the grant period was from July 1, 2018 thru June 30, 2019. Commerce granted funds to Local Workforce Innovation Act Core Partners to be used for Related Technical Instruction Reimbursement for apprentices. RA Sponsors who enrolled their registered apprentices in **KANSASWORKS.com** qualified for reimbursement for a portion of the cost of the Related Technical Instruction that was provided for each apprentice enrolled through this project.

During June 2019, Commerce received Notice of Award for \$932,211.65 from the U.S. Department of Labor to administer the Apprenticeship State Expansion Grant, the grant period will be July 1, 2019 thru June 30, 2022. Commerce will grant funds to three Local Workforce Innovation Act Core Partners to support three Registered Apprenticeship Program Specialist FTE's to expand the recruitment, screening and enrollment of registered apprentices. Additionally, RA Sponsors who enroll their apprentices in **KANSASWORKS.com** can be reimbursed a portion of the cost of the Related Technical Instruction for each apprentice enrolled through this project.

Service Delivery

Kansas integrates Registered Apprenticeship (RA) with the Local Workforce Development Board (LWDB) partner 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 LWDB partner staff, local partners have developed an understanding of their role in RA, including their interface with employers and local economic development agencies which increases outreach efforts to the very entities needed to expand and enhance Registered Apprenticeship. Each LWDB has designated staff to serve as the RA Program Specialist to aid recruiting, registering and implementing RA programs via sub-grants between each LWDB Partner and Commerce. Sponsors work with the RA Program Specialist to design and execute apprenticeship programs providing jobs to apprentices, overseeing training development and providing hands-on learning and technical instruction for apprentices. The related technical instruction may be provided through community or technical colleges, correspondence, online, distance learning, contract vendors and/or apprenticeship training centers.

Youth Apprenticeship

Commerce is partnering with Kansas Department of Education with the intention of building Youth Apprenticeship opportunities within the state. Kansas Youth Apprenticeship is a work-based learning opportunity that will give students both academic and workplace skills that can lead to post-secondary education opportunities and careers. Youth Apprentices will receive paid on-the-job training along with job-related technical instruction that also supports meeting high school graduation requirements.

Goals of Apprenticeship in Kansas

- Expand existing programs and develop new ones in the fields of Manufacturing Technology, Information Technology, Engineering, Construction and Trades and Healthcare;
- Increase the number of individuals employed in Registered Apprenticeship using the “Earn and Learn” model in collaborations with our LWDB partners;
- Support the development of Career Pathways from high school to postsecondary education to workplace training; partnering with Kansas Department of Education;
- Continue integrating RA as a recognized partner in the public workforce system to leverage resources and align services to increase access to tuition assistance and supportive services;

- Continue building partnerships with secondary and post-secondary education partners to leverage public policies that support career and technical education along with expansion of degree attainment in Science Technology Engineering and Mathematics (STEM) and connect these to RAs;
- Develop an Apprenticeship program with the youth between the ages of 16-24 with in-demand occupations across Kansas by promoting apprenticeship to local high schools, two-year college students and populations searching for new occupations converting pre-apprentices to apprentices with businesses across the state;
- Continue building partnership with Military Installations and post-secondary education partners to promote RA to the veteran, transitioning service members and military spouse population.

In PY2018/FY2019, the Kansas RA Program was successful in meeting a targeted goal developing new programs in Health Care for the occupations of EMT/AEMT, Paramedic, Medical Equipment Preparer and CMA. Additionally, Kansas Registered Apprenticeship has built partnerships with Kansas Department of Education delivering the message of how to connect work-based learning opportunities to Youth Apprenticeship. Kansas has also developed a new Registered Apprenticeship program for the occupation of an Elementary Teacher. For breakdown in Registered Apprenticeship Occupations please see Attachment 7.

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 healthcare 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 fourth year of the grant and had 1,731 participants enrolled. There have been 1,175 healthcare training completions and 605 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.

KHPOP Success Story

Ray-Lynn visited the Pittsburg AJC seeking assistance with the Dental Assistant program. She was a single mother of a one-year old child. Ray-Lynn had a full-time job but was unable to pay for child care while she attended classes. Because of her financial situation, she needed to work full time as well as attend school. She then had a second child and only took one week off before returning to her classes. KHPOP helped Ray-Lynn with tuition, fees, books, materials and supplies. She also received assistance with child care and fuel assistance for her training and clinicals. They were so impressed she completed her clinicals that they offered her a full-time position upon graduation. Ray-Lynn is a perfect example of how perseverance and determination can carry you through to your ultimate training and employment goals.

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.

The "small state allotment exception" does not apply to Kansas.

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 PY2018/FY2017 (Attachment 8) were negotiated and approved by USDOL in June 2018 for Title I and Title III of the Workforce Innovation Opportunity Act (WIOA). Kansas has applied methodologies dictated by PY2016/FY2017 law for determining goals. In previous years, the average earnings targets for Adults, Dislocated Workers and Wagner Peyser has provided a challenge in Kansas. The Measurable Skill Gain (MSG) indicator, albeit at a baseline measure for this reporting period, continues to be an indicator providing the most challenge and opportunity for continuous improvement.

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

1. Percentage of participants included in unsubsidized employment and youth education, training or employment during the 2nd quarter after exit.
2. Percentage of participants included in unsubsidized employment and youth education, training or employment during the 4th quarter after exit.
3. Median earnings for participants included in unsubsidized employment during the 2nd quarter after exit.
4. Percentage of participants attaining a recognized postsecondary credential or a secondary diploma and/or the equivalent up to 1 year after exit.
5. 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.
6. Effectiveness of core programs relating to service to employers.

Methodologies used included reflections on historical, trend 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 PY2018/FY2019 Adult, Dislocated Worker, Youth and Wagner-Peyser measures, particularly when this is a baseline year of data collection.

As indicated, Kansas has met and/or exceeded all indicators for performance as shown in this comparison of negotiated measures against actuals for PY2018/FY2019 (Attachment 8)

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

(Data Collection Policy #5-38-00 Attachment 9)

Negotiated performance levels for local areas for titles I and III core programs for program years 2017-2018. (Attachment 8)

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

For PY18 Commerce will conduct a random-sample audit of each of the Participant Individual Record Layout (PIRL) data files (e.g., Adult, Youth, DW, etc.) using a stratified random sample, where the five local workforce service areas constitute the strata and the sampling fraction in each of the strata is proportional to that of the population.

(Data Validation Procedure Attachment 10)

As part of the ongoing responsibilities for the oversight of federal employment and training activities, the 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.

The report is provided to the appropriate administrative entities for responses on corrective action.

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 LWDB 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 PY2018/FY2019, 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 full-time 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 PY2018/FY2019.

Outcomes for the Juvenile Corrections Technical Skills Training

	Unique Students	Credit Hours Enrolled	Credit Hours Completed	Credentials Earned	OJT Students
Fall 2018	100	1,307	1,257	145	9
Spring 2019	120	1,098	1,059	213	6

Governor's Reserve funds were also used to continue to support 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 Local Area III – Workforce Partnership (Page 18) section of this report.

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 (Attachment 5) 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: 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.

Number of Individuals Served	920
Number of Companies Served	745
Number of WARN Companies	480
Number of Non-WARN Companies	265
Number of Rapid Response Service	143

(Individuals Affected by Industry Attachment 6)

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 (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 learn about the AJCs, the services available and may even connect with an AJC representative. Occasionally, the mobile AJC Center is present, and they can have an in-person experience at that time that will encourage participants to visit their local AJC for further assistance. A second opportunity is when workers file Unemployment Insurance (UI) claims. Workers will receive information on the AJCs, including all services available to them, and are 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. 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.

Currently, our system gathers WARN and nonWARN basic information regarding Rapid Response events. It doesn’t automatically connect those events to enrollments, which determines services to provide to impacted employees. When information is entered into **KANSASWORKS.com** for these events and automated number is assigned to the event, staff can then select a company or Rapid Response event number, then the enrollments and services are then tied to the selection.

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 coordinate 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 visits the AJCs to train staff and continuously distributes 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 RapidResponse meetings. Our UI partners at KDOL send out information on these programs, RESEA and my Reemployment Plan

representatives refer customers to these programs, as well as other AJC representatives as they work with Rapid Response recipients in the centers.

The TAA program Manager and Rapid Response Coordinators work closely together to ensure petitions are filed in a timely manner. Learjet layoff occurred during this time where a TAA petition was processed in which both teams collaborated amongst the programs.

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.

Kansas has two statewide Workforce Response Coordinators who have constant communication with local Economic Development representatives, 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, especially those needing assistance to avoid closure and/or relocation. These staff members also visit with job seekers who could potentially fill open positions at companies or businesses who may be struggling to find qualified employees. They also work closely with local Rapid Response representatives who are in contact with any struggling companies to help them understand the services available to them.

If the above strategies don't work, the next plan of action is reaching out to the company to get to the employees as quickly as possible to let them know about the AJCs and the services available to them. This will either assist them in getting reemployed or enrolled in training to help prepare them for a new career. Kansas does not set a minimum number of laid-off employees to trigger a Rapid Response meeting, so Commerce responds to any qualified layoff, regardless of the number. If the layoff has already occurred, an effort is made to get information to employees. Outreach on social media in each area is conducted to inform those potentially affected about the availability of AJC services that can be of assistance during a layoff. Notices about these layoffs come in a variety of ways: WARN notices, newspaper articles, individual reporting to an AJC, etc. Commerce staff also receives e-mails from UI partners on a weekly basis that lists 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 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.

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 continue to work in partnership with the Local Workforce Development Boards to ensure they are part of Sector Planning and are aware of the Career Pathways available to these employees.

During this timeframe, there were no actual events averted, but it is always the goal in Kansas to contact the company within 24 hours of knowledge of the layoff and to begin immediately working with the affected employees to provide them with the resources to get them back to work or in training as quickly as possible.

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.

The National Dislocated Worker Grants (DWGs) does not apply to Kansas.

Additional Programs

Jobs for Veterans State Grant

In PY2018/FY2019 the Jobs for Veterans Grant (JVSG) worked directly with the military installations of Fort Leavenworth, Fort Riley, McConnell Air Force Base and Forbes Field. JVSG staff attended SHRM, Chamber of Commerce meetings, Veterans attending Colleges, Universities’, Technical colleges, Native American Indian Reservations and other non-profit entities targeting veterans within Kansas to promote Workforce Center Services across Kansas. This ensures that veterans, transitioning service members and military spouses are aware of services providing them “Priority of Service” at one of the workforce center locations.

Veterans served in the Workforce Centers

During PY2018/FY2019, 6,370 veterans were served within the workforce centers with 2,192 receiving further assistance by Disabled Veteran Outreach Program Specialists (DVOP) based on significant barriers to employment. This assistance consisted of customized resume assistance and/or review, workshops, and basic employable skills needed for each individual veteran’s needs. Additionally, 1,737 Employer contacts were made by Veteran Employment Representatives, with 732 veterans gaining employment, 621 of those Veterans were provided individual career services (Intensive Services) by JVSG staff this program year.

Retaining Employment and Talent After Injury/Illness Network (RETAIN)

Commerce received a \$1.877 million grant from the US Department of Labor, Office of Disability Employment Policy to establish relationships between the workforce system and a rural medical service delivery system to develop processes to help individuals who have suffered a debilitating illness or injury stay at or return to work. Kansas was one of only eight states to successfully compete for the funding and is working with the Susan B. Allen Memorial Hospital System in Butler County to develop and implement

the project. Kansas will compete for a second round of funding in late 2019 to be one of only four states to receive a multi-year, multimillion-dollar award to expand the project to additional rural areas and at least one urban area of the state.

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

USDOL Regional Office will conduct Technical Assistance visits as follow-up in resolving monitoring findings.

Lack of definitive guidance on Infrastructure Funding Agreements and lack of designated funding allotments for cost sharing & IFA.

The integration of WIOA Title IV partner into the Workforce System presents challenges, i.e. completion of MOU's and Cost sharing Agreements.

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 AND PERFORMANCE **(Table O Local Area Performance Attachment 11)**

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 PY2018/FY2019, Kansas WorkforceONE enrolled 462 adults, 62 dislocated workers and 153 youth customers while once again achieving their board's goal of serving at least one person in every county within their large rural area. WorkforceONE once again maintained top performance standards for WIOA participants in exit, having exceeded 8 standards and meeting one.

During PY2018/FY2019, Kansas WorkforceONE implemented several strategies to continue to strengthen career pathways, sector strategies, and work-based learning opportunities within the region. Kansas WorkforceONE, as part of their Customer Centered Design project through the Workforce Innovation Fund, partnered with Wichita State University and Local Area 5, to host targeted focus groups for both job seekers and employers. In doing so, valuable information was gleaned that is continuing to assist WorkforceONE as they develop their Demand Occupation List as well as working with training providers to identify short-term occupational skills training opportunities that lead to self-sustaining employment. As a result of this collaboration, additional training opportunities for job seekers were developed and existing training has been enhanced.

Registered Apprenticeship

Work-based learning continued to be a focus during PY2018/FY2019. 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 additional apprenticeship programs which brought the total number in Local Area I to 74. Registered Apprenticeships increased dramatically due to the work being done throughout Local Area I by LWDB in Business Services and partners like Hutchinson Community College, Garden City Community College and Seward Community College, as well as other employers and training providers.

Garden City Community College, Kansas WorkforceONE and the Kansas Department of Commerce have collaborated to use apprenticeship to help address the teacher shortage facing school districts, specifically in western Kansas. Training and funding have been approved for para-educators employed by Garden City Public Schools/USD 457, who participate in the Teacher Apprenticeship Program.

PY2018/FY2019 Kansas WorkforceONE Strategic Objectives

Workforce system staff who have completed business services training maintained at a level of 100% (Attachment 12)

Kansas WorkforceONE Corrections & End-Dependence Kansas

Over the course of PY2018/FY2019, Kansas WorkforceONE met with inmates at Norton Correctional Facility, Larned Correctional Facility, Ellsworth Correctional Facility, Stockton Correctional Facility, Hutchinson Correctional Facility, Northwest Kansas Community Corrections and community corrections/parole regions for Hutchinson and Salina. EDK Staff submitted 139 referrals to Vocational Rehabilitation for EDK and WIOA Adult services. The intent is to provide low-dose, progressive services to expose individuals diagnosed with a disability and facing multiple barriers to employment. 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, End-Dependence Kansas (EDK) participants received services utilizing the Vermont Progressive Employment Model (VTPE) through the EDK program including vocational profile development, Jobsville meetings, employer-based company tours, informational interviews, mock interviews, job shadows, on-the-job trainings and work experiences. EDK staff provided 355 employment-based preparation activities including mock interviews, company tours, job shadow, and work experiences. In addition, EDK staff secured 154 employer placements which resulted in a 69.3% positive vocational rehabilitation closure rate. During PY2018/FY2019, EDK and Rehabilitation Services staff continued to strengthen their partnerships to assist their shared consumers with vital supportive and supplemental services including the following: Transportation Assistance; Work Supplies & Tools; Work Boots & Clothing; Financial Assistance for Medication; Mental Health Treatment & Counseling; Substance Abuse Treatment & Counseling; Car Repairs; Eyeglasses; Hearing Aids; Dentures; Hepatitis Treatment & Medication; Vocational Assessments & Counseling.

Prior to release, services are coordinated with the Business Account Managers, Vocational Rehabilitation staff and Offender Workforce Development Specialists. During PY2018/FY2019, 58 individuals exited the program, while the remainder continued to receive services. A majority of EDK/WIOA enrollments were considered high-risk offenders with the remainder considered moderate risk. Nearly all our enrollments were with inmates who had a LSIR substance abuse score greater than 5.

End-Dependence Kansas Success Story

Sean was facing several barriers to employment in the community after his release from prison. This included diagnosed, co-occurring physical and mental disabilities. He also was convicted of an aggravated felony which adds another layer of difficulty in finding self-sufficient employment in the community. Due to the nature of the conviction, Sean would not be able to work in the types of jobs that he held in the past. He would need to completely re-invent himself and begin a new career track.

We began working with Sean four months prior to his release from prison. We developed an Individualized Employment Plan, Vocational Profile and other career exploration activities. We also helped him prepare a resume, soft-skill enhancement activities and prepare for a job interview. Sean was enrolled into the EDK and WIOA program while still incarcerated which allowed us to set things up with employers in the community to be utilized immediately after release. This allowed Sean to hit the ground running immediately after release from prison. Sean was able to utilize the Vermont Progressive Employment Model (VTPE) through the EDK program. Sean participated in three company informational meetings, three company tours and a mock interview with an employer that he hopes to work for in the future as a computer technology and communications employee. The VTPE model helped us find the best fit possible for himself and the employer. This will increase the likelihood of job satisfaction and retention for Sean going forward.

We were able to help Sean secure a job as a Computer Numerical Control (CNC) Machine Operator. His starting wage was \$14.13 per hour with a full-benefits package. He has been in the position for nearly five months and doing great. After 6 months of employment, his wage will be over \$15 per hour. This has allowed him to utilize his love of computers in a high-demand position with upward mobility. He is learning how to program and calibrate the machine which will lead to higher wages and more opportunity in the future. Sean was thankful to have such a comprehensive plan set up before his release from prison. It reduced the amount of stress that usually accompanies ones being released from prison. He engaged in the pre-employment activities within the first week and began his new job within two weeks of getting released from prison.

Serving Job Seekers with Disabilities – Continued Focus

During PY2018/FY2019, Kansas WorkforceONE continued to focus on staff training, outreach and enrollment to serve those with disabilities using their program funds as well as the End-Dependence Kansas initiative. Although the Disability Employment Initiative ended, the Local Area I - Local Workforce Development Board's continued support for its population whose goal is employment. Because of this, Kansas WorkforceONE's Disability Resource Coordinator continued to work with all workforce center staff to provide the Disability Awareness Workshop. In fact, this workshop has been so successful, that Kansas WorkforceONE was asked by its Wagner Peyser partners to provide this training for all of their apprenticeship candidates. (Attachment 12)

In addition, the Disability Resource Coordinator continued to provide training and resources to workforce center and One-Stop staff as they utilized the Accessibility Stations that were placed in each workforce center during PY2017/FY2018. Additionally, in response to workforce needs, Propio Video Interpreting Service was added to the resources available to job seekers. The equipment and video interpretation are available for anyone that would benefit from its use and our partners have been encouraged to utilize the equipment. Staff have worked with job seekers to "check out" equipment for use during interviews while also working with employers to prepare them on how to utilize the equipment for this purpose. "We believe that everyone should have meaningful access to all services and programs." -Kristin Doze, Disability Resource Coordinator.

The Disability Resource Coordinator also worked with Project Search program within Local Area I to enroll and assist with service delivery for In-School-Youth participants within the program, providing resources, case management, work experience and follow-up services. Finally, WorkforceONE, through its contract with Rehabilitation Services, provides Pre-Employment Work-Based Learning Opportunities for In-School-Youth with disabilities throughout Local Area I.

In-School-Youth Success Story

Lee was involved in a firearm accident when he was 17. In the accident, he lost one eye and had suffered long-term memory loss. His vision was 20/600 and eyeglasses did little to improve his vision. He lived in a very small town and had isolated himself since the accident which led to periods of depression. He was reliant on others for his transportation because of his visual impairment. Vocational Rehabilitation referred him at the age of 18 to Kansas WorkforceONE in the hopes that our programs could collaborate to assist this young man. He attended his first appointment with an Employment Specialist because "VR told him to." He had no goals beyond earning his high school diploma and at that point still had three classes to complete of his junior year and all of his senior classes. He was very bright, but because of the trauma he endured, his motivation to achieve personal and educational goals was lacking.

Most appointments with Lee were held in conjunction with Vocational Rehabilitation in an effort to provide a wraparound approach for Lee. After a few appointments he started to become excited that we could assist him with a part-time work experience and provide him with a job coach to help him transition into employment. Lee aspired to attend college before the accident, and we helped him realize that this goal that was still achievable. While finishing his high school classes, Lee started working part-time in his hometown through a work experience. After completing high school, Vocational Rehabilitation and Kansas WorkforceONE pooled resources and services together to assist him in attending the Colorado Center for the Blind for five months. During his stay, they taught him all aspects of mobility, transportation, home management, problem solving and technology. All reports reflected that he did wonderful and was always eager to learn.

Development and Launch of Direct Linkage Training

Direct linkage means providing direct connection by phone or through a real-time web-based communication to a program staff member who can provide program information or services to the customer. It cannot exclusively be providing a phone number, website or providing information, pamphlets or materials for access at a later date or time. The Direct Linkage Training was created and is being implemented to ensure immediate, meaningful connection with One-Stop Partners helping to bridge the gap that was once created by simply giving contact information. We've seen customers making true connections as one partner introduces another partner, providing a meaningful link to services. In addition,

within PY2018, we anticipate additional co-locating of partner services within our local workforce centers. Kansas WorkforceONE, along with its One-Stop Operator, have been asked to provide this training to partners throughout the state workforce system as a promising practice. (Attachment 12)

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 are in Junction City, Lawrence, Manhattan and Topeka with outreach services provided throughout the area. Area efforts in PY2018/Fy2019 resulted in meeting or exceeding all performance measures for WIOA Adult, Dislocated Worker, Youth and Wagner Peyser programs.

Local Area II Initiatives

Sector Strategies and Career Pathways

The Local Area II WIOA Youth Program utilizes funded work experiences, combining academic and occupational learning to help youth research careers, identify pathways of interest, learn in demand work skills and develop work-related references for future career endeavors. In PY2018/FY2019, almost 100 WIOA youth participated in over 140 different work experiences. Major ONET Job Families represented by these experiences included: Art, Design, Entertainment, Sports, Media; Healthcare Support; Personal Care and Services; Office and Administrative Support; Sales.

Additionally, Local Area II actively promoted Registered Apprenticeship (RA) through our Workforce Center Business Service Teams. 906 employers have been contacted by our teams and provided information about RA. LAII contracted with two Related Technical Instruction (RTI) providers, training focused on electricians, plumbers and facilities maintenance apprentices. In PY2018/FY2019, 108 apprentices were enrolled with 47 who remain in RTA at the time of this report.

Rural Outreach Initiatives

The **KANSASWORKS** Mobile Center traveled to Northeast Kansas for multiple community outreach events to increase the availability of **KANSASWORKS** services in rural communities. Having the Mobile Center on-site in these communities provided the opportunity for **KANSASWORKS** to facilitate workforce services to both job seekers and businesses. The **KANSASWORKS** Mobile Center was in Atchison and Marysville for a total of 6 community outreach visits. Workforce Center staff were available to help job seekers register on **KANSASWORKS.com**, create a resume, assist with job searches and share information about training opportunities. In conjunction with these community visits, **KANSASWORKS** team members hosted Registered Apprenticeship/OJT Informational Meetings for area businesses. As a result of these successful efforts, in PY2019/FY2020, rural community outreach will be expanded to four Northeast Kansas communities.

In PY2018/Fy2019, the **KANSASWORKS** Mobile Center was deployed to Horton, Kansas in response to the sudden closure of Horton Community Hospital. Topeka Workforce Center staff was available to help affected hospital employees with registering on **KANSASWORKS.com** and filing for unemployment insurance benefits. In May 2019, the Mobile Center was in Holton, Kansas for a Northeast Kansas Career/Job Fair.

Heroes Make America

Heroes MAKE America is a ten-week program sponsored by the Manufacturing Institute, the National Association of Manufacturers, the Junction City Workforce Center (**KANSASWORKS**), Kansas State University and Washburn Institute of Technology. The program was piloted at Fort Riley in 2018 and continues to be successful. The program prepares soldiers who are exiting out of the military to transition into a thriving manufacturing career field. The first week of class is held at the Junction City Workforce Center where transitioning service members from Fort Riley and Fort Leavenworth are guided by Veterans Employment Representatives and Workforce Service Specialists. The class participants learn about the

benefits of registering on KANSASWORKS.com as well as receive instruction on: understanding their soft skills of Military culture vs Civilian; customized resume assistance, Wage Negotiation, Job Success and LinkedIn workshops; labor market information; interviewing skills and preparation for the 30 second elevator speech for use at job fairs. They take the National Career Ready assessments and are awarded the National Career Readiness Certificate. The 10-week program has been very successful in retaining transitioning service members in Kansas. In PY2018/FY2019, four, ten-week sessions of HMA were held, with 60 soldiers enrolling and completing the program.

Success Stories

Youth

A 17-year old high school dropout visited the WIOA youth program at Neosho County Community College (NCCC). This individual had a poor work history, poor work prospects and was deficient in math. She wanted to pursue post-secondary education, but was unsure what career field to pursue. NCCC staff worked with her to assess her skills and abilities, career interests and to develop an employment plan. Staff helped her evaluate post-secondary education programs which would match her interests and abilities. Through the WIOA youth program, she attained her GED, successfully completed work experience as an office assistant at a local technical training provider, attained her driver's license and completed pharmacy technician training. After attaining her GED and completing Pharmacy Technician Training, she attained a full-time position as a Pharmacy Technician, earning \$15.00 per hour with full benefits. At the time of this report, she has been on the job for almost three months. She has developed a peer group at work, loves her job and in September of 2019, will move into her very first apartment on her own.

Veteran

This individual came to the Manhattan Workforce Center, he was a young, special disabled Veteran, homeless after transitioning out of the U.S. Army and encountering a lot of difficulty in obtaining a steady job. A Veteran Employment Representative assisted him with identifying leads in the local job market where he could use his transferrable skills with the goal of being able to afford his own housing. He practiced interviewing and networked through the Veteran and Soldier Job Club held monthly at the Junction City Workforce Center. He met with the Veteran Employment Representative (LVER) and the Human Resource recruiter from Kansas State University. He was offered a position at the Kansas State campus renovating dormitories in January. At the beginning of May, he generated a targeted resume on his own and applied as a mechanic with BAE on Fort Riley and got the job which doubled his pay.

LOCAL AREA III – WORKFORCE PARTNERSHIP

Workforce Partnership, which serves Johnson, Leavenworth and Wyandotte Counties in the Kansas City metropolitan area, continued to provide outstanding service to job seekers and employers during PY2018/FY2019. With the persistent low unemployment rate and resulting tight labor market in our region, we continued our efforts to engage more people in the labor force in order to help fill the increasing number of job vacancies in our area. To that end, Workforce Partnership expanded and strengthened its outreach and service to “mature workers” in an effort to increase the number of *net new* skilled workers. This initiative began with funding through the Older Kansas Employment Program grant and a new partnership with the nationally recognized AARP Foundation's Back to Work 50+ Program. This initiative is discussed in more detail below.

Services and Performance

In PY2018/FY2019, Workforce Partnership served 30,617 job seeker customers logging 76,380 services to those individuals. While many of these customers entered our doors to obtain basic services in the workforce centers and online through KANSASWORKS, Workforce Partnership served 1689 individuals in WIOA services and other grant programs. (Attachment 13)

There were 980 program participants that exited one of the WIOA Adult, Dislocated Worker or Youth programs and had an impact on performance. We are proud to report that out of the eleven performance measures for which a goal had been established, Workforce Partnership met all of them and *exceeded nine goals*. (Attachment 13)

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. We are proud to report that in PY2018, Workforce Partnership met this training goal by investing 46.5% of its total funds in direct training, and is on course to continue that trend in its current program year. The table in Attachment 13 demonstrates the excellent progress made over the past six years to shift more funding to direct training while continuing to maintain our high level of service through efficient and effective staffing.

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. (Attachment 13)

While our case management staff strongly emphasizes career paths in those priority areas, as reflected by the high concentration of expenditures in those five areas (see chart above), we knew we were not acting as intentionally on the business services side of the house. Our small Business Services Team ("BST") has always served employers well, given our limited resources and staff, hosting many job fairs and hiring events throughout the year. However, business services outreach to employers and those resulting events were not aligned with our priority areas. In PY2018/FY2019, we changed our approach to job fairs in two ways. First, we began to host sector-specific job fairs, rather than events that catered to all types of employers, positions and job seekers. We have found that these sector-specific events work better for employers because they know that all of the job seekers attending the event have an interest in the job positions, they have vacant. Likewise, job seekers looking for industry-specific jobs know that every employer at the event hires for the types of positions they are seeking. We believe this is a more efficient and targeted way to approach job fairs. Late in PY2017/Fy2018, the Business Services Team piloted this concept with an Information Technology job fair to address major layoffs by Sprint in our area. The approach was extremely successful.

Accordingly, in PY2018/FY2019, the Business Services Team ("BST") began to plan other job fairs in this way. To date, Workforce Partnership has hosted job fairs in the healthcare, transportation/logistics and customer service sectors (in addition to three other general job fairs) as well as hosted job fairs targeting specific job seekers, such as Mature Workers and those with criminal backgrounds. The second change made in our job fair approach was to more directly connect those individuals who had just completed training in a particular skill or who already had experience in that skill to employers seeking those specific skills. Now our BST regularly consults with our case managers to understand what types of job seekers we currently have a large case load of and then they create a hiring event specifically catered to the experience/education of those job seekers. For example, while meeting with case managers, it came to the attention of our BST that Workforce Partnership had several hundred individuals currently in job search who had customer service backgrounds – many having been recently laid off from the retail sector. The BST quickly set out to recruit employers looking for customer service representatives and hosted "Customer Service" job fair for those employers, specifically inviting all of the individuals with that background who were currently working with case managers.

Mature Worker Program – A Good Thing Made Great

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 3.4% 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 in order to fill existing vacancies requiring our staff to reach out into populations that are often overlooked. One such population is individuals aged 50 and older. The Great Recession has left Americans age 50+ facing the largest overall increase in long-term unemployment, the longest spells of joblessness and the least likelihood of finding a job. Many older job seekers may have left

the job market and now find themselves with incomes insufficient to cover basic, daily expenses. Others have retired from a long career, but still wish to remain actively engaged in employment in a new sector. And still, many do not have the strong digital skills needed in today's workplace. As a response to these challenges, Workforce Partnership decided to expand and deepen the work it was already doing to assist older workers in PY2018/FY2019.

Step One – Increase Funding for Outreach, Programming and OJT

Prior to PY2018/FY2019, Workforce Partnership provided only limited specialized services to job seekers aged 55 and above. Those services consisted of hosting monthly “Mature Worker Roundtables” at each of the three comprehensive workforce centers in our Local Area. Workforce Partnership applied for and received the Older Kansan Employment Program (“OKEP”) grant to help build a more robust and comprehensive program to serve and train mature workers for high-demand jobs in the community. Our approach to a more comprehensive Mature Worker Program included three essential components: i) increasing the recruitment efforts and the education of mature job seekers and employers willing to hire them, ii) the development of more robust training and programming targeting the needs of older workers; and iii) the funding of “Returnships” OJT opportunities for mature workers re-entering the labor market or transitioning careers. Workforce Partnership chose to focus on these three primary activities based on a combination of relevant labor market information, feedback from current participants in the Mature Worker Roundtables, best practices from other successful older worker programs, responses from employer surveys and a review of services currently offered.

By focusing on the development of skills and qualifications of older workers through enhanced career center programs/activities and OJT experiences, Workforce Partnership believes that it can provide employers with exceptional, experienced talent. However, producing the talent alone will not generate success unless employers are willing to actively recruit and hire mature workers. Thus, this Program included a strong employer outreach component designed to educate employers on the benefits of hiring older, experienced workers who may have voluntarily or involuntarily taken a break from employment and have the ability to learn new skills and technologies necessary to successfully re-enter the workforce. This enhanced Mature Worker program kicked off in October 2018 and to date (one year) has evidenced the following:

- 340 mature job seekers have attended a Mature Worker Roundtable and enrolled in Basic Career Services
- 66 of those job seekers have enrolled in Individualized Services
- 5 Mature Workers have engaged in Returnships
- 28 individuals entered unsubsidized employment with an average wage of \$18.81/hour

Step Two – Promising Practice: Partnership with National Non-Profit Leader

Soon after receiving the OKEP grant, the President of Workforce Partnership's One-Stop Operator company connected us to the AARP Foundation's Manager of Workforce Programs in Washington, D.C. Through this connection, we learned about the Back to Work 50+ Program (50+ Program), which brought not only an excellent curriculum and workshop materials for older workers, but also the strong marketing power of the AARP behind it. The 50+ Program targets workers 50-year-old and older who were previously employed in working class and moderate-income jobs and whose educational attainment and lack of computer skills present barriers to employment in jobs that lead to better economic security. The 50+ Program focuses on workers ages 50-64 that are not eligible for programs like SCSEP because of their age (SCSEP serves 55+) or their income.

Workforce Partnership quickly set out to become only the third workforce board in the country to sign-on as a network partner with the 50+ Program. Becoming a 50+ Network Provider has completely elevated our already solid Mature Worker Program by providing a foundational curriculum tailored to our local area job seeker, job seeker handbooks and online resources, additional group coaching, marketing support and a community of other network providers with whom we can share challenges and successes. Through this partnership, combined with the improved coordination with our BST and better engagement and networking with employers, Workforce Partnership has increased the number of Mature Workers obtaining interviews and employment with both large and small companies. The 50+ Program began only five months ago in May 2019 and to date has evidenced the following:

- 27 Mature Workers attended the initial BTW50+ Kick-Off workshop
- 29 Mature Workers have received services in either the BTW50+ workshops, or on an individual basis
- 9 individuals entered unsubsidized employment with an average wage of \$24.52/hour

Lessons Learned

1. Mature Workers Want Face-to-Face with Employers – After the first 50+ Workshop and several enhanced Mature Worker Roundtables, it came to our attention that many of our older job seekers vastly preferred in-person interviews and direct contact with employers over the typical online application and phone/Skype interviewing process. In response to this preference, Workforce Partnership’s BST now recruits 3-4 employers for each Mature Worker Roundtable meeting and structures those meetings so the last hour is a mini job fair. The response from both job seekers and employers has been extremely positive and we plan to continue this practice – giving job seekers both the knowledge and skills to navigate the internet-based job search, while at the same time providing them with opportunities to get in front of employers face-to-face.
2. Partner Job Seeker Programs with Business Services Expertise – As demonstrated above, we have integrated our Business Services Team (BST) into the Mature Worker Program in many ways and are seeing better results for our efforts. The BST hosts lunch-and-learn events to educate employers about the value and to dispel the myths about hiring older workers. The BST recruits employers for Returnship opportunities and mini job fair experiences during the Mature Worker Roundtable meetings. We have found that utilizing the BST in this way creates a much tighter connection between job seekers and community employers with vacancies that match the job seeker skills. Workforce Partnership will seek to utilize the BST in a similar way to enhance other job seeker programs in the future.

Success Stories

Mature Worker Program

In his words, “John” had not received a “real paycheck” since March 2004 when he worked for Motorola in the semi-conductor industry. John had registered through AARP Foundation for the Back to Work 50+ Workshop with Workforce Partnership at the Johnson County Workforce Center. He also met a Workforce Partnership business services representative at a local job club, and she encouraged him to also attend our bi-monthly Mature Worker Roundtable meetings. Not only did he begin attending those meetings, but he also enrolled in one-on-one coaching, receiving assistance from the Director of the Mature Worker Program as well as from that same business services representative. We are proud to report that John received a job offer from Raytheon for a position in McKinney, Texas similar to his previous role with Motorola. John began work on September 30th, 2019. He said that while he will be leaving his birthplace in Johnson County Kansas, he is excited about this new opportunity. At Raytheon, John will also receive high level security clearance, relocation expenses up to \$25,000 and temporary lodging while he seeks a permanent address. His new annualized salary will be \$107,494.00, which we are sure he now considers a “real paycheck!”

Pilot with JCCC Adult Education – Integrated ESL and Basic Welding Training

“Fredy” engaged with the Johnson County Workforce Center in May of 2018, taking advantage of a series of self-services in hopes of improving his employment situation. At that time Fredy was working in the restaurant industry, but the pay was not keeping up with his financial needs, and he wanted something different with respect to his long-term career aspirations. He began in earnest to explore educational services and resources that would propel him to greater heights career wise. He recognized that he needed two critical forms of assistance in that regard: one being improved English Language skills (since English was not his first language), the other being technical training/skills beyond his high school education. In researching jobs/careers, he looked at options in the transportation field (such as truck driving) and in the manufacturing sector (welding and metal fabrication). Fredy soon enrolled in English Language classes through Johnson County Community Colleges’ Adult Education (JCCC-AE) program where he continued working in a local restaurant while continuing his exploration of jobs and career opportunities and financing options for technical training.

In early November of 2018, Fredy learned of Workforce Partnership’s training resources (through WIOA) as a result of Workforce Partnership’s relationship with JCCC-AE, whereby the two agencies frequently

coordinate activities to facilitate joint service provision based on individual job seeker needs, goals and desires. It so happened around this time period that JCCC-AE was actively formulating a new contextualized learning initiative that would incorporate a Welding certification (MIG in this case, along with basic Layout & Fabrication instruction), with ongoing ELL coursework, in collaboration with Workforce Partnership. Fredy happened to be in the current ELL class and was naturally quite intrigued by this opportunity, as it offered all the needs he was actively seeking to address: English Language skills and technical skills that would enable his transition into a different and higher-demand career field. The programmatic framework and instructional particulars for the ELL + Welding training was eventually fully developed, finalized and approved in late 2018, and the classes kicked off in January of 2019.

Fredy formally enrolled in the aforementioned ELL + Welding contextualized learning initiative and successfully completed his Welding certification training in mid-May of 2019. Fredy immediately discovered a job opportunity with Magliacano Metal Worx, LLC, of LaCygne, KS. With his newly-earned certification and his improving English Language skills, Fredy was offered the job at Magliacano and started on 5/28/19. The starting pay is \$14.00 per hour and includes an employer-provided transportation incentive of \$40.00/week for fuel assistance to get to and from the worksite.

LOCAL AREA IV – WORKFORCE ALLIANCE OF SOUTHCENTRAL KANSAS

The Workforce Alliance of South-Central Kansas (WA) is the Local Workforce Development Board serving a six-county region including Butler, Cowley, Harper, Kingman, Sedgwick and Sumner counties. There are 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

- 42,793 customers visited the Local Area IV Workforce Centers, an average of 178 per workday. The Workforce Centers offer two workshop tracts for job seekers: Job Search Success 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 Beginning and Advanced Resume Writing, Interviewing, Networking, and Online Job Search Tips.
- 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.
- 1,245 job seekers attended 175 workshops offered at the Workforce Centers.

Microsoft Imagine Academy

Imagine Academy is a program offered by the Kansas Board of Regents to equip job seekers with Microsoft recognized certifications for their product line. Local Area IV was awarded 500 licenses to administer these certifications to the public at no cost (normal charge through Microsoft is \$96 per test). The Wichita Workforce Center is the only Workforce Center in Area IV that can administer the Certifications; however, customers may self-study or practice at any Workforce Center in the region. 42 Microsoft Certifications were awarded in Access, Excel, One Note, Outlook, PowerPoint, SharePoint and Word Expert through the Imagine Academy.

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). The 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.

Outcomes:

- 338 participants attended an orientation or workshop for ex-offenders
- 729 participants registered on **KANSASWORKS.com**

- 181 new participants received individual services
- 98 entered employment

Business Services

The Workforce Centers 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. Business Services provided 1,786 services and conducted 704 in person visits to 536 employers in the region. Additionally, there were 64 job fairs that served 4,195 job seekers with 465 employers represented at hiring events. The Business Services Division listed 4,354 job postings on **KANSASWORKS.com** and received 3,125 applications/pre-employment screens from 2,679 customers.

Rapid Response Events

Rapid Response layoff services were provided to 18 employers. Four on-site information sessions were held for 466 affected employees. 114 informational packets were provided to 340 affected individuals.

Registered Apprenticeship

Registered Apprenticeship, an “earn and learn” model, is a proven system for training employees in a variety of occupations that require a wide range of expertise. An ideal way for employers to build and maintain a skilled workforce, Registered Apprenticeship combines employment, on-the-job learning, mentorship, and related technical instruction to both educate and develop the workforce for employers. The WA partners with 10 local Registered Apprenticeship programs accepting applications on-site, as well as assessing potential candidates. In total, 71 job seekers were placed in Registered Apprenticeship positions through a Workforce Center.

Success Story

Nathaniel, a 20-year old male with a high school diploma, was underemployed working part time as a cashier at a national chain grocery store. Nathaniel needed to find employment with career opportunities and a self-sustaining wage. He had an interest in advanced manufacturing, but he did not have any education or experience to get into the field. Nathaniel enrolled in the Kansas Advanced Manufacturing Program, an America’s Promise Grant managed by the WA. Through the program he was able to fund his eight-week training period with Cox Machine as a Deburr Operator, earning \$13 per hour with benefits. Nathaniel impressed his supervisor with superior work ethic and successfully completed his training, earning a Certificate of Completion. Since then, Nathaniel has received two promotions within six weeks and is now a CNC Machinist, earning \$14 per hour with benefits.

LOCAL AREA V – SOUTHEAST KANSASWORKS

Through expanded partnerships with our partners and area employers, Southeast **KANSASWORKS, Inc.**, had many accomplishments 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.

Local Area V has continued to work on expanding our partnerships with our local area partners and employers. Southeast **KANSASWORKS, Inc.** accomplishments this past year include strengthening our business services strategies and work-based learning strategies (registered apprenticeship, adult and youth on-the-job trainings and transitional jobs) to continue 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 151 jobseekers into a work-based learning opportunity throughout our 17-county region.

Registered Apprenticeship

Southeast **KANSASWORKS**, Inc., continued to expand Registered Apprenticeship over the past year. We have continued to expand our outreach to both new and currently participating employers in our 17 counties to educate and assist them with training both new and incumbent workers.

On-The-Job Training

We continue to successfully work with employers to provide On-The-Job Trainings. This year we offered face-to-face partner training on the processes for promotion and referral to the AJC for appropriate OJT candidates. This training covered the basic elements of an OJT, suitability of referrals and the necessary steps in the referral process to the AJC. To ensure new employees of the workforce system continue to receive OJT training, we included the training materials in an OJT video that we developed. This will be an ongoing training tool for workforce system partners but will also be utilized as a promotional video for employers. The video will be posted on our website and will be used in employer meetings, job seekers orientations, Rapid Response events, etc. This will help us ensure we are sending out a “clear message” to our customers.

Workforce Innovation Fund

Focus Groups

We were able to partner with Local Area I to host a series of focus groups among local employers and job seekers across our rural area using the Customer Center Design approach. The purpose of the focus groups was to uncover how organizational change in policy might attract potential employees, that otherwise might not participate in the labor force i.e. discouraged workers, retired individuals (55 and older), ex-offenders and individuals with disabilities.

Focus groups were hosted with employers that participated in on-the-job trainings and employers that were open to re-evaluating their hiring practices.

Information gathered from the job seeker focus groups was presented to employers, and discussions were held with specific questions using the “*how might we*” approach to identifying methods to attract these groups of potential job seekers back into the labor force. Employers were also educated on the barriers/challenges these groups face in obtaining meaningful employment. This project used multiple strategies including customer outreach and engagement and business services outreach and engagement.

Outcome: Having the two different focus groups allowed us to help employer understand how to assist job seekers with barriers. Employers realized they needed to look at policies to help potential job seekers with barriers could be successful. The information compiled in the final report will be used by the Local Area V Workforce Board in developing strategies for their local and regional plans.

Resource Navigator

Local Area V conducted a project utilizing work-life Resource Navigators. The navigators assisted employees with personal and/or work-related challenges that influence the first state of employment. Resource Navigators were available at work sites on a regular basis to schedule appointments to meet with struggling employees more specifically those individuals placed in employment via an OJT contract. Support provided for employees included: Child care and early education assistance; Financial education; Housing; Housing weatherization; Mileage/transportation assistance; English language classes; Job training opportunities; Clothing; Food Assistance; Energy assistance; Medical assistance.

Resource Navigators utilized *Bring your A Game to Work*, a program designed to teach soft skills, in conjunction with the worksite.

Outcomes: The value added by the Resource Navigators included: minimized lost productivity and expense by improving retention; built a stronger more positive workplace culture and; increased employee output and performance as personal and financial barriers were addressed. We were able to help a significant number of employees navigate issues that impacted their work life and helped them maintain their

employment. We were only able to obtain six months of data and we felt we needed more to show the true outcomes of the project. We are currently exploring other funding opportunities to be able to continue providing these services to job seekers and employers.

WIOA Youth Program Success Story

The Challenge: Allie attends an alternative school in Iola KS. Allie is very interested in a community service-related field but is unsure where to begin. She had not completed any career exploration or labor market research to really understand what types of opportunities were available to her.

The Solution: Allie participated in the Life Works and A Game workshop with the Youth Career Advisor in Paola. She was able to gain soft skills and improve her interviewing and resume writing skills. Southeast **KANSASWORKS** assisted Allie with getting a paid internship at Thrive Allen County located in Iola, Kansas. Thrive Allen County is a community resource for Allen County residents. Their goal is to connect people with resources and assist them in any way they can. Allie's title at Thrive Allen County is Executive Intern, she assists with various projects and runs the social media platforms for Thrive Allen County.

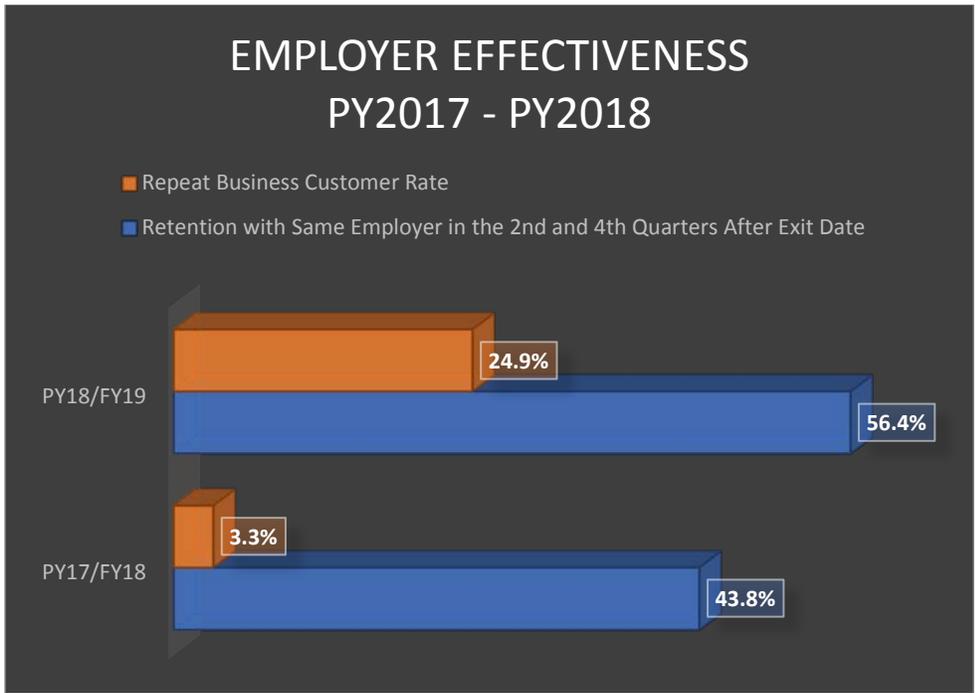
The Outcome: Allie has had an excellent experience working at Thrive Allen County as a paid intern. The staff at Thrive Allen County are assisting her with learning how a non-profit organization works and what the benefits are for the community. Allie's supervisor at Thrive said Allie has grown and gained so much confidence and is constantly wanting to learn more skills. Allie has become the lead staff in the communications department and has become an accomplished speaker and gifted writer. Allie has a few more months before her paid internship with Thrive Allen County is finished but she is interested in volunteering there after the internship is complete.

PY18 – EFFECTIVENESS IN SERVING EMPLOYERS

WIOA - EFFECTIVENESS IN SERVING EMPLOYERS

STATE: <i>Kansas</i>		PROGRAM YEAR: 2018		Certified in WIPB: 10/1/2019	
PERIOD COVERED					
From (mm/dd/yyyy): 7/1/2018		To (mm/dd/yyyy): 6/30/2019			
REPORTING AGENCY: Kansas Department of Commerce					
EFFECTIVENESS IN SERVING EMPLOYERS					
Employer Services			Establishment Count		
Employer Information and Support Services			1,310		
Workforce Recruitment Assistance			9,409		
Engaged in Strategic Planning/Economic Development			8		
Accessing Untapped Labor Pools			253		
Training Services			241		
Incumbent Worker Training Services			3		
Rapid Response/Business Downsizing Assistance			55		
Planning Layoff Response			39		
Pilot Approaches			Numerator		Rate
			Denominator		
Retention with Same Employer in the 2nd and 4th Quarters After Exit Rate			16,704		56.2%
			29,721		
Employer Penetration Rate					
Repeat Business Customers Rate			3,689		24.9%
			14,800		
State Established Measure					
REPORT CERTIFICATION					
Report Comments: Effectiveness in Serving Employers (ESE) PY18 annual report data includes Titles I, II, III, & IV.					
Name of Certifying Official/Title:		Telephone Number:		Email Address:	
Mike Beene-Director		(785) 296-7715		mika.beene@ks.gov	

PY18 – EFFECTIVENESS IN SERVING EMPLOYERS



PY18 – EFFECTIVENESS IN SERVING EMPLOYERS

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>

PY18 – EFFECTIVENESS IN SERVING EMPLOYERS**ESTABLISHMENT COUNTS**

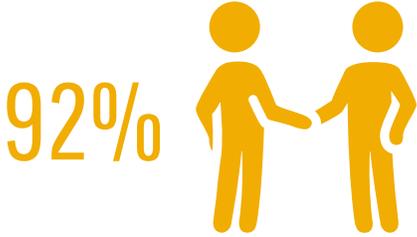
Reportable Employer Services	Definition
Employer information and Support Services	Count of unique establishments that received services mapped to 'Business Information and Support Services' in EmpContact table during report period.
Workforce Recruitment Assistance	Count of Unique establishments that 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.

Kansas Department of Commerce

Workforce Services Division

Secret Shopper 2018
ksworksstateboard.org

COURTEOUS REPRESENTATIVES



Polite & Respectful

Kansas American Job Centers, located in **22 communities** across the State, serve more than **176,000 customers a year** with diverse employment.

In 2018, the *Public Policy and Management Center (PPMC)* at Wichita State University completed a secret shopper study assessing the quality of service provided to job seekers.

From March through September 2018, the *PPMC* coordinated **12 secret shopper evaluations** at **14 local Workforce Centers** across the state.

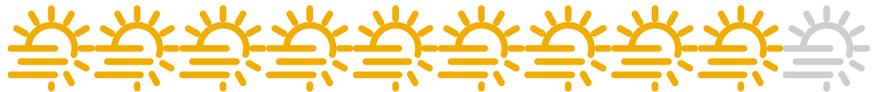
Shoppers represented **diversity** in age, race, job experience, education, as well as veterans and persons with disabilities.

SERVICES

Majority of referral services & information provided rated

Excellent/Good

89 % WELCOMING ATMOSPHERE



Friendly & Positive

Excellent/Good

ENCOURAGEMENT

3 out of 4



Excellent/Good staff encouragement about finding a job



86% EMPATHETIC SERVICE

Understood shoppers problems



STRONG

Representatives effectively explained the process of receiving services

COMMUNICATION

Kansas Department of Commerce Workforce Center Evaluation and Process Improvement

Secret Shopper Experience

2018



Presented by



WICHITA STATE
UNIVERSITY



Kansas Department of Commerce

Workforce Center Evaluation and Process Improvement Secret Shopper Experience

2018

Prepared by

WICHITA STATE UNIVERSITY PUBLIC POLICY AND MANAGEMENT CENTER

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DISCLAIMER

The study was conducted by the Public Policy and Management Center (PPMC) at Wichita State University (WSU). The PPMC is an independent research body unaffiliated with the Kansas Department of Commerce. This report was prepared by the research team. It represents the findings, views, opinions and conclusions of the research team alone, and the report does not express the official or unofficial policy of WSU.

ACKNOWLEDGMENTS

The PPMC would like to thank the staff of the Kansas Department of Commerce Workforce Services Division for their commitment to advancing excellence in public service and serving the state. This project is only one example of their commitment to improving services and addressing needs of the residents of Kansas. In addition, the PPMC would like to acknowledge and express sincere appreciation to the secret shoppers for their work and dedication to this project. For purposes of protecting their anonymity, names will not be included in this report, but their critical effort still should be acknowledged and recognized.



Table of Contents



1. Executive Summary	2
2. Background and Protocol	3
3. Overall Findings	5
4. Recommendations	6
5. Overview of All Sites in 2018	9
6. Comparison of Sites 2017 to 2018	13
7. Summary of Client Experience	19

1 > Executive Summary



The Public Policy and Management Center (PPMC) completed its second year of evaluating the Kansas Department of Commerce (KDOC) Workforce Center. The evaluation utilized a group of eight “secret shoppers” who posed as clients with different scenarios at 14 local workforce centers across the state. Secret shoppers evaluated the centers on 32 separate metrics to develop a comprehensive view of the client 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 the available sites provided a progress report for the intervention strategies that resulted from the 2017 evaluation.

Based on the analysis, several key themes emerged.

- Sites rated in 2017 improved or maintained “excellent” and “good” ratings across most metrics in 2018 evaluations with some limited exceptions.
- Over 80% of evaluators waited less than five minutes to get assistance at all locations.
- Almost 92% of evaluators found representatives from the workforce centers to be courteous.
- Nearly 86% of evaluators rated staff listening skills as “excellent” or “good.”
- Evaluators felt that representatives understood their situations over 86% of the time.

From the analysis, the PPMC developed a series of six recommendations to continue improvement of current efforts and to address gaps identified by evaluators. The recommendations are:

- Continue refining intake processes, with a goal to standardize the process for all workforce centers;
- Incorporate customer management skills into training efforts, particularly in dealing with difficult people and people with disabilities;
- Expand access to specialized staffing by leveraging technology;
- Continue improvements to the **KANSASWORKS.com** website for better user experiences;
- Invest and update technology at centers to improve access for people with disabilities and ensure that computers are functional; and
- Raise site awareness by encouraging centers to expand signage and décor to be more user-friendly.

2 > Background & Protocol



From March through September 2018, the PPMC coordinated 112 secret shopper evaluations with eight different shoppers at 14 different workforce centers across the state. Shoppers represented diverse ages, races, job experiences and education levels, and included veterans and a person with disabilities. Each shopper used a unique script developed to represent different population segments who access services.

On average, the evaluators spent four to five hours participating in project orientation and

training. This training included script and scenario development individualized for each shopper, online application training, role-playing rehearsal and overview of the workforce delivery system. Evaluators were also trained on consistent and reliable use of the evaluation tool and participated in a pilot evaluation.

PPMC staff worked closely with the KDOC project team to identify customer categories or roles that represent the diverse cross section of customers served. The following scenarios were identified:

- Person with a disability (blindness)
- Person of color with new educational achievement looking for a career change
- Retiree worker returning to work
- Person speaking English as a second language (ESL)
- Underemployed worker looking for trade skills and career change
- Unemployed, young single parent with limited skills and employment history
- Veteran seeking an employment change
- Recent high school graduate with limited skills and employment history

The PPMC identified evaluators to best fit each scenario. Evaluators did not disclose their role or the intent of their involvement to workforce staff. From March through September 2018, the PPMC coordinated 112 secret shopper evaluations, with eight roles played by 12 different individuals. Three different individuals were used for the recent high school graduate with limited skills and employment history scenario. Two veterans and two seniors returning to the workforce participated in the evaluation process. Shoppers evaluated 14 different workforce centers across the state: Dodge City, Emporia, Garden City, Great Bend, Independence, Junction City, Kansas City, Lawrence, Lenexa, Pittsburg, Salina, Topeka and Wichita.

Using smartphones or tablets, evaluators completed a web-based assessment immediately following each site visit. The same assessment was used by every evaluator at every site. Quantitative and

qualitative information was collected by each evaluator at each site. PPMC researchers conducted follow-up statistical screening to verify that response patterns were reflective of the service received, based on comments provided by the evaluators.

For the 2018 evaluations, there were multiple evaluators presenting the same scenario in some instances. Additional statistical and qualitative analysis was utilized to determine if responses were consistent across reviewers and to recognize any habitual pattern responses. Based on that analysis, it was determined that the responses were consistent across all sites allowing comparison of practices among the sites.

When conducting evaluations, participants typically visited each site in small groups of two or three to reduce travel expenses. Visits were staggered to ensure unique interactions. At the end of the project, a group debriefing session was conducted with all of the evaluators to identify comparative information from their site visits. Further interviews were conducted with the disabled, person of color and underemployed evaluators who attempted to access additional services beyond those initially provided.

In 2017, a similar process was used to evaluate workforce centers in nine communities: Emporia, Great Bend, Independence, Junction City, Kansas City, Lenexa, Salina, Topeka and Wichita. From the 2017 evaluation, a series of continuous improvement strategies were implemented. A critical element of the strategies was a focus on customer service training. Part of the 2018 evaluation was to determine the impact of these continuous improvement strategies at the nine locations evaluated in 2017. References to the 2017 study are included in recommendations and the site-specific evaluations for the nine centers previously reviewed.



3 > Overall Findings

The overall results from the secret shopper evaluations were extremely positive regarding the customer service experience across the 14 workforce centers. Key points about the experience include:



- Over 80% of shoppers waited less than five minutes to receive service.
- Almost 92% of respondents found representatives from the workforce centers to be courteous.
- Nearly 86% of evaluators rated staff listening skills as “excellent” or “good.”
- Evaluators felt that representatives understood their situation over 86% of the time.
- More than three-quarters of evaluators felt that representatives effectively explained the process of receiving services.
- Nearly 89% rated the atmosphere at the workforce center as “excellent” or “good.”
- Over three-quarters of the evaluators indicated an “excellent” or “good” rating for staff providing a sense of encouragement about finding a job.
- Evaluators observed the receptionist effectively interacting with other customers 86% of the time.

While the overall experience was positive, there are still opportunities to improve user experiences. The areas for improvement are process and resource driven rather than customer service based. Opportunities for improvement include:

- Consistent registration or intake processes. For example, 43% of the time evaluators were asked for their Social Security numbers, whereas 57% of the times they were not asked for Social Security numbers.
- Helpfulness of staff. Evaluators rated the helpfulness of staff in creating a **KANSASWORKS.com** account as “excellent” or “good” about two-thirds of the time, which leaves room for improvement.
- Tools and resources beneficial to the job search. Only 70% of the evaluators indicated an “excellent” or “good” rating about the tools and resources being beneficial for a job search.
- Access to functional assistive technology for disabled customers. This was generally a barrier at most locations.

4 > Recommendations

Evaluators' overall experiences were positive, with each site providing unique experiences, impressions and outcomes. Based on the evaluation process, a series of best practice recommendations for continuous improvement were developed. Information from the surveys and debriefing sessions led to the following recommendations.

1. Continue Refining Intake Process

Variances in intake processes were identified in the 2017 evaluations. As a result, the KDOC began a process to standardize the intake process and establish protocols for all workforce centers to use. Progress has been made, however there are still variations by location and in some instances by individual staff serving customers at a specific location. The data on shoppers who were asked to provide Social Security numbers indicated the need for continued intake process improvements. **KANSASWORKS.com** does not require a Social Security number, but some evaluators were told they could not be served without providing a Social Security number. Officially, workforce centers cannot require Social Security numbers to provide services.

Further refinement on the process for creating a **KANSASWORKS.com** account creation is advised. A portion of the evaluators were directed to create a **KANSASWORKS.com** profile online, while others received a personalized evaluation before being directed to create an account. At some locations, workforce center staff checked the **KANSASWORKS** database for user profiles, while staff at other locations did not. Another variation was the use of a resource list and service referrals, which some evaluators received immediately, while others did not. While workforce centers may have their own customer flow procedures to manage traffic, there should be consistency in customer experience and non-personalized outcomes, such as receiving a review of a **KANSASWORKS.com** registration in both self- and staff-created circumstances.

Continuing to refine the intake process will help improve performance. Clearly the emphasis placed on customer services, started after the 2017 evaluation, and has improved performance at the eight sites reviewed. A standardized intake process should yield similar benefits. Process improvements and follow-up training with staff are recommended.

2. Build Customer Management Skills

Evaluators were generally positive about the courtesy and customer service experience for each site. Customer service training, developed and implemented after the 2017 evaluation, appears to have improved the performance in customer service across the previously evaluated sites. Sites new to the evaluation process in 2018 also had positive scores for customer service. There was marked improvement in ratings by the individual speaking English as a second language (ESL), who reported excellent service in nearly all locations. Continued emphasis on customer service training should be integrated in staff training requirements and during the hiring process.

Several evaluators noted instances where workforce staff were dealing with disruptive clients. In some cases, interactions went well, with the staff dealing effectively with the client. In other instances the

staff struggled with challenging client behavior, which had a direct impact on the evaluator's sense of well-being at the facility. Expanding training to include dealing with challenging clients and conflict resolution skills will enhance customer service capacity for staff, as well as the experience for other clients.

Continued emphasis on dealing with diverse clientele should be prioritized. Again, there was marked improvement with the ESL evaluator, but other issues were raised through the evaluation process. Some of the female evaluators felt they did not receive the same level of service as their male counterparts at the same facility. The retiree and person of color evaluators also reported sites where they felt they did not receive a level of service consistent with other evaluators. Continued customer service training focused on diversity should be considered to address this issue.

3. Focus on Assisting People with Disabilities

Assisting people with disabilities requires additional customer service attention and in some cases additional technologies. The 2018 evaluator with a disability was legally blind and found that all centers were not adequately equipped to deal with this disability. At all locations, the evaluator struggled with adaptive technology to assist with viewing computer screens. At the majority of centers the technology was nonexistent; and if it was available, the technology tended to be outdated or inoperable.

The evaluator also indicated that many of the workforce staff did not appear to know how to handle someone with a visual disability or simply did not have sufficient time to work with him individually. In the 2017 survey of workforce center staff, working with individuals with disabilities was identified as a weakness by several respondents. Additional training and exposure to individuals with disabilities should be considered to improve user experiences and outcomes.

Additionally, there appeared to be distinct differences in the ability of local workforce centers to refer persons with disabilities to local community resources. Vocational rehabilitation resources were frequently noted by the disabled shopper, however there seemed to be a lack of coordination or understanding about what referral resources were available. Creating a local or regional resource guide may help in creating quality referrals to services. Establishing or joining other resource teams that include local workforce center staff and local providers, such as Disability Awareness Resource Teams or Provider Leadership Networks could improve the connection of clients to resources. Connecting high-need clients with quality local resources should be a workforce center norm, which can be achieved through increased communication and coordination among providers of such resources.

4. Expand Access to Specialized Staffing

Workforce centers offer specialized staff to deal with specific categories of clients, particularly youth and veteran clients. When evaluators were able to meet directly with specialized staff, they reported more positive experiences. This was particularly true with veteran evaluators, who were very complimentary of veteran affairs staff interactions. The physical distance between sites and limitation of resources may make it unfeasible to provide specialized staffing at all locations. Leveraging technology such as video conferencing is a viable option for increasing access to specialized staffing. Exploring potential partnership opportunities with local community colleges and universities providing adult education could also offer more access to specialized staffing and resource sharing.

5. Intuitive Website Design and User Interaction

The **KANSASWORKS.com** website is an integral part of the workforce center experience. The 2017 evaluation report recommended evaluating and enhancing the website to improve user experiences. Modifications have taken place, but 2018 evaluators indicated that further refinements are needed. In response to shifting client demand, **KANSASWORKS** was integrated into a smartphone application that launched in October 2018. With the addition of the app, user options have expanded and should become more user-friendly. As the demographics of the workforce continue to change, maintaining an intuitive, user-friendly **KANSASWORKS.com** platform will be necessary for continued success.

6. Invest in Technology for Accessibility

The majority of workforce centers had positive overall atmosphere responses. However one area of concern was the availability and condition of technology at some sites. At some locations, computer terminals were not available or did not work. This problem was identified by several shoppers. However, it was a larger barrier for the evaluator with a visual disability. Since a majority of resources are available online at the workforce center, priority should be placed on investing in updated, fully functional computer terminals.

The Kansas Department of Commerce has purchased ADA computers, tools, and software over the years and donated these to Local Workforce Development Boards (LWDB). ADA accessibility reviews were conducted at each workforce center within the past five years resulting in recommendations for improvements and training. It is the LWDB's responsibility to maintain ADA-accessible facilities and provide adequate technology. Clarification of this duty and any responsibilities related to facilities and equipment replacement should be provided in writing to each LWDB. If needed, offer additional assistance with capital improvement and equipment replacement planning to local boards. Developing equipment replacement and facility improvement plans would offer direction for investment and could help ensure that the local workforce centers are meeting their obligation to users.

7. Improve Site Awareness

The physical environment of the workforce centers was noted in the 2017 evaluation as a potential area for improvement. Evaluations in 2018 echo many of the same issues, including need for updated décor and improved ambiance. While evaluations of the décor and ambiance can be subjective, having safe facilities that are easy to find is critical for usage. Being able to locate sites in Independence, Garden City, Lenexa and Emporia was a challenge for multiple shoppers. Some also indicated that the neighborhood around the center made them uncomfortable. While relocating facilities may be unfeasible, having clear building signage, wayfinding signage and adequate lighting could help address these issues.

5 > Overview of All Sites in 2018

The ultimate goal of each workforce center is to provide all clients the tools and opportunity to secure and maintain gainful employment. Evaluators were encouraged to keep that overall goal in mind and evaluate if they would feel supported and equipped to find desired employment after interacting with the center. Evaluators were encouraged to provide objective assessments of their experience at each location rather than compare experiences between the sites during the process. Aggregating the evaluations allows for an objective assessment of the workforce centers as a whole and as individual sites.

■ Referral Services and Information Provided

Shoppers were asked to evaluate the effectiveness of referral services and information provided at workforce centers. The percent of shoppers rating centers as “excellent” or “good” in the 2018 evaluation is shown in Figure 1.1. The majority of respondents felt that the referral services and information provided were “excellent” or “good” in all but two locations. Compared to other sites, Garden City scored lowest on both referral services and information provided, and Junction City scored low on information provided.

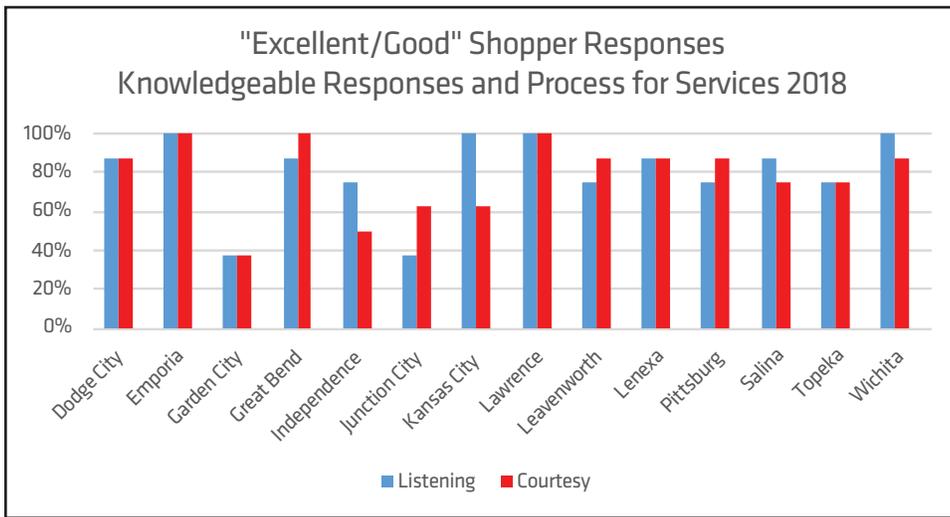
Figure 1.1 • Referral Services and Information Provided 2018



■ Knowledgeable Responses and Processes for Services

Shoppers rated the workforce centers’ processes for receiving services and their perceptions of how knowledgeable staff were in responding to their questions. Figure 1.2 shows the percentages of “excellent” and “good” ratings for these categories for 2018. Garden City was lowest compared to other sites, with Junction City also rating low on knowledgeable responses to questions.

Figure 1.2 • Knowledgeable Responses and Process for Services 2018

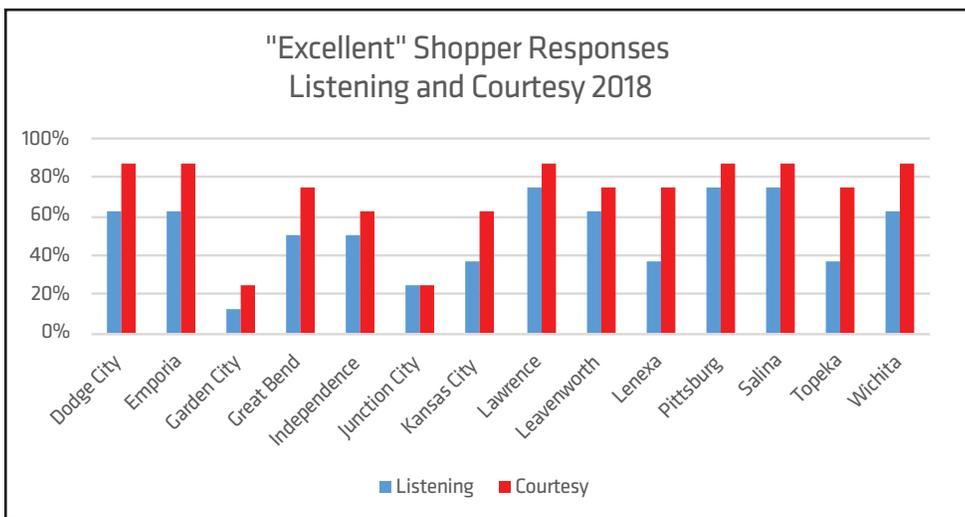


■ Courtesy, Attentive Listening, Ability to Help and Encouragement

Survey responses marked “excellent” were compared for four variables including shoppers’ perceptions of staff’s courtesy, attentive listening, ability to help in their job search and encouragement they received from workforce staff. Only “excellent” ratings are reviewed, to determine highest performance on these items.

Courtesy was generally more highly rated than listening skills. Dodge City, Emporia, Lawrence, Pittsburg, Salina and Wichita received the highest ratings while Garden City and Junction City received the fewest “excellent” ratings.

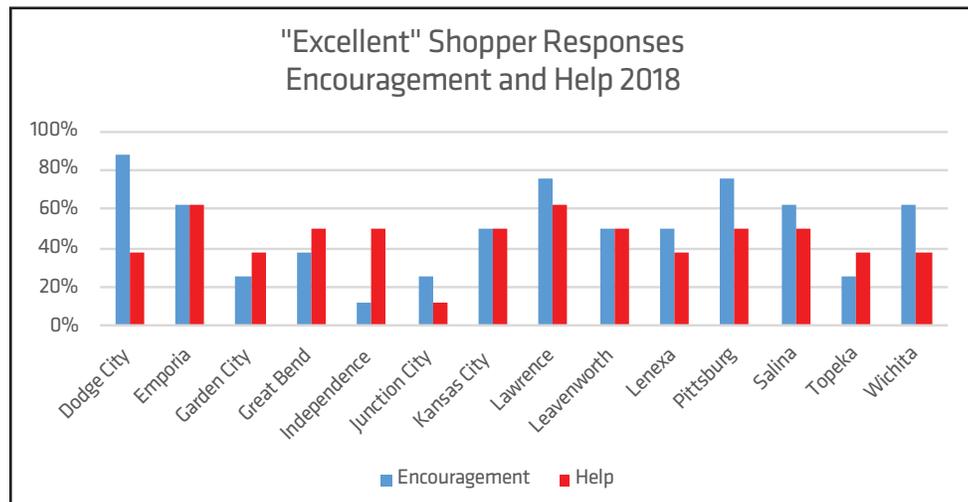
Figure 1.3 • Listening and Courtesy 2018



■ Encouragement in Job Search and Ability to Help

Shoppers were asked to rate the level of encouragement they received for their job search and their perception of the amount of help provided. Half of the sites had higher ratings for levels of encouragement than ratings for help provided. Dodge City, Lawrence and Pittsburg had the highest ratings on encouragement, while Independence, Topeka, Junction City and Garden City had the fewest “excellent” ratings. Emporia and Lawrence had the highest number of “excellent” scores for help, and Junction City had the lowest percentage of “excellent” ratings.

Figure 1.4 • Encouragement and Help 2018



■ Shopper Comparisons

Secret shoppers assumed roles for the comparison shopping at the 14 workforce locations. Shopper scenarios were English as a second language (ESL), a person of color, a veteran, an underemployed worker, a person with a disability (legally blind), a youth with a child, a recent high school graduate and a senior citizen. These ratings represent perceptions of the shoppers’ experiences at all the workforce centers. It is reasonable to assume that their profile roles may account, in part, for differences in ratings. However, other factors, such as speaking with different workforce employees, may also account for rating differences.

Table 1.1 • Percent of “Excellent” Ratings for Workforce Centers - 2018

	ESL	Person of Color	Veteran	Under-employed	Disability	Youth with a Child	Recent High School Graduate	Senior Citizen
Listening	100%	36%	14%	57%	43%	29%	86%	50%
Courtesy	100%	79%	57%	64%	43%	57%	100%	71%
Encouragement	93%	29%	29%	43%	36%	43%	71%	57%
Ability to Help	71%	26%	14%	36%	36%	29%	79%	50%

The percentage of “excellent” rating for listening was highest for the ESL and recent high school graduate shoppers. The veteran, youth with a child and person of color reported the lowest number of excellent experiences for listening. Courtesy was rated “excellent” over 50% of the time by all shoppers

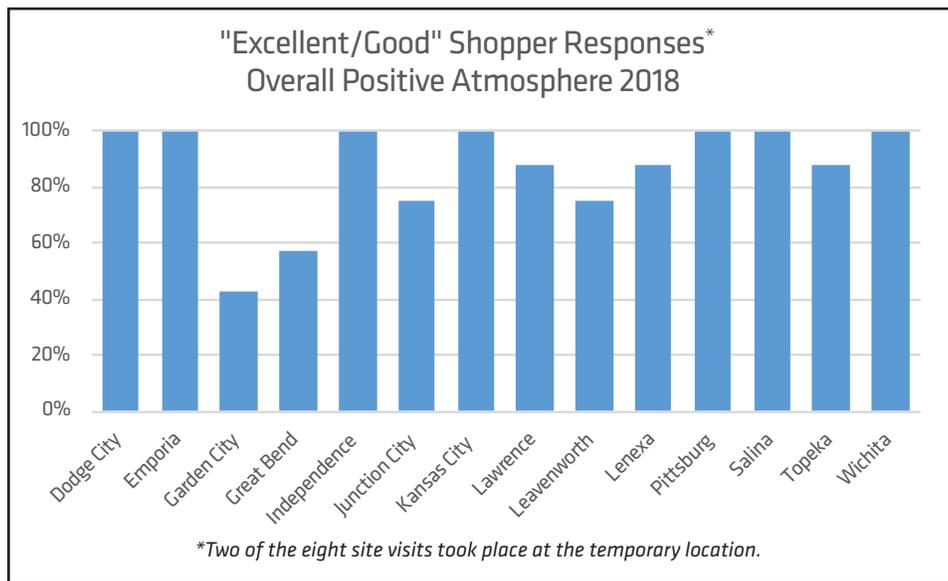
except the person with a disability. Excellent levels of encouragement were reported over 50% of the time by the ESL, recent high school graduate and senior citizen shoppers.

The fewest “excellent” ratings for encouragement were reported by the person of color, veteran and person with a disability. Ratings of “excellent” for the ability to help were reported over 50% of the time by the ESL, recent high school graduate and senior citizen. The lowest ratings for ability to help were from the veteran and youth with a child.

■ Overall Positive Atmosphere

Shoppers were asked to evaluate the overall atmosphere of the center during their visit. More than 70% of shoppers rated centers “excellent” or “good” in all sites except Garden City and Great Bend.

Figure 1.5 • Overall Positive Atmosphere 2018



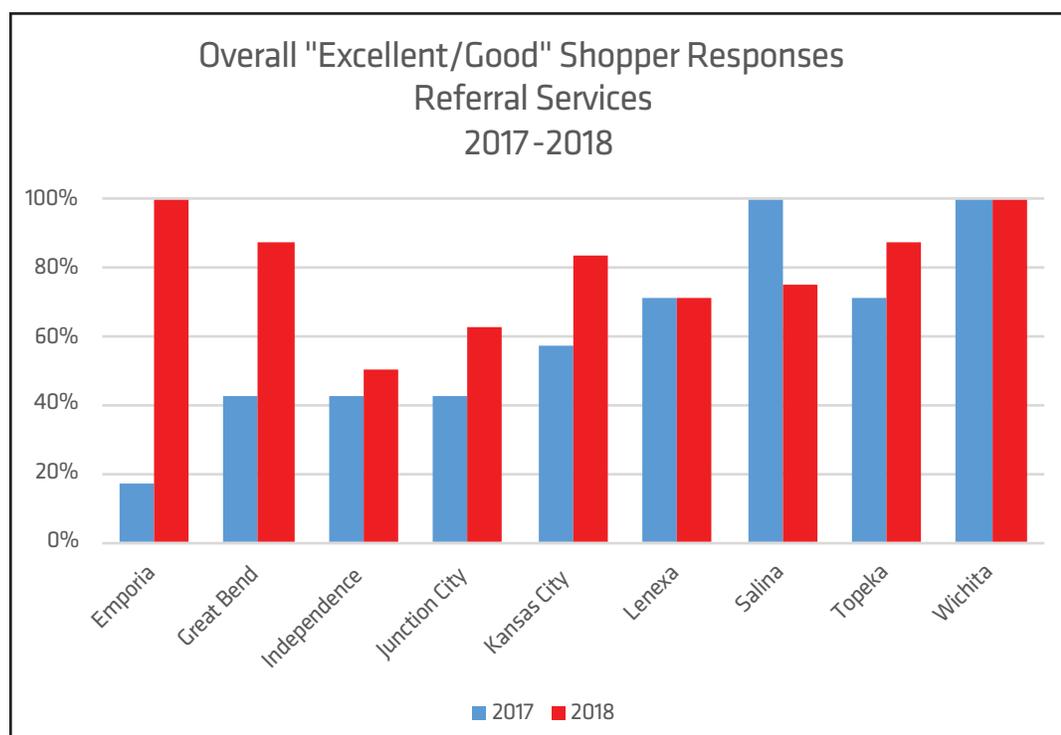
6 > Comparison of Sites 2017 to 2018

Nine sites participated in the 2017 study and were repeated in the 2018 study, allowing a comparison of performance between 2017 and 2018. All sites demonstrated improvement on some of the measured indicators, including referral services, information provided, staff knowledge, processes for services, listening, courtesy and overall atmosphere of the center. Centers are to be commended for their gains in customer service improvements.

■ Referral Services and Information Provided

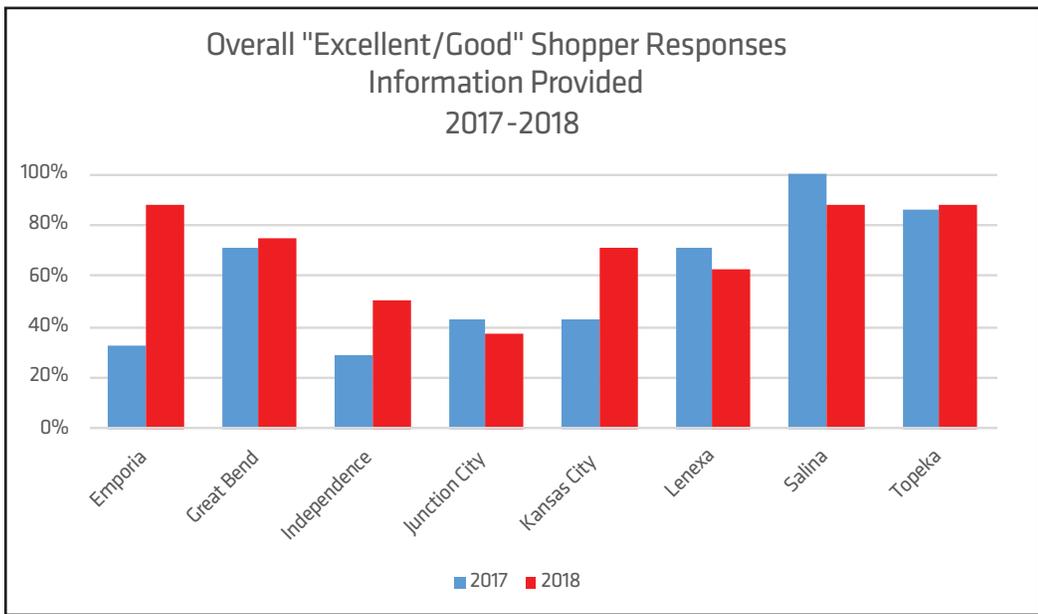
Comparing the 2018 results with the 2017 evaluation of the effectiveness of referral services shows substantial improvement for six sites, with two sites unchanged and one site (Salina) slipping slightly. However, since Salina was extremely highly rated (100%) in 2017, the decline to 75% may not be a cause for concern. Wichita and Emporia received 100% ratings in 2018. This is a significant improvement for Emporia from 16% in 2017. Great Bend, Junction City, Kansas City and Topeka all posted large improvements over 2017 levels.

Figure 2.1 • Referral Services 2017-2018



As shown in Figure 2.2, over two-thirds of the sites had positive ratings higher than 70% for the information provided at the workforce centers. This represented substantial improvements for Emporia, Independence and Kansas City. Junction City had a 43% “excellent/good” rating in 2017, but declined to 38% in 2018.

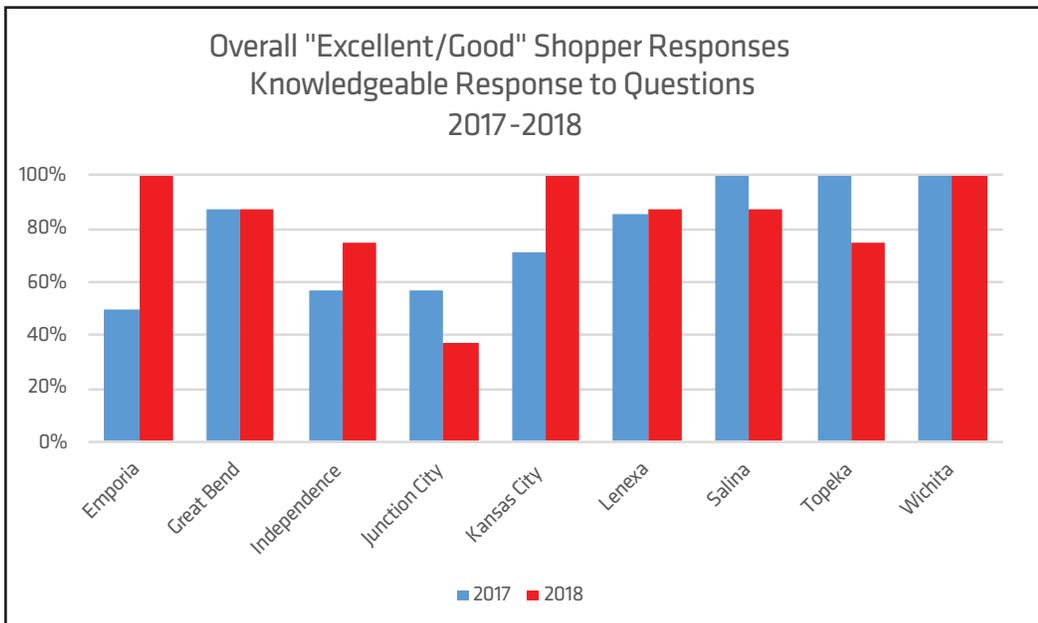
Figure 2.2 • Information Provided 2017-2018



■ Knowledgeable Responses and Processes for Services

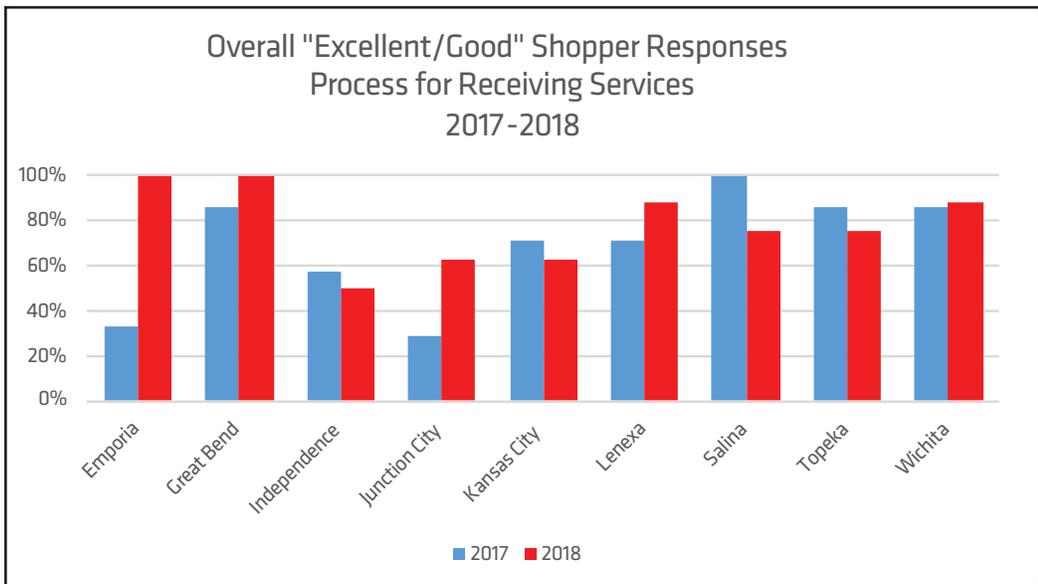
Comparing the 2018 results with the 2017 ratings for knowledgeable responses to questions, Emporia showed the most improvement, doubling their rating to 100%. Independence and Kansas City also showed substantial improvement. Salina and Topeka slipped slightly, but still had strong positive ratings of over 75%. The remaining sites were stable.

Figure 2.3 • Knowledgeable Responses 2017-2018



As shown in Figure 2.4, Emporia and Great Bend posted substantial improvements in processes for services, achieving 100% positive ratings. Junction City also demonstrated substantial improvement, increasing from 29% to 63%. Lenexa and Wichita posted gains, increasing to 88%. Independence, Kansas City, Salina and Topeka slipped, but all still remain at over 50% "excellent" or "good" ratings.

Figure 2.4 • Processes for Services 2017-2018

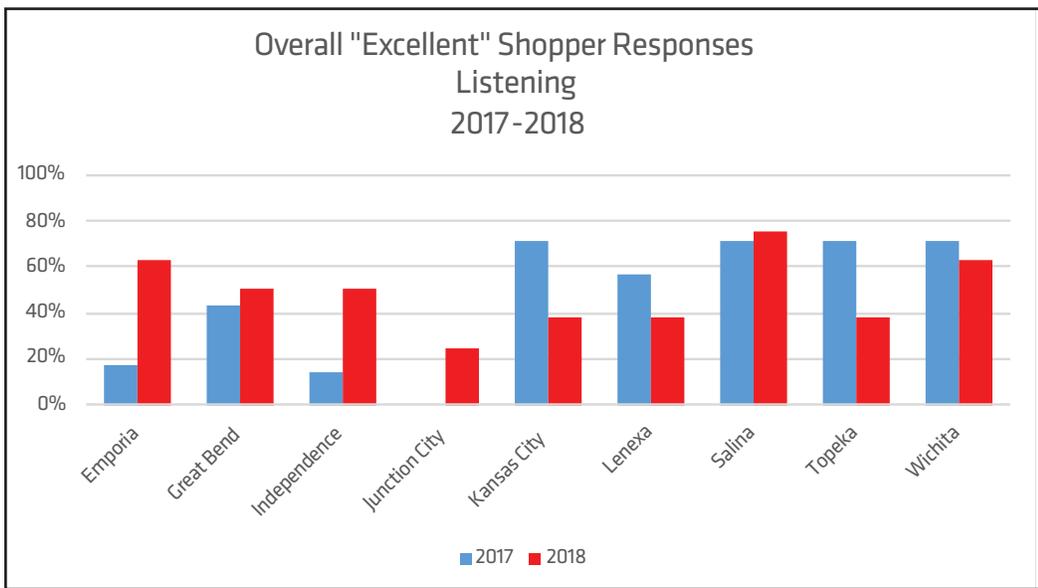


Shoppers rated the workforce centers' overall positive atmospheres. Figure 1.5 shows the percentages of "excellent" and "good" ratings for these categories for 2018.

■ Listening and Courtesy

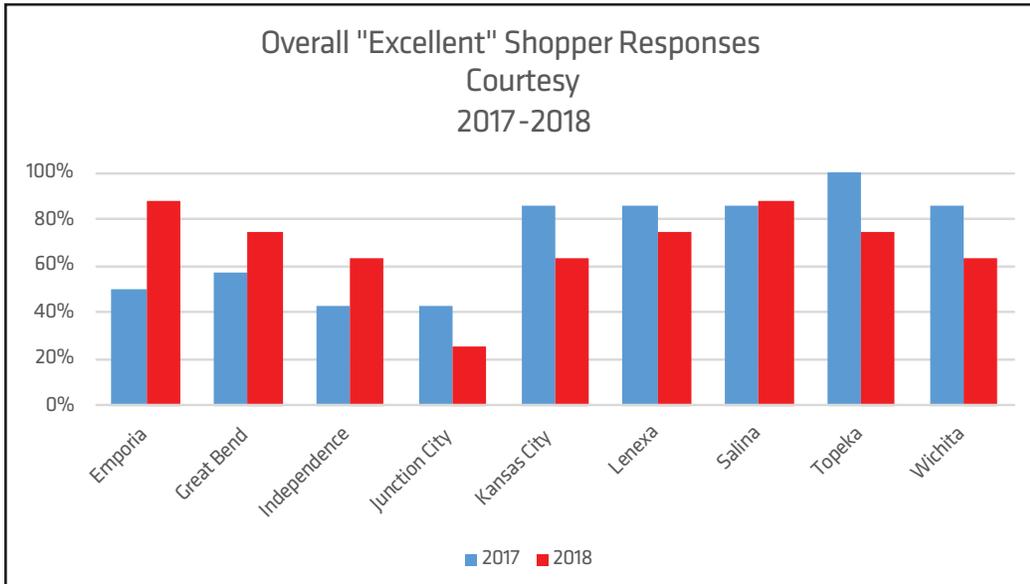
Comparing only "excellent" ratings, listening improved substantially between 2017 and 2018, with five of the nine workforce centers showing improvement. Emporia, Independence and Junction City showed the largest improvement, between 2017 and 2018. Great Bend and Salina slightly increased the percent of "excellent" ratings in listening. Kansas City and Topeka dropped to 38% in 2018. Wichita slipped slightly, but retained a high rating at 63% "excellent" responses.

Figure 2.5 • Listening 2017-2018



Eight of the nine centers had very positive ratings for courtesy in 2017, posting 60% or higher “excellent” ratings. Courtesy improved substantially for Emporia, Great Bend and Independence. Junction City fell to 25% in 2018, which was the lowest courtesy response compared to peers.

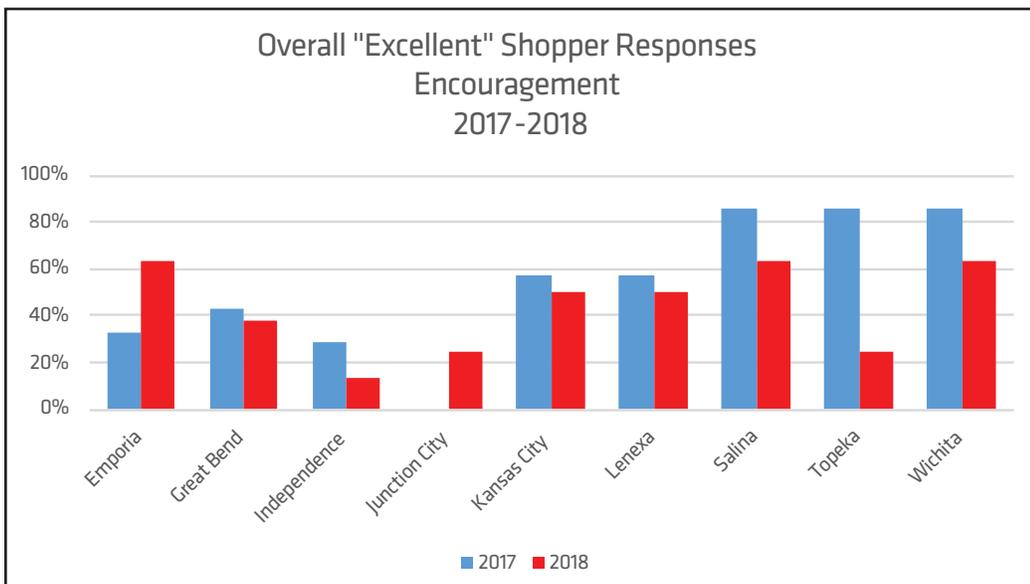
Figure 2.6 • Courtesy 2017-2018



■ Encouragement in Job Search and Ability to Help

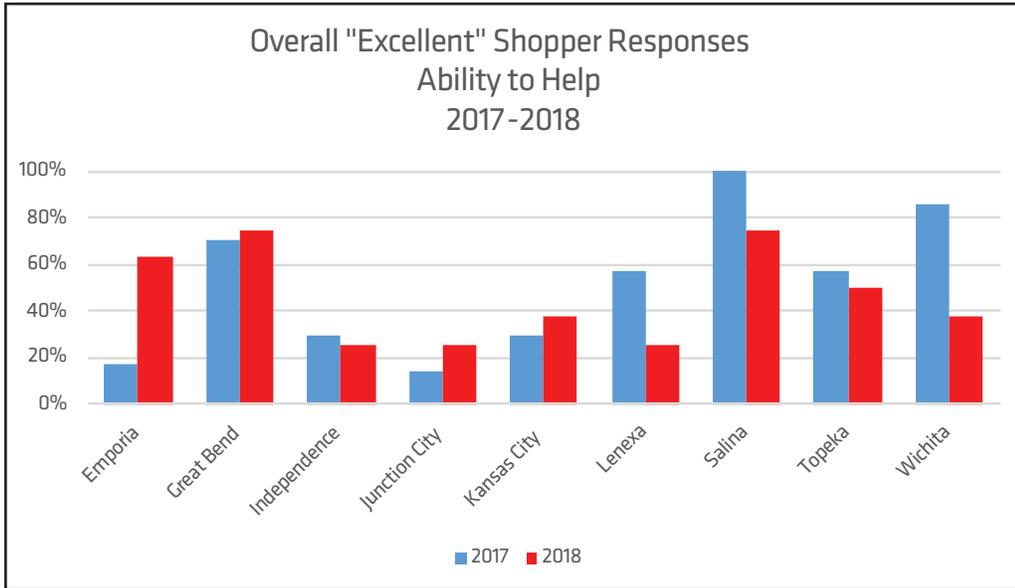
While listening and courtesy reflect the staffs’ customer service skills, levels of encouragement and ability to help measures may be influenced by market conditions in the communities served by the workforce centers and the fit of skills with the available positions in the communities. The shopper scenarios tended to be lower skilled, inexperienced, or special needs workers, so skill gaps may also influence perceived prospects for employment.

Figure 2.7 • Encouragement 2017-2018



Between 2017 and 2018, perceptions about the workforce centers' ability to help with their job search (Figure 2.8) showed improvement in Emporia, Great Bend, Junction City and Kansas City. Emporia, Great Bend and Salina had the strongest showing, with 60% or more "excellent" ratings. Declines in encouragement levels in some of the larger urban areas including Overland Park, Salina and Wichita were comparatively large and may have been impacted by local economic conditions more than staff performance issues.

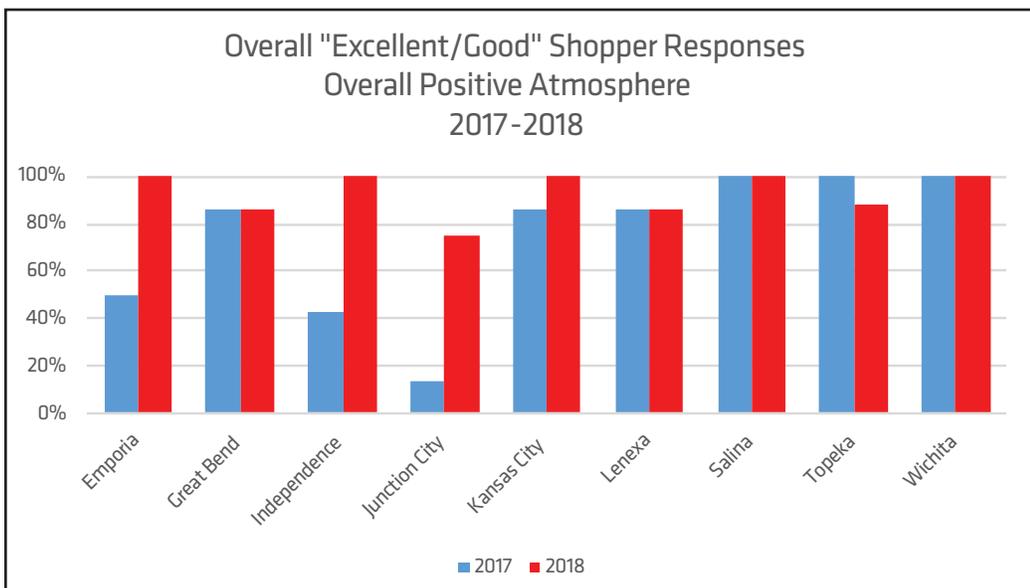
Figure 2.8 • Ability to Help 2017-2018



Overall Positive Atmosphere

The overall positive atmosphere is a perception measure of evaluators' impression of the workforce center. All centers achieved 75% or greater ratings. Emporia, Independence and Junction City made the largest gains. Topeka fell slightly, from 100% in 2017 to 88% in 2018, which is still a strong positive response.

Figure 2.9 • Overall Positive Atmosphere 2017-2018



■ Shopper Comparisons 2017 to 2018

In comparing shoppers' perceptions from 2017 and 2018 studies, caution should be used due to several inconsistent factors between the studies. The studies are not exact duplicates. There were 14 sites in 2018 and nine sites in 2017. In addition, there was an additional shopper profile in 2018: the youth with a child. More significantly, different individuals served as shoppers in 2017 and 2018 so we do not have a common baseline of perceptions by the same evaluator. However, some general overall trends may be informative.

Table 1.2 shows the changes in ratings between 2017 and 2018. Positive ratings show increases and negative indicate declines between 2017 and 2018. In general, listening, courtesy, level of encouragement and ability to help ratings improved in 2018, compared to 2017.

Improvements in these four measures were noted by the ESL, recent high school graduate and the senior citizen. The veteran and person with a disability showed substantial decreases in positive perceptions of all services in 2018, compared to 2017. This difference could be due, in part, to different levels of expectations by the shoppers and different severity levels of disabilities (dyslexia in 2017 and blindness in 2018).

The person of color reported a substantial improvement in courtesy, with listening and encouragement stable, but there was a 9% reduction in the perception of staff's ability to help. The underemployed shopper reported little change in listening, courtesy and ability to help, but reported a 32% increase in encouragement.

Table 1.2 • Percent of "Excellent" Ratings for Workforce Centers - Difference between 2018 and 2017

	ESL	Person of Color	Veteran	Under-employed	Disability	Recent High School Graduate	Senior Citizen
Listening	22%	2%	-31%	1%	-7%	41%	39%
Courtesy	22%	23%	-32%	-3%	-32%	22%	15%
Encouragement	15%	-5%	-38%	32%	-14%	4%	23%
Ability to Help	4%	-9%	-31%	3%	-27%	23%	5%

7 > Summary of Client Experience

As a whole, the workforce centers should be commended for the high-quality services they provide to customers across the state of Kansas. Based on the secret shoppers' experiences and the class participant interviews, the majority of sites provided timely, helpful and customer-friendly services. Shoppers reported sites rated in 2017 improved or maintained “excellent” and “good” ratings across most metrics in 2018, with some limited exceptions. Over 80% of evaluators waited less than five minutes to get assistance at all locations and almost 92% of shoppers found representatives to be courteous. Eighty-six percent of shoppers rated staff listening skills as “excellent” or “good.” Evaluators felt that representatives understood their problems over 86% of the time.

In the analysis of the high-user focus group, the clients spoke highly of the workforce centers' staff, finding them to be helpful and welcoming during their visits. The most helpful services offered included help and access to the computers, job fairs, and packets that helped find jobs. Most of the clients mentioned they had used other agencies to help find work, but had negative outcomes with external agencies (LaborMax, Mapower, etc.). Other services that clients found beneficial include Dress for Success, job fairs and the Nextdoor App. Additional internal services clients found beneficial were case management, classes, and referrals.

While the overall shopper experiences were positive, there are opportunities to improve the user experience. The areas for improvement were primarily process and resource driven rather than customer service based. Opportunities for improvement are identified below.

- High-user clients suggested enhancing the user experience of the **KANSASWORKS.com** website.
- The evaluators rated staff helpfulness in creating a **KANSASWORKS.com** account as “excellent” or “good” about two-thirds of the time, which leaves room for improvement.
- Evaluators experienced different registration or intake processes. For example, 43% of the time evaluators were asked for their Social Security numbers, whereas 57% of the time they were not.
- 70% of the evaluators indicated an “excellent” or “good” rating about the tools and resources being beneficial to a job search. In addition, the high-user clients requested more job-seeking resources, such as information about what employers ask of applicants, and more opportunities for job fairs and classes.
- All locations could benefit from addressing barriers to services, particularly the need for assistive technologies for the disabled clients.



Attachment 4

SATISFACTION SURVEY RESULTS

The brief survey assessed 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.

*Results displayed are on a 5-point satisfaction scale

Local Area	Office	Response Rate	Satisfaction rate*
1	Dodge City, KS	16.5%	4.63
1	Garden City, KS	13.1%	4.63
1	Great Bend, KS	10.2%	4.75
1	Hays, KS	10.1%	4.83
1	Hutchinson, KS	3.0%	4.77
1	Salina, KS	5.5%	4.83
2	Junction City, KS	11.0%	4.87
2	Lawrence, KS	7.7%	4.79
2	Manhattan, KS	9.2%	4.94
2	Topeka, KS	10.0%	4.79
3	Kansas City, KS	6.6%	4.83
3	Lenexa, KS	4.5%	4.72
4	Wichita, KS	3.0%	4.76
5	Chanute, KS	36.7%	4.82
5	Emporia, KS	23.6%	4.75
5	Independence, KS	28.0%	4.77
5	Paola, KS	47.3%	4.87
5	Pittsburg, KS	35.3%	4.91
	Statewide Avg	15.6%	4.79



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.

Content

Acknowledgement of KWSB Members..... 6

2018-2020 Strategic Plan 7

GOAL 1: Customer Service 7

 Objective 1.1: Empower Employees to Succeed 7

 Objective 1.2: Obtain Customer Service Input 7

 Objective 1.3: Determine and Share Best Practices 7

GOAL 2: Performance Accountability and Transparency 8

 Objective 2.1: Reports with Meaningful Outcomes..... 8

 Objective 2.2: Reporting Compliance and Value 8

 Objective 2.4: Excellent Customer Service Across All Core Partners 9

 Objective 2.5: Measuring KWSB Performance and Effectiveness..... 9

GOAL 3: System Messaging and Awareness 10

 Objective 3.1: Support an Effective Roll-Out of a Common Brand/Logo Across the System..... 10

 Objective 3.2: Obtain a Full Understanding of Kansans’ Awareness about the System 10

 Objective 3.3: Align and Strengthen State and Local Partners’ Communications 11

 Objective 3.4: Effectively Message System Performance to Show Value of the System..... 11

GOAL 4: Technology Integration 12

 Objective 4.1 Develop Tools to Measure the Use of Technology and
 the Value of KANSASWORKS 12

 Objective 4.2: Communicate Efficiently and Effectively with Customers and Stakeholders..... 12

 Objective 4.3: Extend Service Reach to Rural Areas 12

 Objective 4.4: Ensure Accessibility for all Populations..... 13

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
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 Rob Roberts
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 Dave Unruh

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 Michael Donnelly
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Performance Accountability & Transparency

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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

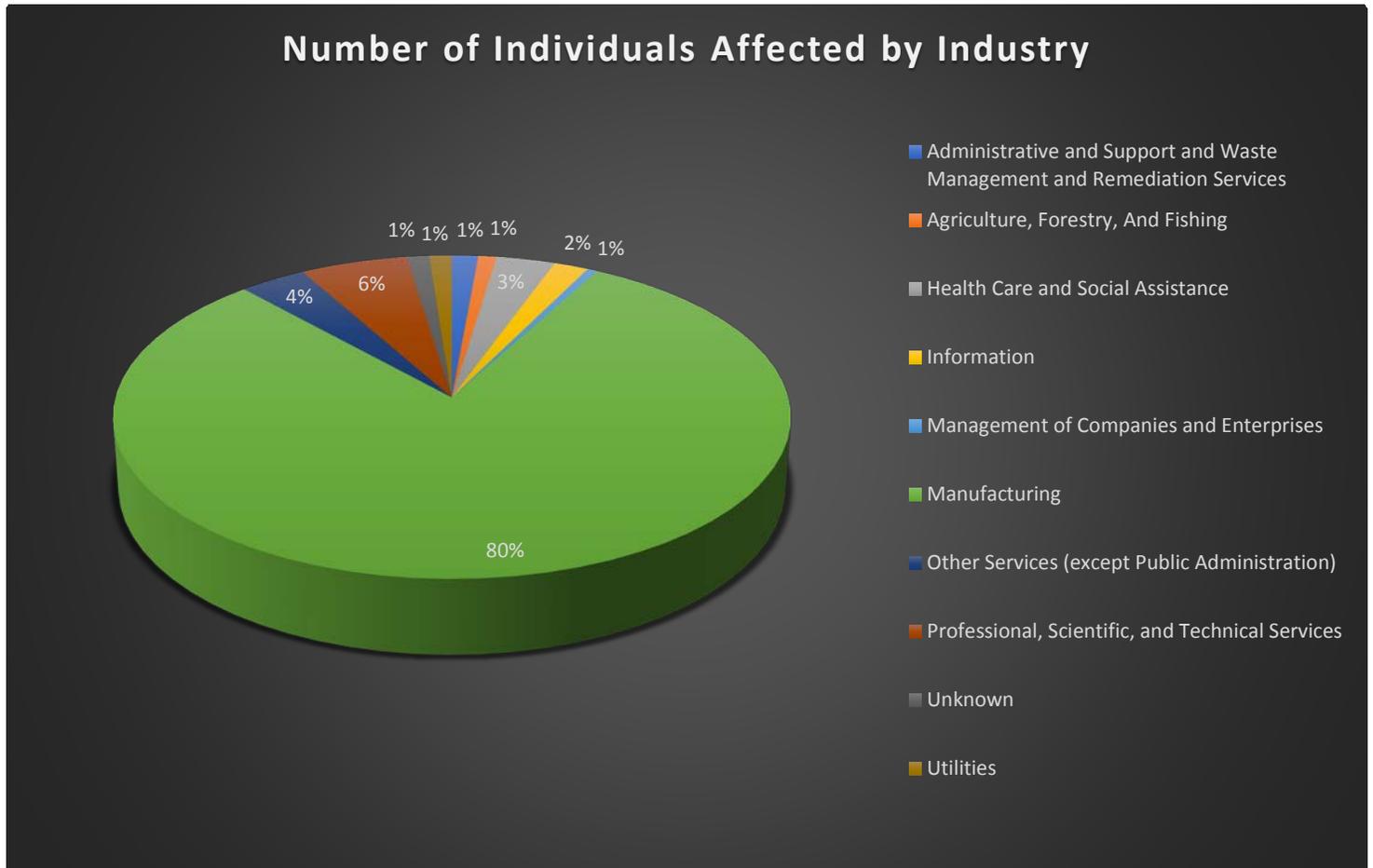
Potential Action Steps

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

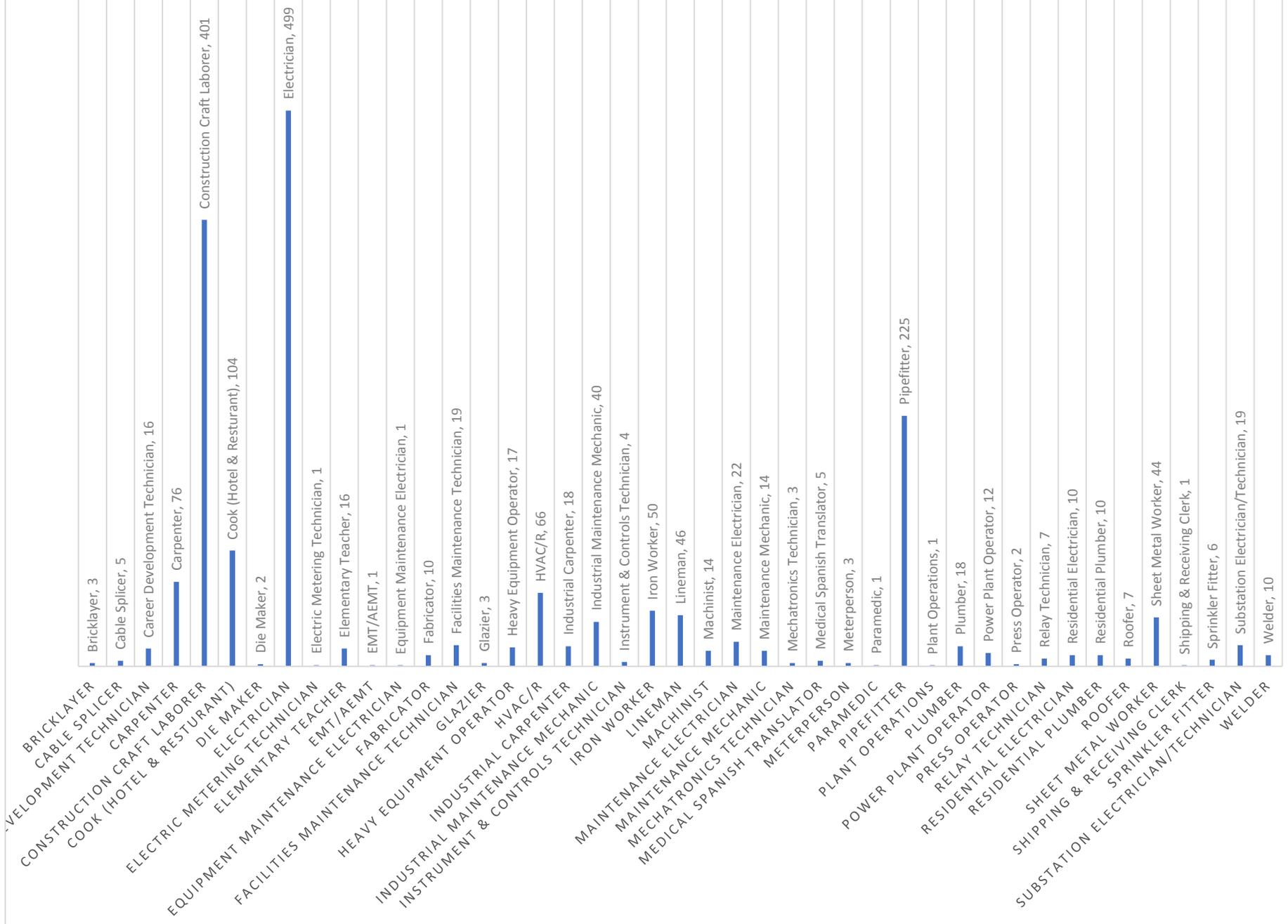
ATTACHMENT 14

Rapid response activities and layoff aversion

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



ATTACHMENT 7 - PY2018 REGISTERED APPRENTICE OCCUPATIONS



Workforce Innovation Opportunity Act Proposed Performance Levels PY2018 – PY2019

Attachment 8

Kansas

<u>Adult Indicator</u>	<u>PY2018 & PY2019</u>
Employment Rate 2nd Quarter After Exit	78.7%
Employment Rate 4th Quarter After Exit	76.6%
Median Earnings 2nd Quarter After Exit	\$6,225
Credential Attainment within 4 Quarters After Exit	67.4%

<u>Dislocated Worker Indicator</u>	<u>PY2018 & PY2019</u>
Employment Rate 2nd Quarter After Exit	81.7%
Employment Rate 4th Quarter After Exit	80.2%
Median Earnings 2nd Quarter After Exit	\$8,084
Credential Attainment within 4 Quarters After Exit	69.0%

<u>Youth Indicator</u>	<u>PY2018 & PY2019</u>
Employment Rate 2nd Quarter After Exit	72.6%
Employment Rate 4th Quarter After Exit	67.4%
Credential Attainment within 4 Quarters After Exit	63.3%

<u>Wagner Peyser Indicator</u>	<u>PY2018 & PY2019</u>
Employment Rate 2nd Quarter After Exit	67.9%
Employment Rate 4th Quarter After Exit	68.2%
Median Earnings 2nd Quarter After Exit	\$4,701

PROGRAM YEAR 2018 PERFORMANCE

Kansas' Negotiated Measures and Actual Outcomes

	Statewide PY2018		
	Negotiated	Actual	Outcome
<i>Primary Indicators</i>			
<i>Adult</i>			
Employment Rate 2nd Quarter After Exit	78.7%	78.5%	Meet
Employment Rate 4th Quarter After Exit	76.6%	76.6%	Meet
Median Earnings 2nd Quarter After Exit	\$ 6,225	\$ 5,562	Meet
Credential Attainment within 4 Quarters After Exit	67.4%	74.8%	Exceed
<i>Dislocated Worker</i>			
Employment Rate 2nd Quarter After Exit	81.7%	85.8%	Exceed
Employment Rate 4th Quarter After Exit	80.2%	83.1%	Exceed
Median Earnings 2nd Quarter After Exit	\$ 8,084	\$ 10,118	Exceed
Credential Attainment within 4 Quarters After Exit	69.0%	85.8%	Exceed
<i>Youth</i>			
Employment Rate 2nd Quarter After Exit	72.6%	76.2%	Exceed
Employment Rate 4th Quarter After Exit	67.4%	77.2%	Exceed
Credential Attainment within 4 Quarters After Exit	69.3%	59.7%	Meet
<i>Wagner Peyser</i>			
Employment Rate 2nd Quarter After Exit	67.9%	72.1%	Exceed
Employment Rate 4th Quarter After Exit	68.2%	74.4%	Exceed
Median Earnings 2nd Quarter After Exit	\$ 4,701	\$ 5,504	Exceed

**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

Table of Contents

Data Collection Requirements	1
Confidential Access to Wage Records	2
Standard Management Information System.....	2
Applicant’s Certification	3
Performance Accountability System.....	4
<i>Performance Groups and Common Measures</i>	4
<i>Negotiating Performance Levels</i>	5
Concurrent Enrollments and Exits	6
Data Sources	6
<i>Wage Records</i>	6
<i>Supplemental Sources of Data</i>	7
<i>Time Period for Collecting Supplemental Wage Information</i>	8

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.

Kansas Department of Commerce Workforce Services Policy and Procedures Manual

Performance Data Validation

Procedure Originating Office: Workforce Services (WFS)

Subject: PY 2018 WIOA Performance Data Validation

Issued: November 15, 2019

Revised: November 15, 2019

Purpose: To transmit state guidance regarding procedural steps for implementing the USDOL mandated Joint Data Validation Process (TEGL #7-18). To include performance data validation for Title I and Title III programs.

References: Workforce Innovation and Opportunity Act (WIOA), USDOL Training and Employment Guidance Letter (TEGL) Number 7-18.

Background: The State as a grantee receiving funding under USDOL Employment and Training Administration (ETA) programs is required to maintain and report accurate and reliable program and financial information. Data validation requires the State to ascertain the validity of report and participant record data submitted to the ETA and to submit reports to the Agency on data accuracy.

Data validation consists of two separate functions: report validation and data element validation. Because there are two basic sources of reporting error, validation requires two methods. Report validation checks the accuracy of the state calculations used to generate the PIRL quarterly report and annual report. Data element validation checks the accuracy of the data used by the state to perform the calculations. ETA only requires states to perform report and data element validation for the PIRL annual report.

Data validation helps ensure the accuracy of the annual statewide performance reports, safeguards data integrity, and promotes the timely resolution of data anomalies and inaccuracies. As such Kansas will incorporate data validation procedures into the internal controls procedures, as required by 2 Code of Federal Regulations (CFR) 200.303.

Data validation is a series of internal controls or quality assurance techniques established to verify the accuracy, validity, and reliability of data. Establishing a data validation framework based on a consistent approach will ensure that all program data are consistent and accurately reflect the performance of each program Titles I and III.

The purpose of performance data validation is to:

- Verify that the performance data reported to DOL are valid, accurate, reliable and comparable;
- Identify anomalies in the data and resolve issues that may cause inaccurate reporting;
- Outline source documentation required for common data elements; and
- Improve performance accountability through the results of data validation.

Kansas, as a grantee receiving funding under USDOL Employment and Training Administration (ETA) programs is required to maintain and report accurate and reliable program and financial information. Data validation requires States to ascertain the validity of report and participant record data submitted to the ETA and to submit reports to the Agency on data accuracy.

Procedures:

- Written procedures for data validation that contain a description of the process for identifying and correcting errors or missing data, which may include electronic data checks;
 - Data reviewed will include, but is not necessarily limited to, those elements identified through current USDOL Guidance through appropriate means available at that time. Those means may include electronic data checks as well as physical examination of source documentation to data elements recorded for identifying discrepancies, errors or missing data. The local area administrative office responsible for collection and reporting of the data will be notified of any variance for correction.
- Regular data validation training for appropriate program staff, at least annually;
 - Training will be conducted at least annually for appropriate program staff in the identification, collection and reporting of key data elements as well as available processes for periodic reviews of program data. Training will be conducted by Commerce Administrative staff assigned technical assistance, monitoring, data validation or reporting analyst's responsibilities.
- Monitoring protocols, consistent with 2CFR 200.328, to ensure that program staff are following the written data validation procedures and take appropriate corrective action if those procedures are not followed;
 - As part of the on-site data validation process, a sample of program staff will be interviewed regarding current data validation procedures to assure compliance with written procedures. Weaknesses will be identified, and immediate technical assistance offered along with notification to the local area administrative entity for follow-up training.
- A regular review of program data (e.g., quarterly) for errors, missing data, out-of-range values, and anomalies;
 - Electronic edit checks are performed quarterly, in advance of reporting to DOL for errors, missing data, out-of-range values and anomalies. Local area administrative entities are notified of data flagged through this process for review and appropriate action.
- Documentation that missing and erroneous data identified during the review process have been corrected;
 - Local Administrative entities are given 20 days to respond with documentation verifying missing and/or erroneous data identified during the review process have been corrected.
- Regular assessment of the effectiveness of the data validation process, at least annually and revisions to the process as needed.
 - Commerce staff representing Workforce Services, CRC and AJLA will meet periodically but no less than annually to review the results of data validation efforts and the effectiveness of the data validation process. This group will collectively draft revisions as needed.
- CRC Monitors to review local data validation procedures during annual monitoring visits. CRC will require corrective action when procedures are not followed.
- WFS Program Manager to review Report on a quarterly basis and send AJLA staff corrections to any errors, missing data, out-of-range values and anomalies.
- AJLA TS Programmers will document missing and erroneous data identified during the review process to note that corrections have been made. AJLA TS Programmers will make a list of common errors and provide that to AJLA Technical Assistance Staff so common errors can be addressed during annual training.

Source Documentation for Data Elements:

- Regular data element validation monitoring on 24 common elements;
- Implement a sampling methodology of participant files;
- Conduct file reviews of data elements against source documentation;
- May, maintain supporting documentation for program specific data elements;
- May, conduct additional source document validation on more data elements;
- May, require additional source documentation procedures.

States submit WIOA Participant Individual Record Layout (PIRL) Data records and an annual performance report, to the Employment and Training Administration on an annual basis, and submit a quarterly performance report, the PIRL on a quarterly basis. ETA requires states to validate the accuracy of their annual submissions to ensure that ETA decisions about WIOA policy and funding are made based on a true picture of program outcomes. Report validation checks the accuracy of the state calculations and data element validation checks the accuracy of the data used to perform the calculations. In report validation, states compare their PIRL reported values to values generated by the below

methodology. In data element validation, all states compare key data elements against samples of WIOA participants.

Commerce will conduct a random-sample audit of each of the Participant Individual Record Layout (PIRL) data files (e.g., Adult, Youth, DW, etc.) using a stratified random sample, where the five local workforce service areas constitute the strata and the sampling fraction in each of the strata is proportional to that of the population.

Responsibility for completing data validation tasks will be divided among various staff within the Kansas Department of Commerce as follows: Workforce Service Unit (WFS), Americas JobLink Alliance – Technical Support (AJLA-TS) and Regulatory Compliance Unit (CRC).

Responsibilities with data validation are as follows:

WFS Program Managers are responsible for assuring that programmers and validators have the resources needed to complete the validation as required by ETA. They are also responsible for keeping the data validation effort on schedule. Among the program managers will be a Systems Reporting Analyst responsible for loading the files into the Random Sampling System.

AJLA-TS Programmers maintain the case management system (**KANSASWORKS.com**) and have the primary responsibility for building the validation extract file in the format specified in the record layout. The data file will then be shared via a secure file transfer portal to the WFS Systems Reporting Analyst. This unit will also maintain source data for wage records and other data elements collected for quarterly and annual PIRL, and data validation reporting.

CRC Monitors conduct the data validation once the extract file has been imported into the Random sampling system. Monitors must be state staff who are independent of the data collection process. WFS, CRC, and AJLA-TS work in unison to complete data validation annually.

The process and assignment of validation responsibilities include, but are not limited to the following action steps:

1. WFS Program Managers, including Local Area partner staff, collect data elements and documentation supporting data elements on an ongoing basis. This data collection becomes the foundation for the data validation efforts performed at the end of the program year.
2. At program year end, the WFS System Reporting Analyst will generate the validation sample based on the final annual report file extract.
3. WFS Systems Reporting Analyst will then provide the data validation sample to the CRC unit for onsite monitoring efforts at the Local Area.
4. CRC arranges a mutually agreeable time with the Local Areas for the onsite validation of participant files, three days prior to the scheduled time, the data validation sample for the Local Area is released. Collection of field work verification of select *participant data elements (eligibility, enrollment, goal attainment, etc.)* for pass/fail against file documentation is conducted by CRC.
5. WFS System Reporting Analyst will be responsible for requesting the source file for wage records from AJLA-TS the files based on the sample drawn for validation. For the state UI wages, Commerce will access the Kansas Department of Labor (KDOL) BASI file to compare the wages or, if the BASI file is not available or wages have been updated since reported, a request will be sent to AJLA-TS for the wages that come through the interface between **KANSASWORKS.com** and KDOL.
6. AJLA-TS owns the responsibility to load the files and validate the loaded files transfer correctly. AJLA-TS will provide the wage files via a secure file transfer protocol (sFTP) site.
7. AJLA-TS will provide the WFS System Reporting Analyst, wage files for those individuals on the sample. Following the validation of wages, the file will be deleted and removed.

8. CRC will data enter the results from the onsite data validation reviews and submit final results to USDOL ETA.
9. Furthermore, CRC will collaborate with Local Area partners as well as USDOL ETA staff to resolve any reporting variance as noted below:
 - CRC will notify the Local Area of any specific data element variances identified with an above 5% reporting error rate.
 - The Local Area will research and analyze case files, policy and/or procedure and training plans to remedy the data element variances.
 - When the research effort is complete, Local Areas will communicate the resolutions for each of the specified data elements and plan of action for remedy to avoid future occurrences.
 - CRC will share Local Area responses with the WFS Systems Reporting Analyst, who will review and respond if further action is needed.

Contact: Questions regarding this process guidance should be sent to: WorkforceSvcs@ks.gov

Attachments: TEGL #7-18 Joint Data Validation Process

LOCAL AREA I PERFORMANCE
ANNUAL REPORT NARRATIVE
PROGRAM YEAR 18
JULY 1, 2018 - JUNE 30, 2019

Reported Information		Actual Performance
Total Participants Served	Adults	462
	Dislocated Workers	62
	Youth	153
	WP	5,837
Total Exiters	Adults	210
	Dislocated Workers	37
	Youth	5,635
	WP	73
Entered Employment Rate Q2	Adults	92.13%
	Dislocated Workers	94.64%
	Youth	83.33%
	WP	70.58%
Entered Employment Rate Q4	Adults	91.74%
	Dislocated Workers	96.10%
	Youth	82.76%
	WP	69.76%
Median Earnings	Adults	\$6,026.59
	Dislocated Workers	\$9,879.21
	Youth	\$3,850.32
	WP	\$5,486.38
Credential/Diploma Rates	Adults	74.07%
	Dislocated Workers	80.00%
	Youth	72.88%
	WP	N/A

LOCAL AREA II PERFORMANCE
ANNUAL REPORT NARRATIVE
PROGRAM YEAR 18
JULY 1, 2018 - JUNE 30, 2019

Reported Information		Actual Performance
Total Participants Served	Adults	272
	Dislocated Workers	0
	Youth	164
	WP	2,914
Total Exiters	Adults	164
	Dislocated Workers	0
	Youth	104
	WP	2,946
Entered Employment Rate Q2	Adults	81.22%
	Dislocated Workers	75.00%
	Youth	72.50%
	WP	65.98%
Entered Employment Rate Q4	Adults	87.77%
	Dislocated Workers	69.23%
	Youth	76.72%
	WP	68.03%
Median Earnings	Adults	\$7,777.91
	Dislocated Workers	\$12,439.44
	Youth	\$3,088.93
	WP	\$4,866.90
Credential/Diploma Rates	Adults	74.54%
	Dislocated Workers	69.23%
	Youth	59.77%
	WP	N/A

LOCAL AREA III PERFORMANCE
ANNUAL REPORT NARRATIVE
PROGRAM YEAR 2018
JULY 1, 2018 - JUNE 30, 2019

Reported Information		Actual Performance
Total Participants Served	Adults	934
	Dislocated Workers	175
	Youth	264
	WP	2,651
Total Exiters	Adults	736
	Dislocated Workers	113
	Youth	131
	WP	2,525
Entered Employment Rate Q2	Adults	80.00%
	Dislocated Workers	86.00%
	Youth	77.42%
	WP	69.14%
Entered Employment Rate Q4	Adults	75.07%
	Dislocated Workers	84.62%
	Youth	81.08%
	WP	68.28%
Median Earnings	Adults	\$6,127.92
	Dislocated Workers	\$11,089.51
	Youth	\$3,065.03
	WP	\$5,464.02
Credential/Diploma Rates	Adults	81.65%
	Dislocated Workers	98.11%
	Youth	85.29%
	WP	N/A

LOCAL AREA IV PERFORMANCE
ANNUAL REPORT NARRATIVE
PROGRAM YEAR 2018
JULY 1, 2018 - JUNE 30, 2019

Reported Information		Actual Performance
Total Participants Served	Adults	1,354
	Dislocated Workers	177
	Youth	105
	WP	9,930
Total Exiters	Adults	1,277
	Dislocated Workers	95
	Youth	62
	WP	9,688
Entered Employment Rate Q2	Adults	75.38%
	Dislocated Workers	82.71%
	Youth	73.91%
	WP	75.12%
Entered Employment Rate Q4	Adults	73.56%
	Dislocated Workers	77.17%
	Youth	69.72%
	WP	74.04%
Median Earnings	Adults	\$4,933.58
	Dislocated Workers	\$10,554.30
	Youth	\$2,410.76
	WP	\$5,752.46
Credential/Diploma Rates	Adults	83.33%
	Dislocated Workers	77.78%
	Youth	30.67%
	WP	N/A

LOCAL AREA V PERFORMANCE
ANNUAL REPORT NARRATIVE
PROGRAM YEAR 2018
JULY 1, 2018 - JUNE 30, 2019

Reported Information		Actual Performance
Total Participants Served	Adults	735
	Dislocated Workers	44
	Youth	198
	WP	4,427
Total Exiters	Adults	498
	Dislocated Workers	32
	Youth	89
	WP	3,989
Entered Employment Rate Q2	Adults	78.86%
	Dislocated Workers	83.87%
	Youth	66.28%
	WP	72.65%
Entered Employment Rate Q4	Adults	80.86%
	Dislocated Workers	85.29%
	Youth	70.59%
	WP	71.98%
Median Earnings	Adults	\$5,206.31
	Dislocated Workers	\$8,446.78
	Youth	\$3,477.01
	WP	\$5,369.71
Credential/Diploma Rates	Adults	65.45%
	Dislocated Workers	82.61%
	Youth	76.92%
	WP	N/A

PY2018 Kansas Local Area I - WorkforceOne Strategic Objectives

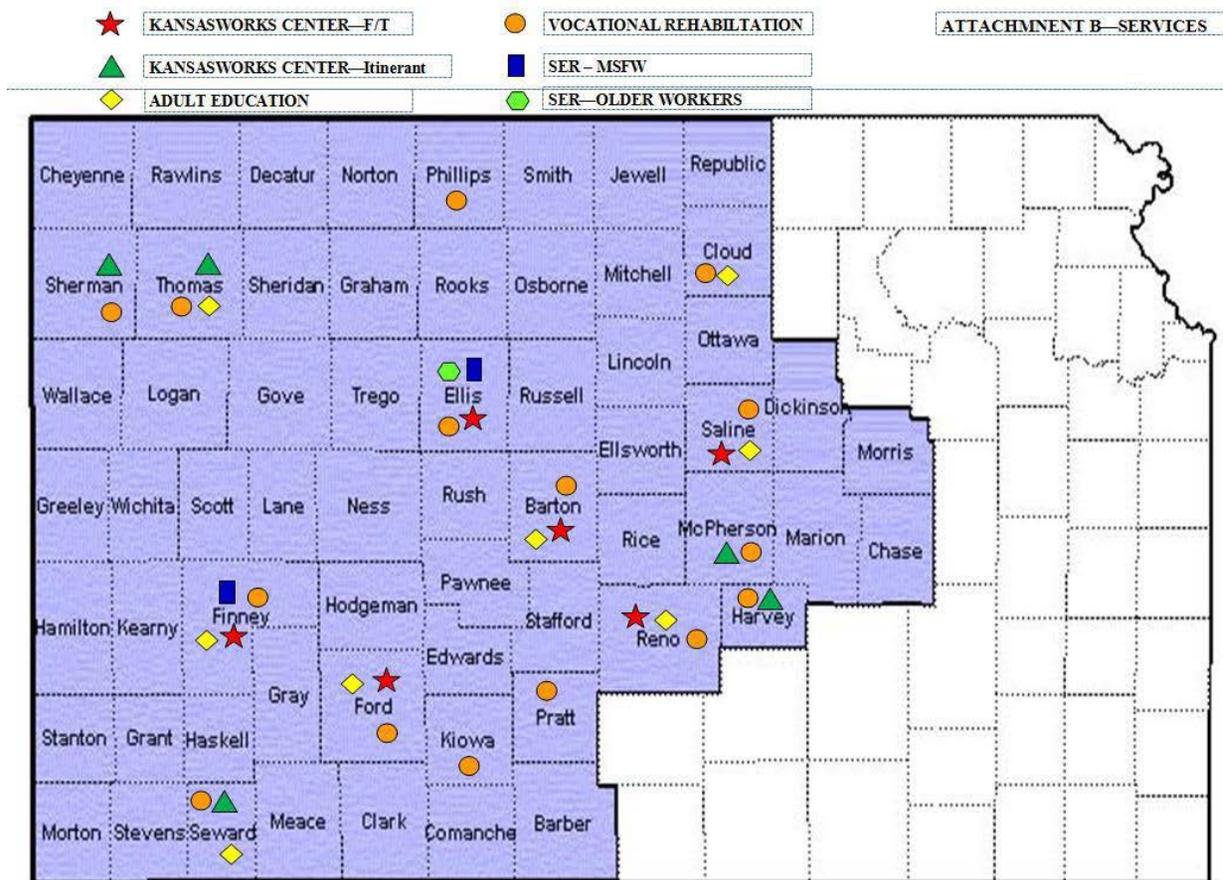
Workforce system staff who have completed business services training maintained at a level of 100%

Local Workforce Development Board Strategic Measure	PY2018 Totals
Increase number of Employers Utilizing the Workforce Systems	1,149
Increase the Number of Veterans Served	588
Increase the Number of Disabled Job Seekers Served	729
Increase the Number of Older Workers Served	714
Increase the Number of On-the-Job Training, Apprenticeship and Customized Training Contracts	549
Increase the Number of Pre-Employment Assessments Delivered Throughout Local Area I	1,546
Increase the Number of Active Registered Apprenticeship Programs	74
Increase Staff Assisted Job Orders	423
Increase Total Job Orders (Self-Service, Staff-Assisted and Staff-Entered)	4,888
Increase Placements Annually	171

PY2018 WIOA Enrolled Participants with Disabilities

Service Type	Number of Customers Receiving Service
Occupational Skills Training	42
On-the-Job Training	11
Work Experience	83
Integrated Resource Teams	137

WIOA PARTNERS – LOCAL AREA I WORKFORCE SYSTEM



Attachment #13

LOCAL AREA III – WORKFORCE PARTNERSHIP

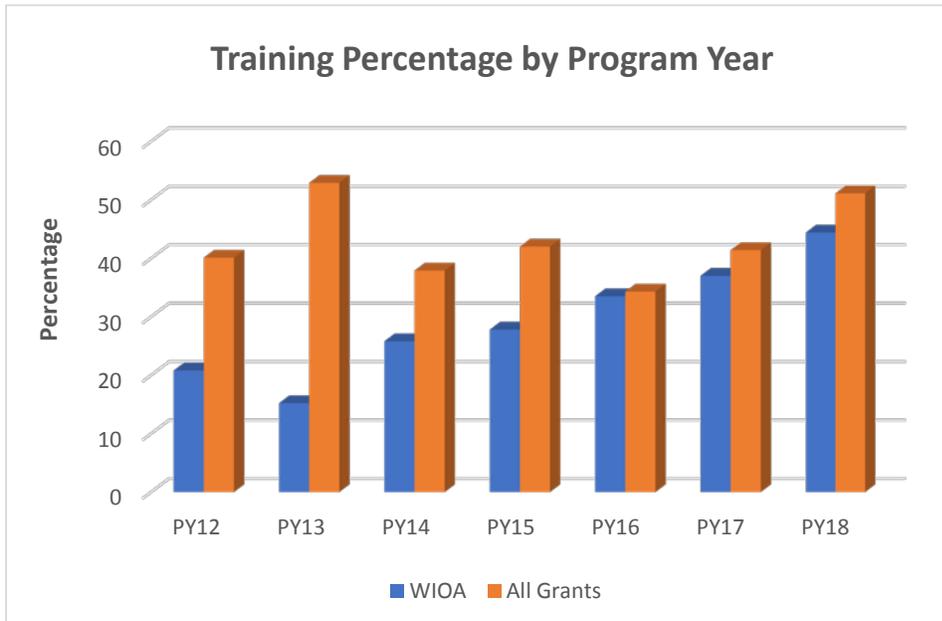
Services and Performance

Program	Number of Individuals Served
WIOA Services	1,373
Adult	934
Dislocated Worker	175
Youth	264
Kansas Health Profession Opportunity Program	233
Older Kansan Employment Program	29
Workforce Innovation Fund	26
Registered Apprentices	28
Total	1689

Performance Measures	Performance Goal*	Actual Performance Level
Adult		
Employment Rate Q2	78.7%	80.0%
Employment Rate Q4	76.6%	75.07%
Median Earnings	\$6,225	\$6,128
Credential Rate	67.4%	81.65%
Dislocated Worker		
Employment Rate Q2	81.7%	86.0%
Employment Rate Q4	80.2%	84.62%
Median Earnings	\$8,084	\$11,090
Credential Rate	69.0%	98.11%
Youth		
Employment, Education/Training Rate Q2	72.6%	77.42%
Employment, Education/Training Rate Q4	67.4%	81.08%
Median Earnings	Not Avail.	\$3,065
Credential Rate	63.3%	85.29%

*As per State policy, performance "meets" goal if it achieves 90% of the goal.

Training Dollars Invested



**Note: PY13's high overall training percentage was driven by the receipt of a large H1B grant; while WIOA training investments were at a low point that year.*

TOP 6 TRAINING PROGRAMS ATTENDED

