

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



Annual Statewide Performance
Report Narrative

Program Year 2019 (July 1, 2019 – June 30, 2020)

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State of Kansas

Governor Laura Kelly

Department of Commerce
David Toland, Secretary

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 2019 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 2019 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.

Workforce Innovation and Opportunity Act (WIOA)
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 Annual Statewide Performance Report Narrative
 Program Year 2019

TABLE OF CONTENTS

<u>Topic</u>	<u>Page Number</u>
Waivers	1
Effectiveness in Serving Employers	1-3
Customer Satisfaction and Evaluation	3-9
State Board Strategic Plan, Vision and Goals Progress	9-11
Sector Strategies/Career Pathways	11-13
Performance Accountability System	14-15
Negotiated Performance Levels	15-16
Data Validation	16-18
Activities Provided by State Funds	18-19
Rapid Response	19-22
Wagner-Peyser Act Employment Service	22
Dislocated Worker Grant	22-23
Additional Programs	23-24
Jobs for Veterans State Grant (JVSG)	
Retaining Employment and Talent After Injury/Illness (RETAIN)	
System Challenges	24
Promising Practices (See also Attachment 4)	25

ATTACHMENTS

Attachment 1	KWSB 2018-2020 Strategic Plan
Attachment 2	Data Collection Policy
Attachment 3	Data Validation Procedure/Policy
Attachment 4	Workforce Map and Local Area Narratives
4a	LOCAL AREA I – KANSASWORKFORCE ONE
4b	LOCAL AREA II – HEARTLAND WORKS, INC.
4c	LOCAL AREA III – WORKFORCE PARTNERSHIP
4d	LOCAL AREA IV – WORKFORCE ALLIANCE OF SOUTHCENTRAL KANSAS
4e	LOCAL AREA V – SOUTHEAST KANSASWORKS

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(July 1, 2019 – June 30, 2020)

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.

For PYs 2018 & 2019, 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 Out of School Youth (OSY). Kansas' request was for the (75%) percentage be lowered to 50 percent in order to allow Local Workforce Development Board (LWDB)s 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) LWDB in Kansas report utilizing the flexibility granted. Objectives of the waiver were largely not realized sufficient to justify continuance. Kansas is not seeking a continuation of the waiver due to underutilization.

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.

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, and Title III partners elected to designate Kansas Department of Commerce (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 PY2019/FY2020 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 PY2019/FY2020 include the following primary indicators:

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

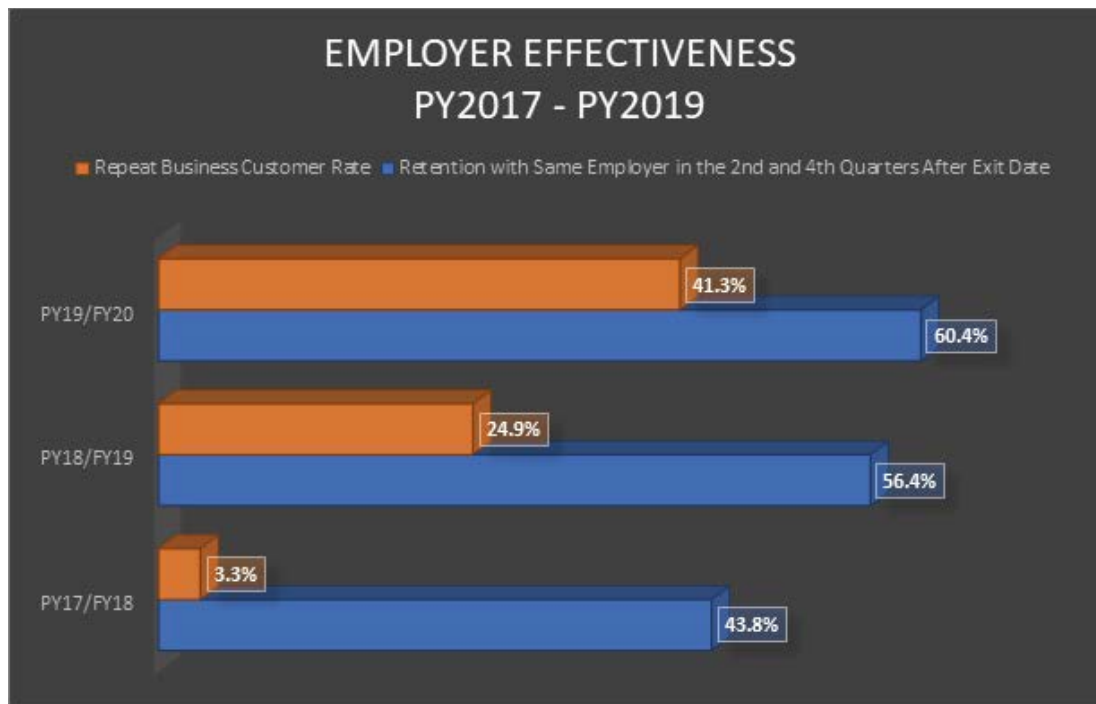
Employer Effectiveness Measures Methodologies

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

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

WIOA - EFFECTIVENESS IN SERVING EMPLOYERS

STATE: Kansas		PROGRAM YEAR: 2019		Certified in WIPS: 9/21/2020 12:28 PM E	
PERIOD COVERED					
From (mm/dd/yyyy) : 7/1/2019 8:00 AM EDT To (mm/dd/yyyy) : 6/30/2020 8:00 AM EDT					
REPORTING AGENCY:					
Kansas Department of Commerce					
EFFECTIVENESS IN SERVING EMPLOYERS					
Employer Services			Establishment Count		
Employer Information and Support Services			2,739		
Workforce Recruitment Assistance			3,640		
Engaged in Strategic Planning/Economic Development			15		
Accessing Untapped Labor Pools			159		
Training Services			196		
Incumbent Worker Training Services			4		
Rapid Response/Business Downsizing Assistance			68		
Planning Layoff Response			26		
Pilot Approaches			Numerator	Rate	
			Denominator		
Retention with Same Employer in the 2nd and 4th Quarters After Exit Rate			15,965	60.4%	
			26,446		
Employer Penetration Rate					
Repeat Business Customers Rate			3,605	41.3%	
			8,730		
State Established Measure					



As depicted in the charts above Kansas has experienced a 4.0% increase in retention rates for 2nd and 4th quarters and a 16.4% 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.

While substantial progress has been made in PY2019/FY2020 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.

Commerce continued to partner with Wichita State University's Public Policy and Management Center (PPMC) to assist with the state board's strategic plan, Goal #1: Customer Service. That goal has three objectives: (1) Empowering Employees to Succeed; (2) Obtain Customer Service Input; and (3) Determine Best Practices. In the previous annual report, the 2nd objective was covered. This past year, the first and third objectives were the focus and were a continuation of the work done with obtaining customer service input. The following information covers the action items for those objectives.

Objective #1. Empowering Employees to Succeed

Staff surveys/Focus groups – PPMC first surveyed staff via online and received 163 responses. These responses showed that employees feel very good about the customer service our AJCs provide. Some of the words used to describe their customer service include professional, honest, empathy, empowerment, individualize, calming, positive attitude, responsive and providing hope. PPMC also traveled to each of the local areas and met with staff as part of focus groups, targeting frontline employees and partners. Statewide, there were 11 of these focus group meetings held. The purpose of these sessions was to gain additional

information on customer service, empowerment, support in the workplace, and what success looks like for Workforce Professionals. The focus groups also identified the top barriers to customer service as well as best practices.

Supervisor feedback – As a follow-up to the frontline staff focus groups, PPMC conducted phone interviews with Workforce Center Supervisors to get their perspective on customer service. Statewide, there were 15 of these interviews conducted. They were asked the same questions as their staff were during the focus groups. The results meetings were included in the overall local and state reports.

Both staff and supervisors often described customer service as an opportunity to uplift job seekers or employers and to help connect them to valued services. When speaking of job seekers, staff reported they can change a person's day through kindness. Staff members provide hope for job seekers experiencing distressful life circumstances and believe work that happens at workforce centers changes lives.

Based on these meetings, PPMC released a statewide report with overall strengths, opportunities, recommendations and best practices as well as a report mirroring this for each local area. These reports were shared with each local area via email. PPMC then traveled to each of the local areas to meet with the Regional Operations Managers, the Executive Directors and the State Operations Director to review the report and discuss next steps for each local area. Each local area worked together to determine action items and a timeline associated with these items.

On February 11th, PPMC facilitated a meeting with all the local area Executive Directors, Regional Operation Managers and One-Stop Operators in Emporia to discuss what Excellent Customer Service looks like and to begin the conversation about consistent customer service standards. On June 9th, PPMC facilitated an additional meeting with this group to discuss the impacts of COVID-19, what challenges were being faced and how everyone could best work together to address these challenges to service our customers with the best customer service. In September, PPMC reached out to the local areas to check in on their action plans and to see if any technical assistance was needed. For each of the local areas, the action plans are coming along.

Below is a synopsis of each local area's action plan.

Local Area I

- Staff Recognition
 - Formal recognition of staff
 - Recognize the dedication to customer service and use of resources like Propio
 - Continuous improvement
 - Commitment to continuous improvement
 - Technology training
- Training
 - Develop an annual training schedule for employees
 - Team Building in-service
- Communication Plan
 - Management Meetings – topic: Customer Service report
 - Development of Local Area Communication Plan
 - Staff Highlights – communicating success stories

Local Area II

- Training
 - Develop additional training for new hires and continuous education for existing staff members

- Communication
 - Meaningful conversations with staff members; communicating the great work being done throughout the Local Area
 - Decide and implement new methods of distributing data, changes to policy, protocol and system-wide updates

Local Area III

- Training
 - Develop an annual training schedule for new hires and existing employees for continuing education opportunities
- Communication
 - Meaningful conversations with staff members; telling the story better of work that is being done throughout local area
 - Share updates with staff members on LWDB at monthly staff meetings; Share dashboard reports electronically to follow up
 - Develop methods to demonstrate unity between LWDB, COMMERCE, and DWS that promotes unified goals of the local area

Local Area IV

- Staff Recognition
 - Develop formal and informal staff awards and recognition
 - Meaningful conversations with staff members to learn about successes, challenges, motivations and passions as a person and professional
 - Celebrate and highlight staff members during weekly meetings – opportunity to share work experiences, career pathways and special projects or expertise
- Building Consistency between One-Stop Partners
 - Address inconsistencies in policies and procedures through the Centers Handbook.
 - Work with supervisors and managers to ensure consistent application of policies/protocol
 - Meet with staff to ensure transparency, gain feedback and answer questions

Local Area V

- Staff Recognition
 - Formal recognition of dedication to customer service
 - Recognize in large meetings and meet at individual workforce centers to learn more, recognize work, identify success and challenges for each office
- Training
 - Develop an annual training schedule for employees
 - Research new training for specific barrier populations
- Communication Plan
 - Management Meetings to dive deep into data collected from survey and staff focus groups
 - Create Local Area communication plan to ensure consistent unified information is distributed
 - Create Goal Board for each office to focus on state, local area and personal goals
 - Establish point of contact staff members for partner agencies

Objective #3. Determine Best Practices

Throughout this process, PPMC was gathering information regarding best practices across the state, to be shared statewide. PPMC found multiple promising practices at AJCs where innovation is happening to meet the needs of internal and external customers. Some promising practices are simple. Others are complex and involve multiple partners or access to technology.

The following are best practices found in each of the five local areas:

Local Area I

The PPMC recommends looking into the services provided by *Propio Language Services* as a possible resource for other local areas struggling to communicate with non-English-speaking customers. Learning more and making WIOA Direct Linkage Training available to all local areas is necessary. The Direct Linkage Training was described as a training to teach workforce professionals how to make meaningful connections to WIOA partners that will also satisfy federal and state program requirements. Local Area I's disability awareness training may be a resource for other local areas. A resource that Local Area I make available to customers is a signature card for visually impaired or blind customers; this may be a service that is available in each workforce center and should be researched for feasibility. Recommended reading is the *Episodic Career* by Farai Chabya.

Local Area II

The PPMC recommends the following models or processes be documented and shared with other AJCs: quarterly partner meetings, monthly celebrations, traveling trophies, staff facilitated meetings and customized financial literacy training for customers. Additionally, Local Area II has a bell that is rung to celebrate the moment a job seeker finds employment or reaches a goal. This was reported by both staff members and supervisors as a motivating method of sharing good news throughout the AJC.

Local Area III

The PPMC recommends the following models or processes be documented and shared with other AJCs: staff awards, assessment center, Older Workers Job Club and Talent Support Network (job club) meetings, networking events and Mini Job Fairs for case management customers based on the skill sets of job seeker customers. Omnipage is a technology used in Local Area III to assist in converting PDFs to Word documents and allows users to edit in PDF.

Local Area IV

The PPMC recommends the following models or processes be documented and shared with other AJCs: weekly partner meetings and quarterly external partner meetings for collaboration and team building, as well as "Thinktank meetings" – biweekly integrated management team meetings to discuss center activities, service delivery and upcoming events. Use of Federal holidays for staff in-service and training can also be considered. Local Area IV has a communications inbox to distribute information system wide for KDC, LWDB and community partners, Practice Makes Progress – a program in which industry professionals assist job seekers with résumé and interview preparation and "Chats with Keith," a monthly connection between the Executive Director and frontline staff members that fosters visiting, relationship building and discussion about workforce issues in the community.

Local Area V

Case Managers' use of social media to connect with job seekers is an innovative tool. Staff use professional accounts (not personal) for case management purposes. Co-location of Adult Education and Vocational Rehabilitation offices in multiple workforce centers has increased collaboration. Goal boards – writing big and small goals to see monthly progress – are effective and motivate staff. Goal boards can be silly or serious. Other ideas include having a Workforce System training video with information about the system's structure and direct links to resources throughout Kansas and assigning staff as points of contact for community resources or service agencies.

Commerce is committed to providing the best customer service, both internally and externally and will continue to evaluate and improve every day.

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 staff survey results report are available on the **KANSASWORKS** State Board website <https://ksworksstateboard.org/>

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 are available for Federal evaluations.

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

Based on the partnership with PPMC, the following are recommendations PPMC has made to Commerce to consider improving customer service in the AJCs:

Adopt Customer Service Standards

PPMC recommends the adoption of Customer Service Standards by the **KANSASWORKS** State Board. Standards will aid staff members in understanding expectations of customer service and will serve as unified goals for all One-Stop workforce center agencies to work toward or rally around when motivation is needed.

Benchmarks for customer service standards can be determined through previous Secret Shopper Experiences conducted by PPMC and measured through future programs or customer surveys. PPMC would encourage the next Secret Shopper Experience to be conducted six to eight months after customer service standards have been adopted and communicated to staff members.

Internal customer service campaigns and website landing pages may be used to help launch the standards and to be a communication and motivational tool for leadership and staff to utilize. On the website landing page

information should be included on how to use customer service standards, training and other data from studies like the Secret Shopper Experience, WIOA performance measures, etc. to educate and drive program decisions.

Resource Identification

Community resource identification and mapping are needed, specifically in rural areas of Kansas where resources have moved away. Throughout staff focus groups and supervisor interviews this was identified as a need and may affect customer service levels. PPMC recommends looking at the following areas first:

- Training on working with individuals who have mental health needs (mental health CPR)
- Résumé development training for high wage jobs
- Development of training on the basics of working with job seekers who have criminal backgrounds:
 - To include basic terms, application, résumé and interview tips, life and environment challenges
 - To provide to all frontline staff members, then incorporate into new hire training.
- Customer de-escalation training techniques for staff members – additionally, development of policies on customer behavior and staff crisis plans
- Coaching to tell people hard to hear news

High Wage Job Service Development

For the development of services to meet the needs of job seekers looking for high-wage jobs or advancement in current careers, Workforce leadership should investigate the development of partnerships with recruiting agencies outside of the **KANSASWORKS** system. This may not be only for placement, but for the training of staff members on how to serve this demographic through career and business services teams.

Strengthen Communication

Communication between Commerce, LWDB and/or contractors needs to be strengthened at the state and local area levels. Opportunities and areas of concern are rooted in low communication levels or miscommunication. Likewise, strengths and successes are tied to high communication levels among partners. Leadership needs to engage in intentional over communication to find consensus and to build unity and team goals.

It is necessary to embrace and engage in conversations having healthy conflict within leadership teams. Currently, frontline staff members and supervisors know it is happening and it is not perceived as healthy or to be producing unified decisions or goals. Leadership should be unified in decisions, goals, policies and procedures. By embracing healthy conflict, coming to consensus and providing a unified decision or goal, staff members will have clear direction which leads to excellent customer service.

A communication distribution plan for critical information from Commerce, LWDB's and other stakeholders should be considered. This plan should include internal processes for communicating new programs, performance expectations and outcomes, changes to **KANSASWORKS.com**, grant applications and technical assistance, training opportunities, events and success stories.

- Local Area Executive Leadership Team Meetings
 - Quarterly to discuss communication, vision, set goals and monitor progress

- Development of one-stop operation communication strategies focusing on increased communication, confidentiality, follow-through, functional supervision and seamless service delivery
- Continue the work to sustain and build upon the Workforce Innovation Fund partner training which provides an overview of each workforce partner program for new staff members
- Build upon its content to develop “big picture” training and messaging to continue to demonstrate coordination on connection to one another in the workforce system

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.

Attachment 1 KWSB Strategic Plan

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.

KANSASWORKS State Board 2018-2020 Strategic Plan Progress Summary

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.

Goal 1: Customer Service

(Engaged Wichita State University to lead in this goal)

Empowering Employees to Succeed

- Focus groups – In the early months of 2019, WSU traveled to each of the local areas and met with staff as part of focus groups, targeting frontline employees and partners. The purpose of these sessions was to gain additional information on customer service, empowerment, support in the workplace, and what success looks like for Workforce Professionals. The focus groups also identified the top barriers to customer service as well as best practices.
- Supervisor feedback – As a follow-up to the frontline staff focus groups, WSU conducted phone interviews with Workforce Center Supervisors to get their perspective on customer service. They were asked the same questions as their staff were during the focus groups. The results meetings were included in the overall local and state reports.
- WSU released a statewide report with overall strengths, opportunities, recommendations and best practices as well as a report mirroring this for each local area. These reports have been shared with each local area. During the last few months of 2019, WSU travelled to the local areas to meet with the Regional Operations Managers, the Executive Directors and the State Operations Director to review the report and discuss next steps for each local area. Each local area determined action items and a timeline associated with these items. For the past several months, the local areas have been working together on these action items.

- On February 11th, WSU facilitated a meeting with all of the local area Executive Directors, Regional Operation Managers and One-Stop Operators in Emporia to discuss what Excellent Customer Service looks like and to begin the conversation about consistent customer service standards.

Obtain Customer Service Input

- Secret Shoppers – The final draft of the 2nd Secret Shopper report is available on the state board website.
- Customer Surveys – Once kiosks have been in the Workforce Centers for a few months, WSU will work with Commerce to analyze the customer service survey results gathered at the kiosks. Then they will utilize a follow-up survey to ask questions that complement the 11 common questions, to dive deeper into their experiences at Workforce Centers. They are also in the process of analyzing all employer surveys and meeting with a taskforce made up of key staff and stake holders from each local area. This taskforce will be working to develop a common employer survey.
- Focus Groups - WSU conducted regional focus groups of job seekers in each local area that are co-enrolled in multiple WIOA programs. The information gathered from these groups is available in a report.

Determine Best Practices

- WSU will provide research on how other local areas, states and regions are approaching customer service, professional development of staff, and other challenges to identify best practices relevant to the State of Kansas.

Goal 2: Performance Accountability and Transparency

Reports with Meaningful Outcomes: Obtain and report meaningful outcomes that are evaluated on a continuous quarterly basis.

- A Performance Dashboard Report is posted on the **KANSASWORKS** State Board website for review by State Board members.

Examining Local Area and State-Wide Outcomes: Examine both local and state outcomes that include effective stewardship of all funds on a continuous basis

- Both program and expenditure data are included in the Performance Dashboard Report.
- Customer Service Kiosk data is now being collected at all workforce centers across the State.

Goal 3: System Messaging and Awareness

Roll-out of Common Brand across the System: *Significant progress demonstrated with below timeline:*

- Alex Rice, Kansas Department of Commerce Director of Marketing, presented information regarding the need for a common brand and messaging to the Local Area Board Chairs in September and during the **KANSASWORKS** State Board meeting on November 6, 2019. It was discussed that the Common Identifier Workgroup would convene to begin the process of policy revisions and a new brand standards manual.
- The Workgroup met in January and made significant progress in decisions regarding goals and next steps that was presented by Mike Beene during the January 23 State Board Meeting.
- The Workgroup convened again prior to the May 6 State Board Meeting and again made significant progress to this effort. The Workgroup will be sharing sample logos, typography and color palettes with the State Board during the May 6 State Board Meeting. All of the materials still must be shared with the Local Board Committees during the coming months for approval as well.

Obtain understanding of Kansas Awareness about the system: Put together a state-side workgroup to develop messaging in conjunction with the roll-out of common brand, which will be helpful to the Common Identifier Workgroup as they continue their work to brand the system and **KANSASWORKS**.

Align & Strengthen State & Local Partners' Communication: This work to coincide with each of the objectives to ensure messaging and outreach is cohesive.

Partners are asked to contribute to the quarterly **KANSASWORKS** Newsletter

Effectively message system performance to display value of system: in January 2019, staff began to research how other states share performance information.

Goal 4: Technology Integration

- **KANSASWORKS.com** feedback survey went live at the end of February. The survey is targeted to job seekers, employers and eligible training providers, and gathers feedback on the individual's experience with the website. From January to March 2020, 3,792 responses were received.
- On-line chat function went live at the end of 2019.
- The state's case management system vendor, America's Job Link Alliance – Technical Support (AJLA-TS) has undertaken a deep dive into the user experience by visiting consortium states and meeting with users from across the spectrum – case managers, job seekers, employers, and eligible training providers. The feedback they have gathered is being incorporated into the **KANSASWORKS.com** redesign scheduled to launch in late 2020.
- The kiosks are active in 19 Workforce Centers across the state.
- Modifications to ReEmployKS have gone through testing and have been deployed to the live ReEmployKS site. Staff training to begin in early Q3 2020.
- Local Area IV has released an RFP on behalf of Local Area's II, III, IV and V for adaptive equipment (including installation and training). They are currently awaiting responses.

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.

Work Based Learning (WBL) Intermediaries / Work Based Learning Pilot Project

Kansas Work Based Learning Project is a comprehensive approach that ensures Kansas students have equitable access to high quality work-based learning experiences designed to prepare each student for postsecondary, and workforce success, in high wage, high demand and critical need occupations of our state and regions. The WBL Pilot project included an integrated partnership between The Kansas Department of Education, Kansas Department of Commerce, Kansas Board of Regent and the LWDBs. Commerce supports five regional work-based learning intermediaries, one in each region, to connect education (one school district or one cohort of school districts within each of the five workforce regions), business and industry, and economic development in each of the five workforce regions. Intermediaries act as a liaison and expand existing working relationships between education, business and industry, and economic development in the regions. Additionally, Intermediaries coordinate career exploration experiences in the identified career clusters for all students that may include job shadows, mock interviews, field trips, internships and career mentoring.

Registered Apprenticeship (RA)

Improving Data Sharing and Data Integrity: Kansas Department of Commerce transitioned from Salesforce and adapted RAPIDS as the case management system for RAP registration activities in Kansas. Commerce has committed to improve data collection and data integrity by hosting informational and training sessions on RAPIDS for new and existing RAP Sponsors, as well as for all State and local Registered Apprenticeship Program Staff. In addition to the RAPIDS system, Kansas RA participates in AJLA-TS system called **KANSASWORKS.com** for collection of case management, training, recruiting, provider, employer, job order, and employment related fields. Kansas RA recently adapted **KANSASWORKS.com**, and will continue to adapt as needed, in order to collect required service level data elements in relation to Annual Registered Apprenticeship Reporting to ready our state for the RA PIRL reporting requirements.

Active Grants During FY2019-FY2020

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 (RTI) 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 RTI 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 RTI for each apprentice enrolled through this project.

Service Delivery

Kansas continues to integrate RA with the LWDB partner staff structures. 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. Veterans Program staff and continues to train AJC front line and business services staff in the rules, regulations and service delivery requirements of RA. Registered Apprenticeship program staff continue to work with their existing sponsors providing program guidance as well as updating their Registered Standards and Sponsor information. Staff continue to expand the recruitment of new sponsors, development on new programs, screening and enrollment of registered apprentices. Additionally, RA Sponsors who enroll their apprentices in **KANSASWORKS.com** continue to be reimbursed a portion of the cost of the RTI for each apprentice enrolled through this project utilizing RA grant funding. Each local area continues to participate in presentations & roundtable sessions connecting with education, business and industry for additional RA opportunities. (Currently, RA Staff are having these meeting through Virtual meetings and Conference Calls.) During the COVID-19 pandemic, staff have conducted most business matters through virtual meetings, phone and email.

Registered Apprenticeship continues to provide employers an opportunity to build a structured training system that allows employers to grow their own, a system that helps meet workforce and retention needs.

RTI for these programs may be provided through community or technical colleges, correspondence, online, distance learning, contract vendors and/or apprenticeship training centers.

Youth Apprenticeship

Commerce continues to partner with Kansas Department of Education, KBOR, Registered Sponsors, employer groups and other local partners 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 PY2019/FY2020, the Kansas RA Program has continued to meet targeted goals developing new programs in Health Care, Manufacturing, and the Construction Trades. Additionally, Kansas Registered Apprenticeship has built partnerships with Kansas Department of Education, Kansas Board of Regents, various employer groups and other local partners delivering the message of how to connect work-based learning opportunities to Youth Apprenticeship.

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.

Program Years 2018 and 2019:

Adult Indicator

PY2018 & PY2019

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%

Dislocated Worker Indicator

PY2018 & PY2019

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%

Youth Indicator

PY2018 & PY2019

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%

Wagner Peyser Indicator

PY2018 & PY2019

Employment Rate 2nd Quarter After Exit	67.9%
Employment Rate 4th Quarter After Exit	68.2%
Median Earnings 2nd Quarter After Exit	\$4,701

Kansas negotiated performance indicator goals for PY2019/FY2020 as displayed above were negotiated and approved by USDOL in June 2018 for Title I and Title III of the WIOA. Kansas reported against a continuation of these goals. In previous years, the average earnings targets for Adults, Dislocated Workers (DW) 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 PY2019 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 as displayed below:

	Statewide PY2019		
	Negotiated	Statewide	Outcome
Primary Indicators			
Adult			
Employment Rate 2nd Quarter After Exit	78.7%	76.4%	Meet
Employment Rate 4th Quarter After Exit	76.6%	75.6%	Meet
Median Earnings 2nd Quarter After Exit	\$ 6,225	\$ 5,963	Meet
Credential Attainment within 4 Quarters After Exit	67.4%	75.0%	Exceed
		55.9%	Exceed
Dislocated Worker			
Employment Rate 2nd Quarter After Exit	81.7%	86.9%	Exceed
Employment Rate 4th Quarter After Exit	80.2%	82.5%	Exceed
Median Earnings 2nd Quarter After Exit	\$ 8,084	\$ 10,204	Exceed
Credential Attainment within 4 Quarters After Exit	69.0%	85.5%	Exceed
		49.5%	Exceed
Youth			
Employment Rate 2nd Quarter After Exit	72.6%	76.5%	Exceed
Employment Rate 4th Quarter After Exit	67.4%	75.9%	Exceed
Credential Attainment within 4 Quarters After Exit	69.3%	63.5%	Meet
		54.9%	Exceed
Wagner Peyser			
Employment Rate 2nd Quarter After Exit	67.9%	70.3%	Exceed
Employment Rate 4th Quarter After Exit	68.2%	70.1%	Exceed
Median Earnings 2nd Quarter After Exit	\$ 4,701	\$ 5,714	Exceed

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

Attachment 2 Data Collection Policy #5-38-00

Negotiated performance levels for local areas for titles I and III core programs for program years 2018-2019.

Program Years 2018-2019 (Displayed above in previous section)

Program Years 2020-2021 (Displayed below)

Program Years 2020 and 2021

Adult Indicator

PY2020 & PY2021

Employment Rate 2nd Quarter After Exit	76.0%
Employment Rate 4th Quarter After Exit	74.0%
Median Earnings 2nd Quarter After Exit	\$5,751
Credential Attainment within 4 Quarters After Exit	74.6%
Measurable Skill Gains	53.2%

Dislocated Worker Indicator

PY2020 & PY2021

Employment Rate 2nd Quarter After Exit	82.5%
Employment Rate 4th Quarter After Exit	79.0%
Median Earnings 2nd Quarter After Exit	\$9,100
Credential Attainment within 4 Quarters After Exit	78.6%
Measurable Skill Gains	69.3%

Youth Indicator

PY2020 & PY2021

Employment Rate 2nd Quarter After Exit	72.5%
Employment Rate 4th Quarter After Exit	69.1%
Median Earnings 2nd Quarter After Exit	\$4,145
Credential Attainment within 4 Quarters After Exit	59.0%
Measurable Skill Gains	57.6%

Wagner Peyser Indicator

PY2020 & PY2021

Employment Rate 2nd Quarter After Exit	70.6%
Employment Rate 4th Quarter After Exit	69.8%
Median Earnings 2nd Quarter After Exit	\$5,356

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

Attachment 3 Data Validation Procedure

Methodology: Kansas applied a temporary methodology to data validation processes for this program year. The Workforce Service Unit (WFS) within the Commerce generated a random sample of the 24 common data elements, as per guidance in TEGL 7-18, for each of three programs: Adult, Dislocated Worker (DW), and Youth. Specifically, for each program, WFS randomly selected 100 records using a simple random sample. Using these samples, WFS created validation workbooks, where each workbook contained the values of the required data elements along with a set of identifiers: participant identification number (PID), LWDB, workforce office, and the name of the case manager.

The Commerce Regulatory Compliance Unit (CRC) utilized these workbooks to complete validation based on a random sampling of data elements. CRC used acceptable source documentation, again as per guidance in TEGL 7-18, to review each sampled element within the participants' files. The CRC scored each data element as either a pass or fail on those data elements required to be validated. Elements supported or matched by acceptable documentation were recorded as a "pass". Any data element not supported by acceptable documentation or was found to be inconsistent with other documentation were recorded as a "fail." Completed workbooks were transmitted back to WFS to calculate and review the sample error rates and upper error limits for each element in each of the three programs.

Results: The table below contains the upper error limits for the 24 common data elements. The upper error limit represents the upper bound on the number of errors in the population given the number of errors in

the sample and the associated sampling risk. As you can see from the table, all but five of the data elements passed the test of controls under a five percent tolerable error rate. Commerce is developing guidance to the local areas regarding the five elements that did not pass the test of controls.

TABLE: Upper Error Limits for Validated Data Elements (%)

Data Element	Adult	Dislocated Worker	Youth
Wocpartdate900	4.95	7.79	4.95
Wocexitdate901	7.79	4.95	14.85
WocExitReasons923	4.95	4.95	4.95
Woc1TrainType1303	4.95	4.95	4.95
Woc2TrainType1310	4.95	4.95	4.95
Woc3TrainType1315	4.95	4.95	4.95
WocPostSecEdu1332	4.95	4.95	4.95
WocYouthEducation1401	4.95	4.95	14.85
WocYouthPostExitEduCred1406	4.95	4.95	4.95
WocEmp1QtrAfter1600	4.95	4.95	4.95
WocEmp2QtrAfter1602	4.95	4.95	4.95
WocEmp3QtrAfter1604	4.95	4.95	4.95
WocEmp4QtrAfter1606	4.95	4.95	4.95
WomWage3QtrPrior1700	4.95	4.95	4.95
WomWage2QtrPrior1701	4.95	4.95	4.95
WomWage1QtrPrior1702	4.95	4.95	4.95
WomWage1QtrAfter1703	4.95	4.95	4.95
WomWage2QtrAfter1704	4.95	4.95	4.95
WomWage3QtrAfter1705	4.95	4.95	4.95
WomWage4QtrAfter1706	4.95	4.95	4.95
Woc1Credential1800	4.95	4.95	4.95
Woc1AttainDate1801	4.95	4.95	4.95
WocMSGEducAchieve1806	N/A	N/A	N/A
WocMSGPostSectranscript1807	N/A	N/A	4.95

Note: The upper limits were calculated using the binomial distribution.

Based on the minimal error rates experienced, no corrective action plans were distributed, but rather Commerce addressed the results by providing technical assistance to the LWDB and America Job Center (AJC) staff. The following technical assistance was sent via email local areas in response to data validation efforts:

In reviewing each of the results the following elements were found as potential elements to improve upon:

Adult: Wocexitdate901 = 7.79% Upper Error Limit

DW: Wocpartdate900 = 7.79% Upper Error Limit

Youth: Wocexitdate901 = 14.85% Upper Error Limit; WocYouthEducation1401 = 14.85% Upper Error Limit; WocMSGEducAchieve1806 = 14.85% Upper Error Limit

While the Data Validation process was contained to reporting validation solely and data collection proves to be within the acceptable range of reporting to USDOL, an opportunity to provide local areas with technical assistance has been identified.

Based on the results shown above, local areas are being asked to review data entry processes to ensure the following are being collected in the most efficient and timely way as possible in **KANSASWORKS.com**:

Wocexitdate901-KW.com>Client Search (Part ID = wocID100, Select Participant)>Case Details>Program Details>Exit Questions = Exit Date

Wocpartdate900-KW.com>Client Search (Part ID = wocID100, Select Participant)>Case Details>Program Details>Enrollment/Eligibility Date List = Participation Date

WocYouthEducation1401-KW.com>Client Search (Part ID = wocID100, Select Participant)>Case Details>Program Details>Enrollment Details>Service & Training = At least one of the following is present: Alternative Secondary School Offerings; Apprenticeship; Basic Skills/Literacy Activities; Dropout Prevention Services; Dropout Recovery Services; Educational Achievement Services; Entrepreneurial Training; General Training; Instruction Leading to Secondary School; Completion; Job Readiness Training; Occupational Skills Training; Study Skills Training; Tutoring; Workplace Training/Cooperative Education

WocMSGEducAchieve1806-KW.com>Client Search (Part ID = wocID100, Select Participant)>Case Details>Program Details>Enrollment Details>Measurable Skills Gains, Goals and Interests>Type = Educational Functioning Level, Date Attained

The above is to provide technical assistance in ensuring the data collection for future efforts remains within the acceptable error range established for report validation.

All but five of the data elements passed the test of controls under a five percent tolerable error rate at a five percent risk of assessing control risk too low. Commerce is currently working with AJLA-TS to develop a more robust sampling methodology, which will involve a multi-stage sampling process. We believe this new methodology will allow Commerce to make better inferences on the number of errors in our workforce services management information system, especially when it comes to the 24 common data elements.

Commerce anticipates the data validation process will continue to strengthen program performance as new methodologies and processes are applied to the **KANSASWORKS.com** system. Data validation perpetually offers a limitless opportunity for continuous improvement of which Commerce is up to the challenge.

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.

Neosho County Community College Native American CTE Project

During PY 19, Kansas Department of Commerce released a Solicitation for Grant Applications to provide underserved youth postsecondary education and training in preparation for demand occupations. At the end of the application process, Neosho County Community College was granted funds to provide employment preparation and training services to youth living in at least two Native American Reservations in northeast Kansas. Funds were granted for a January 15, 2020 start date, after which a Project Manager was hired. Within eight weeks of the start date, Reservation access was denied to all non-residents due to the Covid-19 pandemic. Commerce plans to extend the project into next Program Year, after the pandemic shut-down ends.

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.

Due to the COVID-19 Pandemic, the facility was closed to non-staff members beginning mid-March 2020. At that time all classes ceased to be held and did not resume until July 2020. AWS meetings with students resumed via web-based platform in April 2020 and continued in that manner through the end of the program year.

	Unique Students	Credit Hours Enrolled	Credit Hours Completed	Credentials Earned	OJT Students
Summer 2019	89	436	424	37	7
Fall 2019	117	1,261	1,174	141	7
Spring 2020	94	780	379	5	11

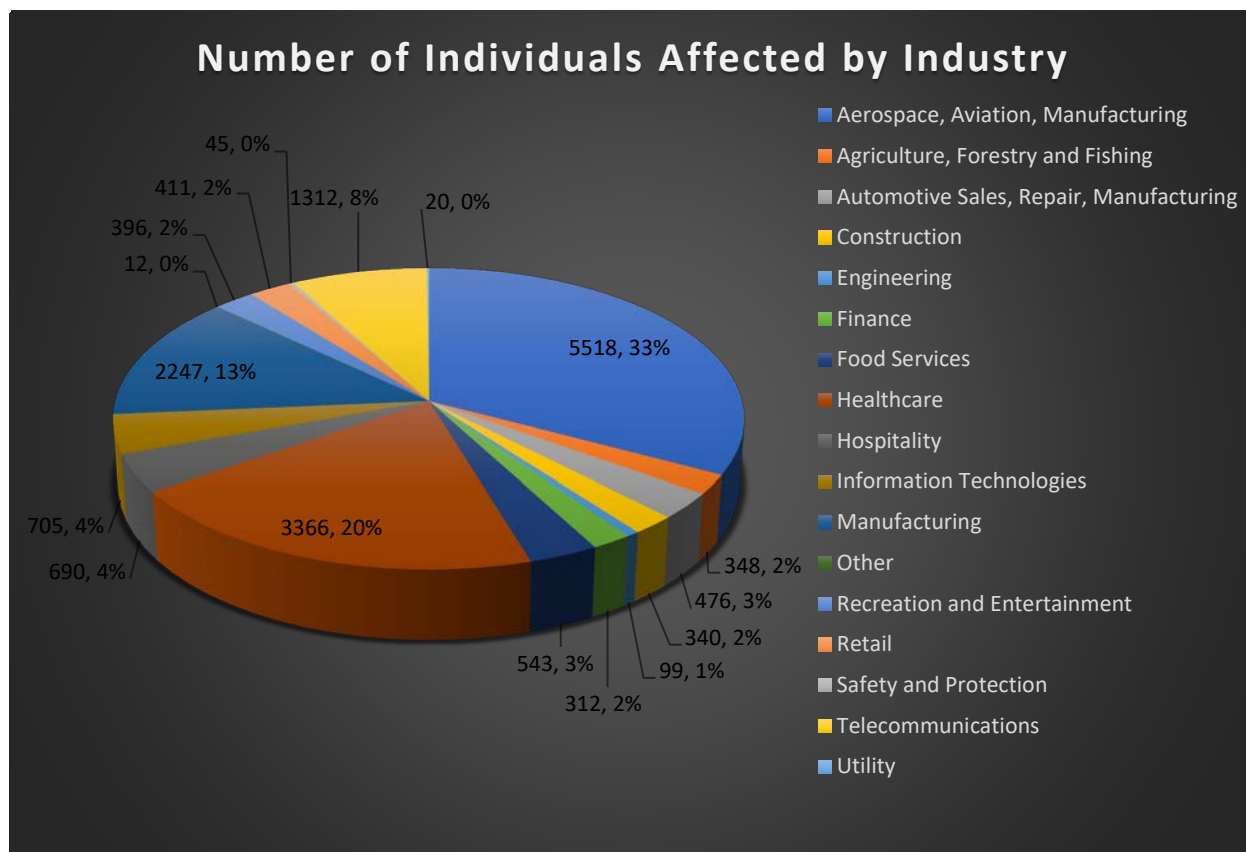
National Career Readiness Certificate

The ACT WorkKeys National Career Readiness Certificate (ACT WorkKeys NCRC®) is an assessment-based credential issued at four levels; Platinum, Gold, Silver, and Bronze. The NCRC measures and certifies the essential work skills needed for success in jobs across industries and occupations. NCRC is an assessment-based credential available at no cost to WFC job seekers or employers. The NCRC is composed of three WorkKeys® assessments that measure skills critical to on-the-job success across industries and occupations. State funds are utilized to support the 3 required WorkKey assessments. NCRC is a portable, evidence-based credential that certifies the essential skills for workplace success.

Rapid response activities and layoff aversion, which may include:

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

Individuals Served:	519
Companies Served:	113
WARN Companies:	62
Non-WARN Companies:	51
Rapid Response Service:	515



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 AJCs through a variety of methods. One occurs if they attend a Rapid Response meeting. Over the past several months, adjustments have been made due to COVID. Most of the RR meetings have been held virtually. 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 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 layoffs are sent to the TAA team to research for application opportunities. The

TAA and DW programs are discussed at the Rapid Response meetings. Our UI partners at KDOL 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.

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 a statewide Workforce Response Coordinator who has constant communication with local Economic Development representatives, Human Resource groups and other statewide organizations to keep her fingers on the pulse of employers, particularly those who may be struggling. She participates in job fairs (mostly virtual one these past several months due to COVID), to communicate with employers, especially those needing assistance to avoid closure and/or relocation. This staff member also visits with job seekers who could potentially fill open positions at companies or businesses who may be struggling to find qualified employees. She also works 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 Coordinator 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 LWDB to ensure they are part of Sector Planning and are aware of the Career Pathways available to these employees.

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

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

- Immediate contact with the employer to discuss plan of action to assist the employees;
- Rapid Response meetings (to include virtual) 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.

Local Area 4 received a National Dislocated Worker Grant (DWG) in May 2020 and was allowed to provide grant activities retroactive to January 1, 2020 due to major layoff activities beginning at that time. The DWG is coordinated with Rapid Response activities and meetings are a key participant recruitment strategy along with social media, websites, local education institutions, and the AJC to inform potential participants of services available.

Rapid Response and outreach activities for the grant in PY2019 included:

- 6 Rapid Response meetings and 8 job fairs prior to COVID-19 restrictions
- Community Resource Fair
 - <https://www.kwch.com/content/news/Workforce-Alliance-Center-holds-resource-fair-for-laid-off-workers-567339661.html>
- Virtual services, including monthly online job fairs have been offered since March 2020; career and rapid response web resources were created at:
 - <https://workforce-ks.com/virtual-career-center/>
 - <https://www.dol.ks.gov/AviationWorkerResponse>
 - <https://workforce-ks.com/services/rapidresponse>
- Multiple employer and community engagement activities have been held
- WA working closely with the local news media to access free coverage of programs
 - <https://apnews.com/e6306ada60ed2f43cfa681914c1d98e6>

Local Area IV is using the State of Kansas’ reporting system **KANSASWORKS.com** for this grant due to a number of factors, most importantly due to the high number of Trade Adjustment Assistance (TAA) impacted workers that are also served by this DWG. The TAA program uses **KANSASWORKS.com** and having both the DWG and TAA programs use the same system will ease co-enrollment and case management.

By utilizing a shared data management system, case managers from both programs can share and see notes, services, employment plans and other necessary information. Meetings between WA and Commerce leadership occur every week. Staff from both organizations are working very closely with a high level of communication and cooperation to serve participants.

Additional Programs

Jobs for Veterans State Grant (JVSG)

In PY2019/FY2020 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 PY2019/FY2020, 5,495 veterans were served within the workforce centers with 2,371 receiving further assistance by Disabled Veteran Outreach Program Specialists (DVOP) based on significant barriers to employment and receiving individualized career services. This assistance consisted of customized resume assistance and/or review, workshops, and basic employable skills needed for each individual veteran's needs. Additionally, 1,104 Employer contacts were made by Veteran Employment Representatives, with 553 veterans gaining employment, by JVSG staff this program year.

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

RETAINWORKS is part of the Retaining Employment and Talent After Injury/Illness Network (**RETAIN**), a federally funded initiative exploring early stay-at-work/return-to-work (**SAW/RTW**) intervention strategies. Kansas is one of only eight states awarded nearly \$1.8 million from the US Department of Labor to plan and implement this pilot project. Kansas chose to establish its pilot project in a rural area, partnering with Susan B Allen Memorial Hospital in Butler County. The Workforce Alliance, as the LWDB, is the partnering WIOA agency.

The Stay-at-Work/Return-to-Work Phase I pilot kicked off participant and medical provider recruitment in June 2019. During the first six months;

- More than 20 participating medical providers have made successful referrals
- 50 participants have been enrolled (42 Treatment, 8 Control)
- 25 participants have returned to work

The period of performance for the RETAIN Pilot has been extended an additional one year with the grant now ending March 31, 2021.

USDOL anticipates competitively awarding up to five of the eight Phase One grantees with additional funding, through a separate competition, to implement their demonstration projects at full scale (42 months).

Phase Two Funding Opportunity Announcement (FOA) was published October 15, 2020 and awards will be announced February 2021.

Trade Adjustment Assistance Program (TAA)

For the year ended June 30, 2020 the TAA department made substantial changes to communication methods and staff training in order to improve performance and customer service. Also, the USDOL proposed amendments to TAA regulations designed to expand protection and support for U.S workers adversely impacted by foreign trade.

Customer paper files were replaced during the year with a private electronic system designed in-house and case managers across the state were trained to use it. The process has proven invaluable as virus restrictions shut down in person contact internally and with customers. With files available online, case managers and administrators have been able to provide better case management coverage across the state.

The move to paperless files, training and use were completed in time to deal with mass aviation layoffs in the Wichita area. Technology integration has also been used for virtual meetings to provide customer service and training for case managers.

Customer service of TAA has also been reinforced with an upgraded website within the Kansas Department of Commerce containing information on the program, its benefits and how eligible customers can apply. Videos of customer testimonials encourage enrollment. Near term, Commerce/TAA staff and KDOL/TRA staff will utilize a close working relationship to define service delivery and compliance with the final rule of the TAA act published this fall. Both agencies work together to ensure federal compliance standards are met and conduct quarterly reviews of all actions within the state program.

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

The State of Kansas has encountered the typical challenges associated with the virtual provision of tangible services such as broadband access, market shortages of consumer hardware/devices, and availability of services on virtual platforms. To mitigate these challenges, the State has taken affirmative action to expand broadband access and capacity; introduced a live chat feature on the State Workforce website, launched virtual and 'drive-through' job fairs, and aggressively transferred successful in-person services (e.g. workshops, orientations, rapid response, case management, etc.) to virtual platforms. While effecting supplies of consumer electronics and devices are beyond the scope of this workforce system, the State has been able to realize a noticeable impact that enabled the workforce to function during a pandemic through a concerted effort to support emerging and expanding industry in the production of PPE.

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.

Attachment 4: All Local Area Overviews, Success Stories, Performance and Data Narrative

Attachment 4 includes the following Overviews, Success Stories, Performance and Data Narrative

- 4a LOCAL AREA I – KANSASWORKFORCE ONE
- 4b LOCAL AREA II – HEARTLAND WORKS, INC.
- 4c LOCAL AREA III – WORKFORCE PARTNERSHIP
- 4d LOCAL AREA IV – WORKFORCE ALLIANCE OF SOUTHCENTRAL KANSAS
- 4e LOCAL AREA V – SOUTHEAST KANSASWORKS

ATTACHMENTS

Attachment 1	KWSB 2018-2020 Strategic Plan
Attachment 2	Data Collection Policy
Attachment 3	Data Validation Procedure/Policy
Attachment 4	Workforce Map and Local Area Narratives
4a	LOCAL AREA I/KANSASWORKFORCE ONE
4b	LOCAL AREA II/HEARTLAND WORKS, INC.
4c	LOCAL AREA III/WORKFORCE PARTNERSHIP
4d	LOCAL AREA IV/WORKFORCE ALLIANCE OF SOUTHCENTRAL KS
4e	LOCAL AREA V/SOUTHEAST KANSASWORKS



2018-2020 Strategic Plan

May 2, 2018

~Approved~



A proud partner of the American Center 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
 Darrell Pankratz
 Carol Perry
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 Scott Smathers
 Dave Unruh

Steering Committee Members

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 Natalie Meugniot, Facilitator
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Technology Integration

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 Gene Sicard
 Dave Unruh
 Sean Callahan
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Performance Accountability & Transparency

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 Mary Johanning
 Rod Blackburn
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Customer Service

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



2018-2020 Strategic Plan

GOAL 1: Customer Service

Accountability Lead: Workforce Alignment Committee

Objective 1.1: Empower Employees to Succeed

Priority Activity: Employee ownership/pride of ownership

Key Strategies

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

Potential Action Steps

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

Objective 1.2: Obtain Customer Service Input

Priority Activity: Analyze/provide proper feedback

Key Strategies

- Independent analyze
- SWB reviews/provides feedback

Potential Action Steps

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

Objective 1.3: Determine and Share Best Practices

Priority Activity: Individual Input

Key Strategies

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

Potential Action Steps

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

Priority Activity: Focus Groups**Key Strategies**

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

Potential Action Steps

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

Priority Activity: Include Partners**Key Strategies**

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

Potential Action Steps

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

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

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

Key Strategies

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

Potential Action Steps

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

Objective 2.2: Reporting Compliance and Value

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

Key Strategies

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

Potential Action Steps

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

Objective 2.3: Examining Local Area and State-Wide Outcomes

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

Key Strategies

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

Potential Action Steps

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

Objective 2.4: Excellent Customer Service Across All Core Partners

Priority Activity: Establish customer service excellence across all core partners

Key Strategies

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

Potential Action Steps

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

Objective 2.5: Measuring KWSB Performance and Effectiveness

Priority Activity: Measure SWB performance and effectiveness

Key Strategies

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

Potential Action Steps

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

GOAL 3: System Messaging and Awareness

Accountability Lead: Workforce Alignment Committee

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

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

Key Strategies

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

Potential Action Steps

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

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

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

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

Key Strategies

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

Potential Action Steps

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

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

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

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

Key Strategies

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

Potential Action Steps

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

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

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

Key Strategies

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

Potential Action Steps

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

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

Key Strategies

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

Potential Action Steps

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

GOAL 4: Technology Integration

Accountability Lead: Workforce Alignment Committee

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

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

Key Strategies

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

Potential Action Steps

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

Objective 4.2: Communicate Efficiently and Effectively with Customers and Stakeholders

Priority Activity: Simplify online services

Key Strategies

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

Potential Action Steps

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

Objective 4.3: Extend Service Reach to Rural Areas

Priority Activity: Develop outreach plan to rural areas

Key Strategies

- Mobile Workforce Center Tours

Potential Action Steps

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

Priority Activity: Develop a chat function within KANSASWORKS.com

Key Strategies

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

Potential Action Steps

- Integrate chat function into KANSASWORKS.com

Objective 4.4: Ensure Accessibility for all Populations

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

Key Strategies

- Evaluation of software accessibility online by outside consultant

Potential Action Steps

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

Priority Activity: Ensure accessibility of technology in offices

Key Strategies

- Evaluation of accessibility at local area offices

Potential Action Steps

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

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

Policy Number: 5-32-00

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: WorkforceSvc@ks.gov

Attachments: TEGL #7-18 Joint Data Validation Process

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

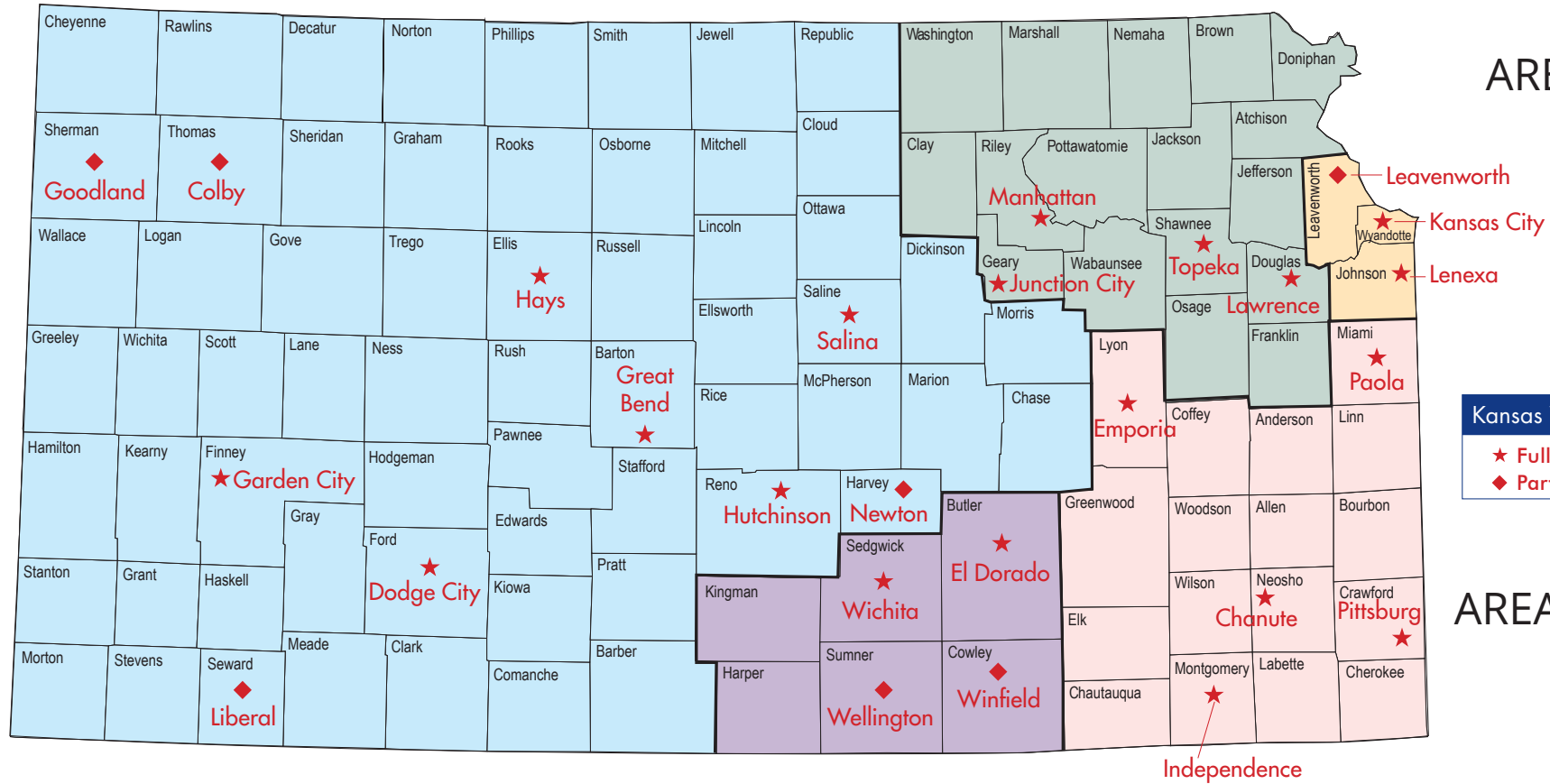
Attachments:

- 4a LOCAL AREA I – KANSASWORKFORCE ONE**
- 4b LOCAL AREA II – HEARTLAND WORKS, INC.**
- 4c LOCAL AREA III – WORKFORCE PARTNERSHIP**
- 4d LOCAL AREA IV – WORKFORCE ALLIANCE OF SOUTHCENTRAL KANSAS**
- 4e LOCAL AREA V – SOUTHEAST KANSASWORKS**

AREA 1

AREA 2

AREA 3



AREA 4

AREA 5

LOCAL AREA I – KANSASWORKFORCE ONE
Program Year 19 Performance Narrative Report

Kansas WorkforceONE in Local Area I, serving 62-counties in Western Kansas, continued to dedicate its resources to the preparation of employment through job seeker services and training of its citizens in high-demand occupations. In PY19, Kansas WorkforceONE enrolled 401 adults, 57 dislocated workers, and 140 youth customers while once again achieving their Board's goal of serving at least one person in every county within their large rural area. During PY2019, Kansas WorkforceONE, leading the state, achieved top level performance by exceeding all performance measures.

During PY19, Kansas WorkforceONE implemented several strategies to continue to strengthen career pathways, sector strategies, and work-based learning opportunities within the region. Valuable information has been gleaned from local business and industry as well as input and collaboration of Local Area Partners that continues to assist WorkforceONE as they develop their Demand Occupation List as well as working with training providers to identify short term occupational skills training pathways, OJT opportunities, and Apprenticeships continue to 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 utilizing modifications to training programs with virtual learning and modifications to clinical coordination and learning.

With the onset of the COVID pandemic, Kansas WorkforceONE worked quickly and diligently to identify opportunities for continued job seeker services using virtual platforms, technology enhancements, teleworking, and thorough development of Workforce Center Protocol Processes and Training. In addition, enhanced customer supports were implemented by the Local Workforce Development Board which included a modification to Basic/Needs Allowance – Communication Allowance which is used to financially support customers in training with internet and connectivity needs as well as the inclusion of Prepaid Cellular Phone and Service as an Emergency Service for participants who are in need of job searching.

Virtual Services Technology Platforms:

With staff working either remotely or within their local workforce center, it has become critical that we incorporate technology to assist in maintaining the connections between partners, current customers, and so that additional referrals can be enrolled in WIOA services using virtual appointments and web-based platforms that assist in completing enrollment documents, assessments, and providing individualized services while also adhering to current travel restrictions and recommendations. These technology enhancements have streamlined processes for staff as well as customers and positively impacted program budgets for travel expenses.

Zoom –

- virtual appointments with customers, training providers, and partner agencies
- conduct virtual staff meetings
- maintain consistent contact with staff via face to face virtual meetings
- supports increased collaboration and connectivity with secondary and post-secondary training partners
- provide virtual services, workshops, and presentations to potential and current customers

HelloSign –

- platform for obtaining legally binding signatures with customers, partners, staff, and training providers
- assist job seekers with completion of forms required by partners such as KDOL, DCF, and KDOC
- create shareable templates of commonly used forms and enrollment documents, thus streamlining the provision of services for WF1 staff while also creating additional consistency between staff processes and partners such as post-secondary education (i.e. Individual Training Account Vouchers used for training)
- reduces the need to travel, impacting both WF1 staff as well as customers and job seekers, to obtain required signatures

DropBox –

- request client information and documentation via secure links provided from staff to customer
- reduces risk of personally protected information being compromised through traditional means such as fax or drop-off
- provides a seamless integration of required eligibility documentation into enrollment processes

Microsoft TEAMS –

- platform that allows for secure video/virtual communication between staff
- incorporated into Microsoft Outlook which improves ease of use, sharing of information within WF1 staff team
- improves understanding and utilization of material covered in staff meetings, internal training and staff development, and encourages questions, clarification, and follow-up

Encrypted Email –

- added email encryption to all WorkforceONE staff email accounts
- improved collaboration of common forms, documents, and plans with partners and Integrated Resource Teams
- provides secure communication channel for information that is PPI (personally protected information)
- allows for streamlined processes and sharing of information between staff and their supervisors or the Area Administrative Office

Kansas WorkforceONE

PY2019 Annual WIOA Performance

	Performance Goals	Num / Den	Achieved	% of Goal Achieved
Adult - Participants 398				
Employment Rate 2nd Quarter After Exit	78.7%	175/193	90.67%	115%
Employment Rate 4th Quarter After Exit	76.6%	155/172	90.12%	118%
Median Earnings 2nd Quarter After Exit	\$ 6,225		\$ 6,862.38	110%
Credential Attainment within 4 Quarters After Exit	67.4%	78/110	70.91%	105%
Measurable Skills Gain	52%	103/172	59.88%	115%
AVERAGE ADULT % ACHEIVED				113%
Dislocated Worker - Participants 47				
Employment Rate 2nd Quarter After Exit	81.7%	24/27	88.89%	109%
Employment Rate 4th Quarter After Exit	80.2%	44/48	91.67%	114%
Median Earnings 2nd Quarter After Exit	\$ 8,084		\$ 9,646.93	119%
Credential Attainment within 4 Quarters After Exit	69.0%	23/27	85.19%	123%
Measurable Skills Gain	52%	18/31	58.06%	112%
AVERAGE DW % ACHEIVED				116%
Youth - Participants 160				
Employment Rate 2nd Quarter After Exit	72.6%	64/68	94.12%	130%
Employment Rate 4th Quarter After Exit	67.4%	73/77	94.81%	141%
Credential Attainment within 4 Quarters After Exit	63.3%	49/56	87.50%	138%
Measurable Skills Gain	52%	39/62	61.90%	119%
AVERAGE ADULT % ACHEIVED				132%

Business Services

Kansas WorkforceONE has continued to provide vital Employer Services during this unprecedented time. Staff have been providing Rapid Response to Employers and Job Seekers who've experience layoff. Additionally, staff have worked with employers to identify changes to their application system as well as their protocol for potential job seekers who may visit for applications or interviews. Additionally, KW1 has worked with partner staff to launch the Virtual Job Fairs that are being utilized throughout the state to assist employers who are hiring with job seekers looking for employment.



Tucky Allen, Business Service Director with Kansas WorkforceONE, and Laura Patzner, One-Stop Operator for Local Area I, Odle Management, speak with local business representatives and community members during the April, 2020 Chamber Chat with the Great Bend Chamber of Commerce, answering questions from employers and job seekers and providing an overview of Virtual Services available during the COVID outbreak.

Committee Work

The Local Area I Local Workforce Development Board continued to place strong emphasis on the work done throughout its established committees. Priorities included focusing as a Local Area on the Strategic Objectives developed by the Operations Committee. These included increasing the number of employers utilizing the system as well as identifying pockets of underserved customers and prioritizing serving them.

In addition, the One-Stop Committee focused heavily on increasing the partnerships and referrals within the One-Stop System. This includes identifying referral criteria and processes, improving customer access and flow, and strengthening communication through Integrated Resource Teams to benefit shared customers.

The One-Stop Committee has worked this past year on documenting the number of referrals made to partners within the workforce system. Strengthening relationships within the partnerships remained a focus to meet the needs of shared customers through leveraging of resources and services. Keeping partners up to date on available services, the provision of virtual services and special projects and identifying how partners can better address barriers became more important as the partners faced the changes in service delivery and uncertain futures brought on by the pandemic. Because of this, goals within the Committee were modified to focus on meeting

customers immediate needs in new ways and planning for new ways to continue services in the light of an ever-changing landscape. These included locating and sharing internet and connectivity opportunities within the LA1 communities, working with KDOL to assist with information delivery to claimants in Local Area I, and sharing additional resources to meet the needs of community members.

The Operations Committee continued to work towards monitoring and identifying opportunities to meet the needs of both employers and job seekers within Local Area I, specifically with the onset of the COVID pandemic. This included monitoring service delivery within Local Area I, including teleworking plans and safety measures including protocol development and training for staff and customers, identifying and addressing the adapting needs of businesses, job seekers, training providers, and WIOA participants.

The Fiscal Committee continues to meet regularly to ensure that resources, funding, and additional opportunities for support are being identified and applied and that all tests continue to be met.

PY2019 Kansas WorkforceONE Strategic Objectives

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

LWDB Strategic Measures	Benchmark	PY19 Totals
Increase Number of Employers Utilizing the Workforce Systems	127	463
Increase the Number of Veterans Served	588	401
Increase the Number of Disabled Job Seekers Served	749	1,167
Increase the Number of Older Workers Served	1,478	1,619
Increase Number of On-the-Job Training, Apprenticeship and Customized Training Contracts	411	958
Increase the Number of Pre-Employment Assessments Delivered Throughout LAI	728	978
Increase the Number of Active Registered Apprenticeship Programs	74	73
Increase Staff Assisted Job Orders	1,623	1,641
Increase Total Job Orders (Self-Service, Staff-Assisted and Staff-Entered)	23,579	18,938
Increase Placements Annually	1,066	616

Program Highlights

Kansas WorkforceONE – **RA WORKS!**

The Kansas Department of Commerce was awarded a Federal Department of Labor grant to fund the **RA WORKS!** Program to expand the number of Registered Apprenticeship program sponsors in Kansas while doubling the number of new RA program participants. In response to the critical shortage of skilled workers, Kansas WorkforceONE has partnered with The Kansas Department of Commerce to secure funding to help support the extra-ordinary cost of sponsoring a Registered Apprenticeship as well as limited funds for Related Technical Instruction. Both Business Service and local Apprenticeship Program staff worked with employers to develop additional apprenticeship programs which brought the total number in Local Area I to 77. Registered Apprenticeships increased dramatically due to the work being done throughout Local Area I by LWDB in Business Services and our partners like Hutchinson Community College, Garden City Community College and Seward Community College, as well as other employers and training providers.

Kansas WorkforceONE Apprenticeship Activity

Total Number of Customers Enrolled	77
Total Number of Sponsors	66
Active Apprenticeship Sponsors	8 (City of Goodland, Heineken Electric, HEJATC-various local employers, Kansas Electric, Tatro Plumbing, USD 457, Western Coop, Stanion Wholesale Electric)

Kansas WorkforceONE Corrections & End-Dependence Kansas

Throughout PY 2019, Kansas WorkforceONE worked with a total of **235** offender enrollments through the End-Dependence Kansas (EDK) initiative and the Workforce Innovation and Opportunity Act (WIOA) program. These offenders were new enrollments, active in our programs, or the follow-up process through WIOA or EDK during the plan year. The enrollments were from the community, Norton Correctional Facility, Larned Correctional Facility, Ellsworth Correctional Facility, Stockton Correctional Facility, and Hutchinson Correctional Facility. The One Year Recidivism Rate for WIOA/EDK Participant outcomes was 18.4%. Most of our EDK/WIOA enrollments were considered high-risk offenders, with the remainder, considered a moderate risk. Nearly all our enrollments were with inmates who had an LSIR substance abuse score greater than 5. EDK staff provided 703 employment-based preparation activities. EDK staff also secured 148 new employer placements, which resulted in a 61.8% positive vocational rehabilitation closure rate. Before prison release, services were coordinated with the Business Account Managers, Vocational Rehabilitation staff, and Offender Workforce Development Specialists. During PY19, EDK and Rehabilitation Services staff continued to strengthen their partnerships to assist their shared consumers with vital supportive and supplemental services. For the duration of EDK, the program had 156 positive VR closures and a VR success rate of 62%.

Transportation Assistance/Car Repairs	Mental Health & Substance Abuse Treatment & Counseling	Work Supplies, Boots, Clothing & Tools	Financial Assistance for Medication/Eye Glasses/Hepatitis Treatment & Medication	Purchase of Phone & Data Plan for Job Searching
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Serving Job Seekers with Disabilities

During PY19, Kansas WorkforceONE continued to focus staff training, outreach, and enrollment to serve those with disabilities using their program funds as well as the End-Dependence Kansas initiative.

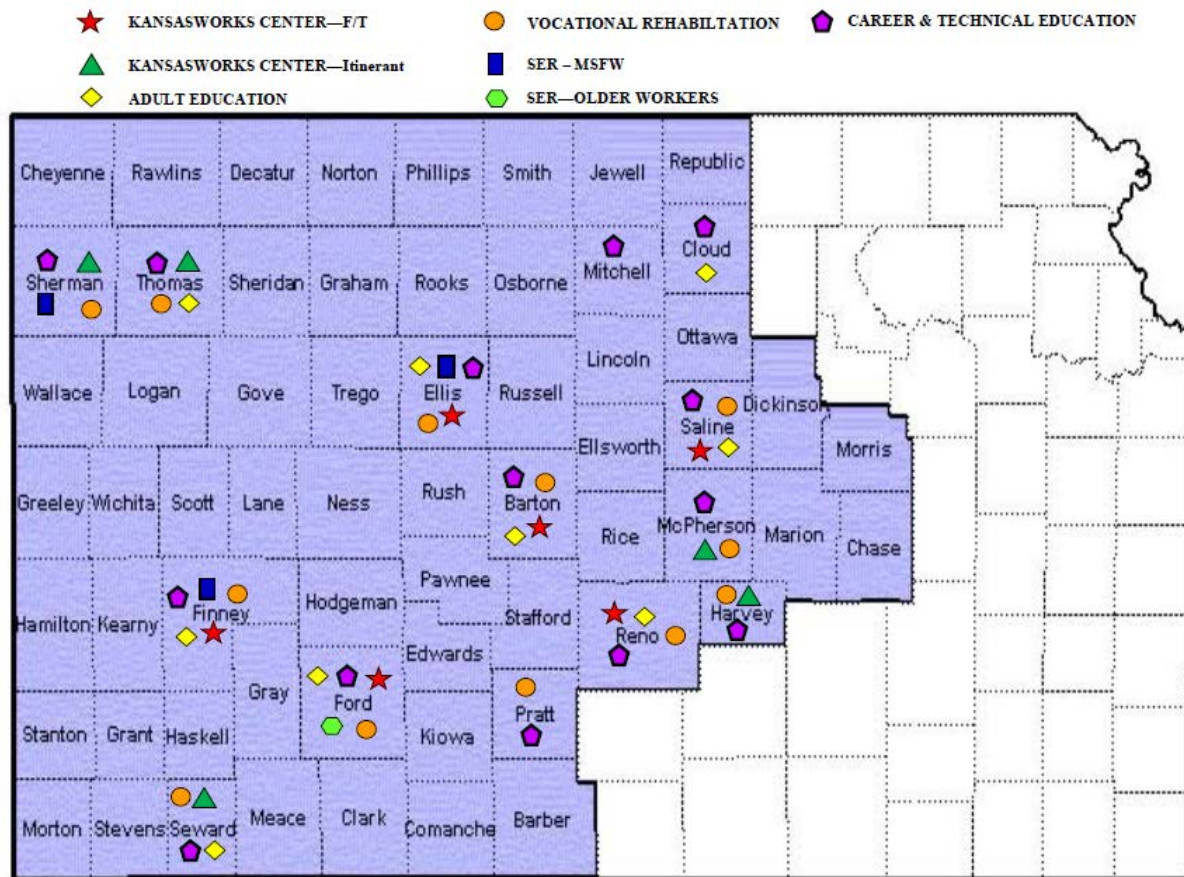
Kansas WorkforceONE's Disability Resource Coordinator continued to provide training and resources to workforce center and One-Stop staff as they utilized the Accessibility Stations that were placed in each workforce center during PY2017. Additionally, in response to workforce needs, Propio Video Interpreting 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, which has been especially vital as many services have moved to a virtual platform.

WorkforceONE, through its contract with Rehabilitation Services, continues to provide Pre-Employment Work-Based Learning Opportunities for In School Youth with disabilities throughout Local Area I.

PY2019 WIOA Enrolled Participants with Disabilities

Service Type	Number of Customers Receiving Service
Occupational Skills Training	27
On-the-Job Training	8
Work Experience	52
Integrated Resource Teams	132

WIOA PARTNERS – LOCAL AREA I WORKFORCE SYSTEM



SUCCESS STORIES

WIOA/KHPOP

Barriers to Employment –

Bailey was referred to the Workforce Center by her employer. Kansas WorkforceONE's KHPOP Career Coach visited with the employer to provide information about services available through the Workforce Center. In her conversation with the employer, the KHPOP Career Coach reviewed the KHPOP program and benefits available to consumers. The employer immediately thought of Bailey. Bailey had just moved back to her hometown Scott City. Bailey attended college right out of high school and was not successful in her studies. Bailey struggled with time management and course work, as she did not have a support system to help her succeed. Bailey returned back home to Scott City, Kansas disappointed in herself and recently found out that she was pregnant. Bailey was in search for full-time employment opportunities but lacked work experience and formal credentials in the health care field.

Workforce Solutions / Outcomes –

Bailey met with WIOA/KHPOP staff to explore employment opportunities available in her community. The WIOA/KHPOP Employment Specialist staff quickly discovered that Bailey longed to pursue her goal of completing post-secondary education. Bailey knew that she would

need to earn more than minimum wage to support herself and her daughter. Bailey's prior experience with post-secondary training left some uncertainties and doubts within her about her academic abilities. WIOA/KHPOP staff worked together to reassure her that this time would be different. WIOA staff, along with partner agencies, would be her new support system and would help her financially, academically, and emotionally throughout her educational goal.

Micaela, KHPOP Career Coach, reassured Bailey, that they would work together to set the tone of how many classes to take and set her own schedule so that it fit her current personal schedule. Bailey agreed to enroll in the CNA program and soon found that she enjoyed classes. Bailey found a new sense of confidence within herself, in which she believed she had previously lost before the support system she found through WIOA and KHPOP. Bailey successfully completed the CNA course, with the assistance of staff, and has entered into employment as a CNA. With her newly discovered confidence, Bailey decided to start taking pre-nursing courses focusing on the nursing program offered at Garden City Community College (GCCC). Bailey started with online courses, which allowed her to continue to work at Scott County Hospital.

Bailey met with Director of Nursing at GCCC and was informed that she was a good candidate for the nursing program. The meeting with the GCCC Nursing Director led to additional motivation in which Bailey worked hard to meet the requirements of the nursing program. Bailey was referred to TRIO at Garden City Community College for academic assistance. Bailey attended group study session with peers, as well as supportive services from TRIO to help maintain her GPA.

Bailey flourished from her educational accomplishments and recently obtained her LPN credential which led to employment opportunity at Scott City Memorial Hospital making \$17.00 an hour. The \$17.00 is just a base pay with additional monetary incentives such as an additional \$1.00 for night shifts and \$2.00 for weekend shifts. Bailey is taking advantage of summer hours to work additional hours during the night shift and weekends. Bailey will continue her studies at Garden City Community College this fall and will work on obtaining a Registered Nurse credential. KHPOP/WIOA staff are excited to see Bailey's personal educational goals become reality and look forward to her future endeavors. Bailey's story to be continued.....

WIOA/OSY

Barriers to Employment –

Brandon had an employment history that seemed to show that he job-hopped before he came to WorkforceONE staff in May 2019. Brandon had also not completed his GED/High School Diploma. Brandon required employment and job skills. Brandon was not able to live on his own because of financial difficulties and grew up in a broken home. After determining eligibility, Brandon was enrolled into the WIOA OSY program where he received a myriad of services. One of these, a WIOA Youth Work Experience, was developed for Brandon in summer of 2019, so he could develop his workplace skills. He completed the Work Experience, and then KWF1 assisted Brandon as he enrolled in the Welding program through NCK Tech in Hays, supported through his Individual Service Strategy and WIOA funding. Brandon performed very well in welding classes and remarked several times that this was the field he wanted to be in. His instructor, Dillon Bell, was also highly complementary of Brandon. Brandon also completed a Comprehensive Assessment, the Conover Workplace Readiness Credential, a series of courses that he reported taught him about life skills and personal goals that helped him as he completed Occupational Skills Training and began employment.

Workforce Solutions / Outcomes –

In May 2020, Brandon completed the NCK welding program and earned a job with Denning Machine Shop in Wakeeney, an employer that we have worked with in the past. He started at \$14/hr. and is able to be self-sufficient and support himself. Brandon said he is happy with the job and the services that he received through Kansas WorkforceONE.

LOCAL AREA I PERFORMANCE
PROGRAM YEAR 2019
ANNUAL NARRATIVE REPORT

Reported Information		Performance
Total Participants Served	Adults	402
	Dislocated Workers	48
	Youth	140
	Wagner Peyser	4,038
Total Exiters	Adults	232
	Dislocated Workers	32
	Youth	98
	Wagner Peyser	4,667
Entered Employment Rate Q2	Adults	90.67%
	Dislocated Workers	88.89%
	Youth	86.76%
	Wagner Peyser	69.59%
Entered Employment Rate Q4	Adults	90.12%
	Dislocated Workers	91.67%
	Youth	89.61%
	Wagner Peyser	68.15%
Median Earnings	Adults	\$6,862.38
	Dislocated Workers	\$8,646.93
	Youth	\$4,493.71
	Wagner Peyser	\$5,540.22
Credential/Diploma Rates	Adults	71.56%
	Dislocated Workers	85.19%
	Youth	87.50%
	Wagner Peyser	N/A



LOCAL AREA II – HEARTLAND WORKS, INC.
Program Year 2019 Annual Report Narrative

Heartland Works, Inc. (HWI) serves seventeen counties in northeast Kansas, also known as Local Area II (LAII). 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 Workforce Centers are in Junction City, Lawrence, Manhattan, and Topeka with outreach services provided throughout the area.

LAII Initiatives

SECTOR STRATEGIES AND CAREER PATHWAYS

The LAII 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 PY19, 67 WIOA youth participated in over 95 different work experiences at 25 different worksites. Major ONET Job Families represented by these experiences included: Art, Design, Entertainment, Healthcare Support, Personal Care/Services, Office/Administrative Support, and Sales.

LAII also continued **Registered Apprenticeship** (RA) efforts in PY19, serving over 140 apprentices. Apprentices worked with two Related Technical Instruction (RTI) providers on the RA program. Occupational fields of training included Automotive Body Repair, Automotive Service Technician, Heating/Air Conditioning/Refrigeration Mechanics, Electrician, Facilities Maintenance Technician and Plumber.

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. Workforce Center staff help job seekers register on **KANSASWORKS.com**, create a resume, assist with job searches, and share information about training opportunities. Employers are encouraged to visit the Mobile Center to learn more about **KANSASWORKS** recruitment services, creating an employer account on **KANSASWORKS.com** and post job vacancies on the site. In January 2020, a second **KANSASWORKS** Mobile Center was purchased by Department of Commerce specifically to use in Eastern Kansas. In PY2019/FY2020, rural community outreach was expanded to six (6) Northeast Kansas communities including Atchison, Clay Center, Marysville, Hiawatha, Osage City and Ottawa. From January through March 2020, the Mobile Center was on site during four Rapid Response meetings. March 2020, **KANSASWORKS** Mobile Center outreach services suspended temporarily due to COVID-19.

Beginning November 2019, **KANSASWORKS** services were offered out of the Atchison, KS City Hall twice a month. The partnership with the City of Atchison offers an enhanced **KANSASWORKS** presence

in the Atchison community and surrounding area. Workforce Services Specialists assist Atchison area job seekers and businesses. Staff meet one-on-one with UI claimants referred to the Workforce Centers for their scheduled reemployment services appointment as required by KS Department of Labor Unemployment Insurance Division.

February 14, 2020, Topeka, and Lawrence Workforce Centers partnered to host the Atchison Community Job Fair held at the Atchison High School in Atchison, KS. A total of 209 job seekers attended with 28 employers participating. The **KANSASWORKS** Mobile Center was onsite during this event.

LA II PARTNER MEETINGS

Each Workforce Center in LA II coordinates and hosts Quarterly Workforce System Partner meetings. The partner meetings are held in Atchison, Junction City, Lawrence, Manhattan, and Topeka. At each meeting, members discuss new programs, upcoming events/initiatives, and workforce challenges/solutions. Some groups are transitioning into more detailed discussions on customer referrals and training on what each partner provides to the community. Meeting locations vary each time, with each partner having the opportunity to host the meeting. In June, the quarterly partner meetings transitioned to virtual meetings resulting in an increase in attendance from community partners. All partners agreed to continue to hold future partner meetings virtually.

OTHER ACTIVITIES

In February 2020, the **Shawnee County Parks and Recreation Youth Job Fair** was held at the Topeka Workforce Center where job offers were made onsite. Parks and Recreation invited all Shawnee County High Schools to participate in the job fair with a total of 60 youth in attendance.

Local Area II Workforce Centers, in partnership with Department for Children and Families (DCF) held **“Crunch the Competition” Job Readiness Fairs**. Staff with Department of Corrections, Community Corrections, and other community agencies worked together to provide job fair readiness services to better prepare job seekers for upcoming job fairs. Team members assisted approximately 70 attendees with preparing a résumé, résumé reviews, and mock interviews. **“Navigating the Job Fair”** workshops were also offered for attendees.

The Topeka Workforce Center in conjunction with the Topeka Bar Association offered bimonthly expungement seminars named **“A Clean Slate”**. The seminars were held at the Workforce Center with an average of 8 – 10 attendees per event. At each seminar, a brief informational presentation was provided by a Legal Professional regarding the Expungement System in Shawnee County and the State of Kansas. These Legal Professionals are available to speak to participants after each seminar to answer their questions and refer seminar participants to further assistance.

The 7th Annual **Patriot’s Day Career Fair** was held on September 10, 2019 in the Junction City Municipal Building and with 45 employers and 126 job seekers in attendance. Thirty-nine of the 126 jobseekers were Transitioning Service Members/Veterans. Eight Veterans signed up with the **KANSASWORKS** booth for future assistance and eight individuals were provided services in the **KANSASWORKS** Mobile Workforce Center.

Heroes MAKE America is a ten-week program sponsored by the Manufacturing Institute, National Association of Manufacturers, Junction City Workforce Center (**KANSASWORKS**), Kansas State University and Washburn Institute of Technology providing completers with a Production Technical Certification. The program was piloted at Fort Riley in 2018 and continues to be successful. It 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** which they complete during the class. Participants receive instruction on: understanding their soft skills, military culture vs civilian; customized resume assistance, wage negotiation, Job Success and LinkedIn workshops;

labor market information; interviewing skills and preparation for the thirty second elevator speech for use at job fairs. They take the WorkKeys assessments and are awarded the National Career Readiness Certificate. The ten-week program has been very successful in retaining transitioning service members in Kansas. From July 1, 2019 to June 30, 2020 there were four classes conducted with 65 participants. Classes started again in August 2020 with 28 students.

The first part of the **Kansas Employment Exploration Program (K.E.E.P.)** at Fort Riley, was held on October 10, 2019. The purpose of this program is to highlight the great jobs, schools, services, and ambiance of the local Manhattan community. In partnership with Fort Riley, K-State University, and the Manhattan Workforce Center nineteen Transitioning Service members attended the event. On November 14, the Transitioning Service Members and their families will tour the Manhattan, KS community.

Smithfield Foods, located in Junction City, held a hiring event at the Junction City Workforce Center on October 1, 2019. Job Fair Flyers were posted on **KANSASWORKS.com**, Kansas Department of Commerce and Workforce Center Facebook pages and websites. The Smithfield recruiter also advertised the event on Indeed. One hundred and thirty job seekers (four Veterans) had one-on-one interviews in the Center with three Smithfield staff. Many of the 130 had completed online applications before the event and were emailed interview times by Smithfield. Workforce Services Specialists greeted the applicants; ensured they had **KANSASWORKS.com** accounts and met with Smithfield's intake person. Smithfield staff checked to see if they had completed an online Smithfield application. For those that had not applied online Center staff guided them through the application process. Some of the applicants were not able to read English so they were assisted through the online application by two bilingual Center staff members. Smithfield had fifteen openings for production workers, and they hired twenty from the pool of applicants from the October 1 fair.

WIOA ADULT PROGRAM SUCCESS STORIES

The Challenge

Lisa, a single mother with six children, came to the Manhattan Workforce Center (MWC) seeking assistance with her goal of working in healthcare. Supported by public assistance benefits, Lisa was still finding it difficult to provide adequately for her family and needed a career path which would offer opportunities for earning growth potential.

The Workforce Solution

Lisa worked with her WIOA Employment and Training Specialist (ETS), Jenny, to research healthcare career and training options. Through funding aid from the WIOA Adult Program, Lisa enrolled in an LPN program with the goal of completing the LPN and RN certifications. During her two-year training period, Jenny worked with Lisa in case management and career guidance services. As well as time in class and raising six children, Lisa worked part-time at a grocery store in the evenings and weekends to provide as much extra income as possible. Due to her tight budget, Lisa could not afford anything extra like internet at her home. To complete her on-line assignments, she would utilize the MWC computers. During this time Jenny would provide pep talks before Lisa would have to leave to pick-up her children from their after-school programs.

The Outcome

In December 2019, Lisa was so excited to start her last semester to become an RN. Her semester started out great, until the COVID-19 Pandemic hit Kansas. All schools were shut down and students had to complete their schooling from home. Lisa had to take on the task of homeschooling her six children, completing college assignments and nursing clinicals (via Zoom, which she had never been used before). Lisa was able to activate internet for her home, homeschooled children, graduate with her A.A.S. in Nursing (Registered Nurse), took and passed her NCLEX (State Board Exam) and secured full-time employment with a Rural Healthcare Hospital on the Labor and Delivery Floor (something she has always dreamed of). Lisa will be

working full-time, earning higher than average wages for the area with full health benefits, vacation, sick leave, and a retirement plan.

The Challenge

Derrick first came into the Junction City Workforce Center in November of 2019. He was released from prison ten days prior to first meeting with his ETS. Derrick had a difficult history and was in and out of prison since 2010. The convictions were barriers to employment for Derrick, and he was looking for assistance with working past them.

The Workforce Solution

Derrick met with ETS, Christina, in the Junction City Workforce Center, and together they were able to conduct career research and training options for Derrick. Northwest Missouri State University offered a Warehouseman Training program, in which Derrick was very interested. This short-term course would provide Derrick valuable training to assist him to secure employment in his desired field. Derrick applied for the WIOA grant because he needed assistance and support to successfully complete his training program.

The Outcome

Derrick started and completed his Warehouseman Training in December of 2019. Derrick earned his OSHA PIT Safety Certification, OSHA 10 Safety Certification, Operators License and his Certified Warehouse and Material Handler Certification. He contacted Christina in January 2020 to inform her he obtained a full-time position as a Material Handler starting at \$15.00 per hour. Derrick is very thankful for the WIOA grant and excited to start this next chapter in his life.

The Challenge

Kenneth first became aware of Workforce Center services through the Reemployment Services and Eligibility Assessment (RESEA) Program. Kenneth lost his job due to COVID-19, was receiving unemployment insurance benefits but had been unemployed for four weeks with no prospects in gaining employment. Kenneth lacked education/training beyond his high school diploma and desired a current certification/license in a demand occupation, to re-enter the workforce. He was referred to WIOA and began working with his ETS Harry, researching options for training.

The Workforce Solution

Harry and Kenneth researched training and employment options. Kenneth had been interested in getting his CDL and undertaking over-the-road truck driving for years but was never able to pursue his goal due to his situation and lack of the resources to attend a CDL program. Harry helped him enroll in White Line's CDL Training program, secured WIOA Adult funding for his tuition/fees and provided information on local employers hiring for this occupation. While Kenneth was in school, Harry provided case management and career guidance services.

The Outcome

Kenneth successfully completed his training program in the spring of 2020 and attained employment earning nearly double what he was receiving prior to his training. Kenneth was very excited with the location of this new job, as he was able to relocate to Indiana where most of his family and friends reside.

LOCAL AREA II PERFORMANCE
PROGRAM YEAR 2019
ANNUAL NARRATIVE REPORT

Reported Information		Performance
Total Participants Served	Adults	195
	Dislocated Workers	0
	Youth	127
	Wagner Peyser	2,795
Total Exiters	Adults	164
	Dislocated Workers	0
	Youth	63
	Wagner Peyser	2,798
Entered Employment Rate Q2	Adults	81.87%
	Dislocated Workers	0.00%
	Youth	67.37%
	Wagner Peyser	65.62%
Entered Employment Rate Q4	Adults	81.71%
	Dislocated Workers	100.00%
	Youth	72.00%
	Wagner Peyser	62.43%
Median Earnings	Adults	\$8,874.42
	Dislocated Workers	\$0.00
	Youth	\$3,084.72
	Wagner Peyser	\$4,833.00
Credential/Diploma Rates	Adults	73.33%
	Dislocated Workers	100.00%
	Youth	64.71%
	Wagner Peyser	N/A

LOCAL AREA III – WORKFORCE PARTNERSHIP
Program Year 2019 Annual Narrative Report

Workforce Partnership (WFP), which serves Johnson, Leavenworth and Wyandotte Counties in the Kansas City metropolitan area, continued to provide outstanding service to job seekers and employers during PY 2019 both prior to and during the COVID-19 pandemic. Prior to the outbreak of COVID-19 and the temporary closure of our physical workforce centers, our local area experienced persistent low unemployment resulting in a tight labor market. Accordingly, for the first nine months of the program year, we focused our efforts on engaging more people in the labor force in order to help fill the increasing number of job vacancies in our area. After the Coronavirus outbreak and the unprecedented job losses connected to widespread business closures in certain industries, we shifted our focus from recruiting those on the fringes of the labor market to providing virtual services and resources to unemployed individuals as described below.

Services and Performance

In PY19, WFP served 26,865 job seekers logging 80,297 services to those individuals, including almost 2,500 orientation and workshop services. While many of these customers entered our doors to obtain basic services in the career centers and online through KansasWorks, WFP provided intensive services to 1,434 individuals in WIOA and other grant programs.

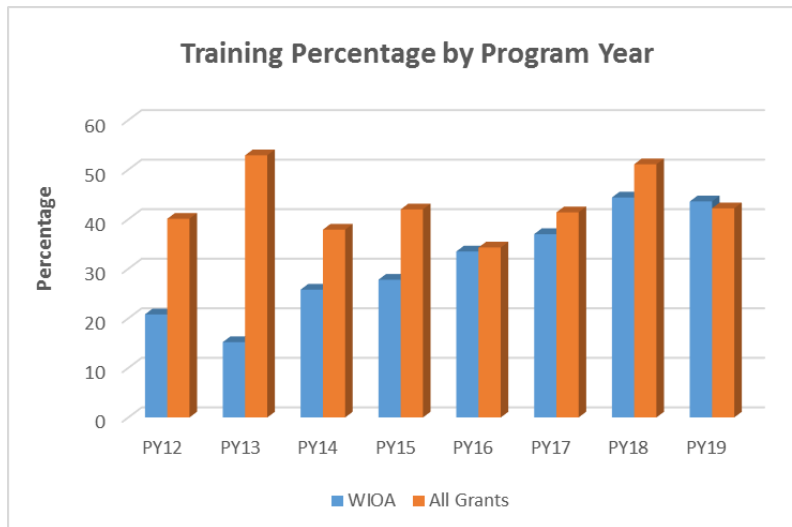
Program	Number of Individuals Served
WIOA Services	1,142
<i>Adult</i>	810
<i>Dislocated Worker</i>	142
<i>Youth</i>	190
Kansas Health Profession Opportunity Program	212
Older Kansan Employment Program	49
Registered Apprenticeship	31
Total	1,434

There were 812 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 of the eleven (11) performance measures for which a goal had been established, WFP met all of them and exceeded eight (8) goals. Final performance rates are shown below:

Performance Measures	Goal PY19	Local Area PY19
Adult		
Employment Rate (2 nd Q After Exit)	78.7%	75.21%
Employment Rate (4 th Q After Exit)	76.6%	74.48%
Median Earnings	\$6,225	\$6,427
Credential Rate (4Qs After Exit)	67.4%	78.20%
Measurable Skills Gain	Not Yet Est.	81.78%
Same Employer Retention (2 nd & 4 th Q After Exit)	Not Yet Est.	62.27%
Dislocated Worker		
Employment Rate (2 nd Q After Exit)	81.7%	86.99%
Employment Rate (4 th Q After Exit)	80.2%	80.81%
Median Earnings	\$8,084	\$12,452
Credential Rate (4Qs After Exit)	69.0%	94.83%
Measurable Skills Gain	Not Yet Est.	75%
Same Employer Retention (2 nd & 4 th Q After Exit)	Not Yet Est.	76.19%
Youth		
Placement in Employment, Education or Training (2 nd Q After Exit)	72.6%	75%
Placement in Employment, Education or Training (4 th Q After Exit)	67.4%	78.23%
Median Earnings	Not Yet Est.	\$3,203
Credential Rate (4Qs After Exit)	63.3%	62.75%
Measurable Skills Gain	Not Yet Est.	70.83%
Same Employer Retention (2 nd & 4 th Q After Exit)	Not Yet Est.	50.54%
Employer Effectiveness		
Repeat Business Customers	Not Yet Est.	41.28%

Training Dollars Invested

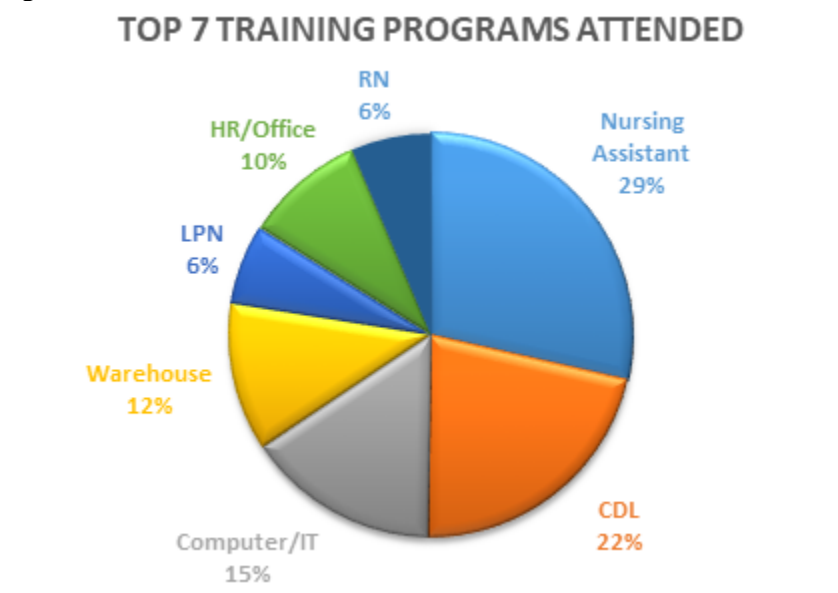
During the recession and through 2013, WFP's direct investment in participant training was extremely low, representing only fifteen percent (15%) of its WIOA funds in 2013 and falling far short of the state requirement to spend forty percent (40%) of all funds on the direct training of participants. Since that time, WFP 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 PY 2019, WFP met this training goal by investing 41.6% of its total funds in direct training, despite the major disruption that COVID-19 facility closures caused in our service delivery.*** The table below 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.



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

Sector Strategies Deepen and Broaden

WFP has operated using sector strategies for many years and currently focuses its resources in five priority areas: Information Technology, Advanced Manufacturing, Healthcare/Life Science, Transportation/Logistics and Construction and its related skilled trades.



In PY18, WFP began bringing the same sector-based approach to its business services work. That work continued in PY19 with WFP hosting:

- Ten in-person large job fairs featuring priority sectors and rapid response events with over 80 employers and 1150 job seekers.
- Two virtual job fair events (during COVID spring shut down) featuring 56 employers and over 190 job seekers.
- Over 300 small hiring events hosted in our workforce centers serving 302 employers and over 2,000 job seekers.

In addition, WFP deepened its commitment to working in a more integrated fashion with its businesses and job seekers across those priority sectors in the following ways:

Advanced Manufacturing

- WFP deepened its collaboration with the manufacturing sector in Wyandotte County through extensive work with the Wyandotte County Economic Development Council (WYEDC), Kansas Manufacturing Solutions and Kansas City Kansas Community College (KCKCC) to assist local companies in the development and launch of a new FAME (Federation of Advanced Manufacturing Education) program in Kansas City, Kansas. The kick-off meeting was held in October 2019 at the “Making It in the Dotte” annual event hosted by WYEDC.
- WFP developed a new relationship with the House of Rocks in Merriam, KS, a natural stone and landscape rock supplier for commercial and residential applications. In addition to listing vacancies with us on KansasWorks.com, the House of Rocks Management team and owners were particularly interested in offering OJT opportunities to job seekers with criminal background issues and/or limited employment skills or work histories. The company has been a great partner and often goes that extra mile to offer accentuated support to our OJT participants.

Healthcare

- In PY19, WFP began to develop an excellent partnership with Advent Health, the largest not-for-profit Protestant health care provider and one of the largest non-profit health systems in the nation with services in nine states. The relationship began with Advent Health’s participation in our Health Care Workforce Industry Day in November 2019, and has blossomed into summer internships for our Youth Program participants, and Advent’s participation in our Mature Worker program and our Talent Support Network job club.
- In collaboration with our partners Johnson County Adult Education, WFP sponsored ten ESL students for contextualized CNA training. Nine students went on to successfully complete their training despite the major disruptions and delays caused by the COVID-19 pandemic. The graduates are in various stages of the job searching and job acquisition, with several of our initial placements garnering \$14 per hour to start.

Information Technology

- WFP has continued to engage a wide range of employers of IT talent across the region including TVH, Cerner, Garmin and SnapIT Solutions.

Transportation/Logistics

- WFP hosted and coordinated a Transportation/Logistics Career Fair in October 2019 for Gardner/Edgerton area employers connected to the Logistics Park KC, one of the largest logistics centers in the country, and continues to collaborate regularly with Elevate Edgerton, the area’s economic development organization.

Construction and Skilled Trades

- WFP began collaborating with KCKCC’s “Filling the USA Skills Gap One Warrior at a Time” program by sponsoring soldiers in various skilled trade training programs. Prior to our engagement, KCKCC had only trained one soldier per semester. Rich Piper, Director of Technical Programs at the college, said, “Thanks to WFP we will have a significant jump in business in serving the training needs of our soldiers. Serving those who have served us.” In PY19, WFP assisted two transitional active duty service members with technical skills training through this program. One completed HVAC training and eventually acquired employment at \$19/hour. The other started welding training but will not complete until fall 2020. WFP currently has five more soldiers in the pipeline to begin training in fall 2020.
- WFP also developed a new relationship with Sheet Metal Workers Union 2 to assist with recruitment, hiring and promotional opportunities.

Broadening of Sector Work through WBL Pilot with Local School District

WFP began an intensive partnership with the DeSoto School District funded jointly by the Kansas Department of Education and the Kansas Department of Commerce whereby one of our Business Services Team members was assigned as a business liaison to the school district to assist in connecting it to local

businesses to provide work exploration and work-based learning opportunities in many of WFP's priority sectors. The pilot project began January 1, 2020 and notwithstanding the disruption in school activities and the dramatic shift to virtual learning due to COVID-19 in spring 2020, WFP and the DeSoto School District accomplished the following:

- Created a Professional Studies Internship Program to provide more student opportunities and maximize the use of the Inspire database.
- Utilized industry contacts and formed Curriculum Advisory Committees for the Career and Technical Education Center (CTEC) programs.
- Developed many career awareness, career exploration and career preparation opportunities.
- Connected the District's high school to Johnson County Community College for articulation agreements and dual credit for CTEC classes.

COVID-19 RESPONSE

COVID-19 and the resulting shut-down of many businesses in spring 2020, including the temporary closure of all three of WFP's comprehensive centers, dealt a major blow to our local economy driving the unemployment rates in our service area from a three-county average of 3.2% in March to 12.3% in April. The pandemic also revealed major cracks in our in-person/facility-dependent service delivery model. Despite these immense challenges, WFP's team, including its Title I contractor and its Kansas Department of Commerce (KSDOC) staff, came together quickly to develop new ways to serve clients, new safety protocols, and new customer flow and processes in order to continue to serve the thousands of displaced workers needing our help. We served our clients as best we could whether our Center doors were open or closed by offering telephonic support and other forms of remote and electronic assistance, which we did successfully even in the absence of any pre-planning period or any solid complement of electronic systems and protocols expressly designed to support remote/virtual functioning. Our telephonic and virtual services included but were not limited to: Basic guidance for filing UI, job search assistance/guidance, virtual job search workshops, information, intake and enrollment into programmatic services (e.g., WIOA, KHPOP), and in those relatively rare instances where a training provider was operating during the height of the COVID-19 outbreaks, enrollment into training services. Even as Centers slowly reopened under modified operations protocols, we have continued many of these remote and virtual services practices where necessary and practicable to ensure public access to our crucial programs, resources and services. Below is a more detailed outline of our response to the COVID-19 pandemic over time:

Immediate Response

- WFP closed all three comprehensive workforce centers in its service area on March 23, 2020 based on state and local stay-at-home orders.
- All Board staff worked from home; Title I contractor staff and KSDOC staff also worked from home with exception of 1-2 rotating staff (front desk staff and supervisor) daily to answer phones and general emails and direct calls/emails to other staff for services.
- WFP posted signage in English and Spanish on facility doors, WFP's website and through social media posts notifying clients of the facility closures and providing contact information (phone and email) to obtain assistance.

Interim Work

- WFP's Executive Director, the One-Stop Operator and the Regional Operations Manager for KSDOC collaborated to develop new policies and procedures around transmission prevention, virtual customer service and a phased re-opening plan for May 2020.
- A technology assessment was conducted and it was determined that WFP was unable to adequately serve clients in a virtual manner largely because the vast majority of staff worked solely from desktop computers attached to the facilities, many staff had inadequate home internet to participate in virtual meetings and conference rooms were ill-equipped to handle virtual meetings and workshops without proper AV equipment. WFP's Executive Director and Chief Technology Officer worked quickly to develop a list of technology needs and a plan to fund and purchase them. By September 2020, sufficient funds were raised to accomplish the following technology upgrades:
 - Purchase and issue laptops to all Board Staff and Title I Contractor staff who did not already have a laptop - *completed*.

- Purchase and issue hot spots and headsets to all Board Staff and Title I Contractor staff – *completed.*
- Purchase and issue computer cameras for all staff desktop computers without cameras – *completed.*
- Purchase and install new phone system to enable remote access to phone line and many other upgrades allowing staff to work from home if necessary – *November 2020 installation scheduled.*
- Purchase and installation of AV technology upgrades for conference rooms in two comprehensive centers – *purchase and install scheduled for fall 2020.*
- Staff Leadership secured appropriate PPE supplies and necessities for re-open phases and continued to refine staffing schedules and new customer flow/appointment plans.

Phased Re-Opening

- On May 11, 2020, WFP implemented its phased re-opening plan in accordance with state and local guidance. A copy of the re-opening plan is attached as an Exhibit.
- On June 22, WFP fully re-opened all three comprehensive facilities with COVID-19 transmission reduction and social distancing protocols in effect (temperature checks, health screening questions, mask requirements, 6ft distance and frequent disinfection of high traffic areas and surfaces).

Success Stories

Job Seeker Successes

“Mark” approached WFP after being laid off in January 2019 from his project manager position at Century Link. Despite holding that title and having prior work experience as a “Project Manager,” he quickly discovered that certification was now a baseline job requirement for most project management positions. He came to the Johnson County Workforce Center in March 2019 after learning about possible retraining resources, which he hoped to tap for Project Management Certification training. After participating in counseling and assessment, he eventually identified a program at Johnson County Community College that suited his needs and goals. He attended said training and completed that class in June 2020. While in training, he took advantage of one-on-one, intensive counseling and resume assistance with our Placement and Retention Specialist. Mark ultimately obtained his PMP certification and landed a full time position with benefits at Cerner as a Development Project Manager, and he was thrilled. With his new certification and recent experience, he was offered a generous rate of \$43 per hour. Mark has expressed his gratitude on multiple occasions for our services and assistance, and is so very thankful in obtaining this great career opportunity during trying times.

“Kelequa” visited our Wyandotte Workforce Center in spring 2019 needing career guidance. She was a 22 year-old high school graduate with no post-secondary education or training. She had been job-hopping and was currently unemployed with a very unstable work history. She also was a single mother of a newborn child, and receiving a range of public assistance benefits. Health care careers were a clear interest to her, due to the high demand and myriad job opportunities available with short-term training and certification. She was enrolled into our KHPOP program and received a host of services, including academic and career advising, WorkKeys curriculum to enhance basic skills, and eventually enrolled in CNA and CMA training. Kelequa successfully completed both trainings and landed a job immediately at a long-term care facility in Kansas City, KS. Her starting wage was \$13.25/hr., however, once she obtained her CMA license just a few months into this new position, her employer immediately increased her hourly rate to \$16.00. To her credit, Kelequa is not done yet. She is exploring financial aid and has designs on applying to LPN and BSN programs in the future.

Employer Successes

In PY19, JC Penny eliminated all customer service roles at its Lenexa facility. WFP’s Rapid Response Team quickly pulled together a hugely successful job fair event, held on-site at the JC Penny location. Thirty employers looking to hire the laid off customer service employees participated in the job fair offering on the spot interviews and job offers for many of the roughly 150 job seekers in attendance.

WFP in Kansas City, Kansas planned and hosted a Fair Chance Job Fair on August 20, 2019. Over 170 job seekers joined us for this event to meet with 20 local area employers who were open to hiring individuals with a criminal background. Resume and job search workshops were held the week prior, and the morning of the Job Fair, by The Gateway Foundation and TVH Parts, Inc. Employers included TVH Parts, UPS, Henke Mfg., Schuff Steel, Randstad, Hostess, Frito-Lay, TransAm Trucking, Goodwill, and many others. Speaking with employers at the conclusion of the event, they were very pleased overall with the quantity and quality of job seekers who joined us. A number of job seekers said they had job offers, or additional interviews scheduled with employers later in the week.

LOCAL AREA III – WORKFORCE PARTNERSHIP

Program Year 2019 Annual Narrative Report

COVID -19 WORKFORCE CENTER RE-OPENING PLAN

(as of May 1, 2020)

MAY SCHEDULE

Week of May 4 - May 10

- We will continue to honor our local Stay at Home Order and conduct business as we have been doing since March 23rd. No changes to current operations.
- Staff Leadership will continue to secure appropriate supplies and necessities for our re-open phases and will continue to refine staffing schedules and new customer flow/appointment plans.

Week of May 11 - 17

- Workforce Centers will be open for STAFF ONLY up to a maximum of 10 staff members (across all staffs - Board, DWFS and Commerce) at any given time in the Workforce Centers
 - o All Leavenworth staff may report since there are fewer than 10 people.
 - o All Youth Staff located at Wyandotte may also report since there are fewer than 10 people and Youth Staff is on a completely separate floor/suite than the main workforce center.
 - o Johnson and Wyandotte Staff will be scheduled in such a manner that all staff members will split working from the office and working from home this week. Workforce Center Leadership and Site Directors/Managers will be convening remotely next week to decide schedule details.
- All Board Staff will continue to work from home so as to provide maximum flexibility for DWFS and Commerce staff to use the "10 spots" - with exception of IT Staff as needed to maintain our network systems. Should Board Staff need to come to the office during this week, please coordinate your time with Keely/Erich to ensure that we comply with the 10 person limit.
- Having a "staff only" week at the workforce center will enable staff to become acquainted with new social distancing protocols, new customer flow and other changes to our work environment, as well as provide time to get ramped back up to begin meeting with clients in-person the following week.
- Staff may begin to take appointments with clients that can begin the following week.

Weeks of May 18 - 31

- Workforce Centers will be open to the public BY APPOINTMENT ONLY. The number of appointment spots each hour will be determined after staffing rotations are determined. We will be taking appointments for individual meetings with case managers as well as appointments to work on computers in the career centers.
- Unless new state or local group limits are issued, we should be allowed to have up to 30 people in the workforce centers. This means that for Johnson and Leavenworth, we will still need to do some type of staff rotation plan; however, most staff will gain more time in the office this week as we are able to accommodate more people.

- Board Staff is encouraged to continue to work from home, but is free to work from the office if necessary/desired.

CHANGES TO EXPECT

Staff Policies/Protocols - Beginning May 11

- All staff will be required to undergo a temperature check upon arrival at work. Any staff with a temperature of 100.4 or above and one COVID-19 symptom will be required to stay at home (to work from home if able or to take a sick day as per your company policy)
- All staff will be required to wear a mask/face covering while in the office (except for when you are alone in private cubicles or private offices). Each staff will be issued two re-usable masks to wear in the office (one extra for washing at home/rotating). Homemade masks may also be worn.
- All staff will be required to maintain social distancing and cleanliness protocols - such as a minimum of 6 ft. distance between each other (unless behind Plexiglas or plastic), frequent hand washing/hand sanitizing, etc.
- Disposable gloves will be available for staff who wish to use them; however, we caution that gloves are not a "cure-all" and staff should be mindful of surfaces touched with gloves on.

Public Client Policies/Protocols - Beginning May 18

- Public visitors will be required to submit to a temperature check upon arrival and will be asked questions related to their recent travel to high-COVID areas and/or potential exposure to individuals with COVID-19. If they refuse to submit to the temperature check or to answer questions, they may not be served within the physical center. In this case, we will obtain contact information so that they may be served virtually by our staff.
- Public visitors will be required to wear mask/face coverings while in the workforce center. If they arrive without such, we will provide a disposable mask for them to wear during their visit.
- We will serve job seekers by appointment only - even for time on the career center computers.

Facility Changes

- We plan to install either Plexiglas shields or plastic barriers at each front desk area where job seekers/visitors check in. We also plan to have portable Plexiglas shields that can be carried from room to room as needed to provide a barrier between staff and clients when in meetings.
- Staff will not meet with clients in a cubicle. Meetings will be held in specific partitioned areas in our conference rooms.
- Stickers will be placed on the floor to remind staff and visitors to keep 6 ft. of distance.
- Signage will be placed outside each workforce center entrance notifying visitors of the need to make an appointment and what to expect during their visit (mask requirement, temperature check, etc.)
- Additional large hand sanitizer stations will be placed throughout the centers.
- Water Fountains will be off-limits.

- At least every other computer in Career Center areas will be blocked off (possibly more - each center is configured differently) in order to maintain 6 ft. distance for clients working on them.

COMMUNICATIONS

- Workforce Partnership will post flyers sharing these new client/visitor protocols and our dates for opening to the public by appointment outside each workforce center no later than May 11th.
- Workforce Partnership will also add the same information to our website and social media platforms.
- Workforce Partnership will also communicate this information to its community partners who refer clients to us.
- Staff may be asked to email this information (we will create the email for you) to any clients you are currently working with.

LOCAL AREA III PERFORMANCE
PROGRAM YEAR 2019
ANNUAL NARRATIVE REPORT

Reported Information		Performance
Total Participants Served	Adults	790
	Dislocated Workers	137
	Youth	182
	Wagner Peyser	1,728
Total Exiters	Adults	680
	Dislocated Workers	125
	Youth	99
	Wagner Peyser	1,996
Entered Employment Rate Q2	Adults	75.21%
	Dislocated Workers	86.99%
	Youth	72.06%
	Wagner Peyser	66.42%
Entered Employment Rate Q4	Adults	74.48%
	Dislocated Workers	80.81%
	Youth	75.81%
	Wagner Peyser	65.07%
Median Earnings	Adults	\$6,426.45
	Dislocated Workers	\$12,452.00
	Youth	\$3,202.85
	Wagner Peyser	\$5,663.44
Credential/Diploma Rates	Adults	78.20%
	Dislocated Workers	94.83%
	Youth	62.75%
	Wagner Peyser	N/A

LOCAL AREA IV – WORKFORCE ALLIANCE OF SOUTHCENTRAL KANSAS
Program Year 2019 Annual Narrative Report

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 three of the six counties, excluding Cowley, Kingman, and Harper counties where partnerships and service locations have been established to meet local needs.

Job Seeker Services

- 26,730 customers visited the Local Area IV Workforce Centers, an average of 114 per workday. The COVID-19 pandemic resulted in reduced in person customer visits but enhanced virtual service offerings.
- 787 job seekers attended 118 workshops offered thru the Workforce Centers.
- The Workforce Centers expanded workshops by both topic and virtual attendance options. The current two workshop tracts, Job Search Success and Computer Skills, were sustained but topics such as how to prepare for a virtual job fair or a virtual interview were added. Additionally, ways to attend workshops were expanded allowing customers to attend a workshop virtually or view on the Workforce Centers YouTube channel.

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. 94 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. The COVID-19 pandemic impacted the ability to provide services to this population. The correctional facilities were not and many are still not allowing outside visitors due to the pandemic. The restrictions reduced the services that could be provided to this population during program year 2019.

Outcomes:

- 51 participants attended an orientation or workshop for ex-offenders
- 330 participants registered on **KANSASWORKS.com**
- 134 new participants received individual services
- 81 entered employment
- In calendar year 2019 this program achieved a 74% Entered Employment Rate, 76.5% Employment Retention Rate at 6 months, and a 73.58% Employment Retention Rate at 12 months

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 1,807 services and conducted 269 in person visits to 160 employers in the region. Additionally, there were 25 job fairs that served 4,150 job seekers with 381 employers represented at hiring events. To help address COVID, the state of Kansas procured a virtual job fair platform and in May the first Virtual Statewide job fair was held. There were five employers and 265 job seekers from Local Area IV that participated. In June 34 employers and 128 job seekers participated. The Business Services Division listed 3,447 job postings on **KANSASWORKS.com** and received 3,445

applications/pre-employment screens from 2,045 customers.

Rapid Response Events

Rapid Response layoff services were provided to 86 employers. 21 on-site information sessions were held for 1,305 affected employees. Four virtual information sessions were held for 64 affected employees. 3,650 informational packets were provided to 5,396 affected individuals. Additionally, electronic packets were provided to 19,952 affected individuals.

Dislocated Worker Services

Beginning in January of 2020, the South Central region started to experience a significant economic impact due to the pause in production by Boeing of the 737 Max. There are dozens of companies in this area on the Boeing 737 Max supply chain, including Spirit AeroSystems, the largest employer in the State of Kansas.

As the effect of the 737 Max production pause was settling in, the crisis from COVID-19 started to hit the region in March 2020. Due to the mix of industry sectors, it is likely the spread of COVID-19 in the United States and around the world will have a long-lasting impact on the economy in South Central Kansas.

From December 2019 to June 2020 the area experienced approximately 53,200 layoffs or furloughs. Of these layoffs, 9,118 were due to the 737 Max production pause and 44,082 were due to COVID-19. In May 2020 the Workforce Alliance of South Central Kansas was awarded a National Dislocated Worker Grant to serve workers impacted by the pause in the 737 Max production and additional layoffs in the community.

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, 320 job seekers were placed in Registered Apprenticeship positions through a Workforce Center.

Success Story

CB came to the Wichita Workforce Center in May 2017 seeking training as a nurse. CB was receiving SNAP and Section 8 assistance at the time of his enrollment and was struggling financially. CB had some prior education but was unable to gain employment, especially employment at a self-sufficient wage. Through Workforce Center services he decided on Bachelor of Science in Nursing (BSN) training at a local university. Working with his case manager and the university he was able to put together a degree plan to complete this training.

CB started and successfully completed the BSN training. His time in training was not without challenges that included financial struggles and a serious traffic accident. CB was able to utilize supportive services to overcome some of his challenges. He had to delay his clinicals one semester to complete physical therapy and heal from his injuries from the accident. CB was able to overcome these obstacles and gain his BSN in May 2020.

After graduating CB gained employment at a local hospital. The first month of employment included training and a wage of \$16.00 per hour. After successfully completing the first month of employment and training CB moved into full time employment as a Registered Nurse and obtained a raise of \$23.00 to \$30.00 per hour depending on shift differential and weekend pay.

LOCAL AREA IV PERFORMANCE
PROGRAM YEAR 2019
ANNUAL NARRATIVE REPORT

Reported Information		Performance
Total Participants Served	Adults	904
	Dislocated Workers	374
	Youth	73
	Wagner Peyser	7,517
Total Exiters	Adults	594
	Dislocated Workers	81
	Youth	26
	Wagner Peyser	8,375
Entered Employment Rate Q2	Adults	73.30%
	Dislocated Workers	86.67%
	Youth	74.51%
	Wagner Peyser	73.72%
Entered Employment Rate Q4	Adults	71.29%
	Dislocated Workers	81.08%
	Youth	65.00%
	Wagner Peyser	72.15%
Median Earnings	Adults	\$5,576.00
	Dislocated Workers	\$9,539.40
	Youth	\$3,961.15
	Wagner Peyser	\$6,257.62
Credential/Diploma Rates	Adults	79.17%
	Dislocated Workers	69.57%
	Youth	49.23%
	Wagner Peyser	N/A

LOCAL AREA V – SOUTHEAST KANSASWORKS

Program Year 2019 Annual Narrative Report

Southeast KANSASWORKS, Inc. serves the 17-counties in Southeast Kansas. Our local area is very rural and continues to have some of the highest unemployment and poverty rates in the state. Since we are such a rural area, we have spent the last year developing our virtual services model, to reach more potential customers, in the areas where we do not have a local workforce center. This was very beneficial to us when COVID19 hit the nation. We had the technology in place to continue to provide services to our customers virtually. The last half of PY19 has allowed us to continue to develop our virtual services model and come up with new and innovative ways to provide services in our local area to both the employers and job seekers. We continue to assist our employers with their immediate needs for employees, especially with the challenges that have occurred due to COVID19.

Partner Communication and Referral Processes

Local Area V has had a strong focus in PY19 on working with partners to better our lines of communication, so that we can better serve the whole customer. Our staff development partner trainings this year included breakout sessions by workforce center locations. The groups were provided with customer scenarios to discuss all the ways they could partner to better serve the customer. The group also set-up local virtual partner meetings to continue developing better lines of communication and to continue refining the referral process.

Occupational Skills Training

Occupational training was impacted significantly this year due to COVID19. To support customers with training barriers due to COVID19, Southeast KANSASWORKS promoted key services to ensure successful training completion:

- Coaching on virtual software such as Microsoft Teams and Zoom
- Purchasing computers and accessories such as a mouse, keyboards, training software, etc. for customers with technology needs due to virtual or blended training classes
- Needs based financial assistance for customers with living expenses, utilities, and rent due to loss of income during the COVID-19 pandemic

Registered Apprenticeship Adult and Youth

Southeast KANSASWORKS, Inc., continued to promote and expand Registered Apprenticeship over the last year. We continue to develop some diverse registered apprenticeships that include electricians, 911 communications officers, community service officers, iron workers, family support specialists, HVAC technicians, network technicians and shag drivers to name a few.

This year we received state funding to hire a Work Based Learning Intermediary to work with in-school youth. The purpose of this position is to connect education, business and industry, and economic development in the region to coordinate work-based learning experiences in conjunction with the selected school districts. This position will provide us with a great opportunity to expand our Youth apprenticeships in the local area.

Workforce Innovation Fund

The Workforce Innovation Fund project ended during the first quarter of PY19. The last quarter of the grant allowed us to complete several projects. We developed two videos, the “Partners in Workforce: A System Overview” which provides information about the workforce system and an overview of all WIOA titles with some local area information. We also developed a workbook that goes along with the video and includes links to resources and other relevant information (see attachment). The second video is about On-the-Job Training (OJT) and can be used by all workforce partners, employers, and job seekers to gain a

better understanding of the OJT process. Both videos were developed to ensure all new employees of the workforce system were receiving the same training opportunities on the workforce system upon hire. We were also able to develop a new Employer Resource Guide and Employment Services Guide that combined all our job seeker and employer handout materials into one document each (see attachment).

Work Based Learning Try-Out Employment/On-The-Job Training

Try-Out Employment (TOE), which includes both Transitional Jobs and Adult Work Experience, continues to be an effective training strategy that assist jobseekers establish a positive work history and continues to lead to unsubsidized employment generally with the employer that provided the transitional job opportunity. This service has helped us serve the local employers by providing an alternative to direct-hire, for those prospective employees who may have multiple barriers to employment. We continue to have many participants that have been able to build and enter various career pathways in our local area. Business Service Representatives and Career Advisors continue to team up to do outreach and “market” TOE. Try-Out Employment continues to allow us to build our applicant pool and continue to work closely with partner agencies to meet the needs of employers. Most customers that enter our workforce centers have barriers to employment and TOE allows them to demonstrate their workplace skills and allows employers to see their capabilities. Our TOE numbers were down this year to COVID19.

We continue to successfully work with employers to provide On-The-Job Trainings. Our success rate for continued employment after the completion of the OJT is 73%. Our OJT’s were also down some this year due to COVID19. Sanderson Pipe Corporation, which manufactures PVC pipe using an extrusion process, provided the following comment regarding Southeast KANSASWORKS services and the OJT program:

“We currently have 57 employees at our Kansas facility. We utilize Southeast KANSASWORKS Business Services as part of our recruitment process. We have found that using this service generally increases the number of qualified applicants, especially for skilled positions, that we receive. We've had great success with the OJT program and have some employees that were hired through that program eventually being placed into Supervisory roles. We also participate in the Work Experience program for youth and have also seen a great deal of success with the program. We were able to make job offers to continue their employment with our company to several participants. Our experience with Southeast KANSASWORKS has always been very positive and we look forward to continuing our partnership.”
Leo Sievert, Director of Human Resources & Safety

Youth Program

Our Youth Program Team continues to offer our LifeWorks Curriculum and assist youth with determining viable career pathways and employment opportunities. Our staff have developed an online version of our LifeWorks training. This allows us to provide the curriculum online using Google classroom. This PY we also created and hired a Youth Outreach Coordinator. The focus of this position is to recruit eligible youth to the program and also to work with education, business and industry, and economic development across our 17-county region to coordinate work-based learning experiences and youth registered apprenticeships. During COVID19 our staff also continued to provide youth program participants with:

- Coaching on virtual software such as Microsoft Teams and Zoom
- Computers and accessories such as a mouse, keyboards, training software, etc. for participants with technology needs due to virtual or blended training classes
- Needs based financial assistance for customers with living expenses, utilities, and rent due to loss of income during the COVID-19 pandemic

WIOA Youth Program Success Story

The Challenge

The Career Advisor (CA) met Brody during the last month of his senior year of high school. Brody’s father had died a few years before and he lived with his mother and siblings. Brody knew that once he was out of high school, he would need to pursue a career that would help provide additional help for his family. Brody

was employed at local restaurant but only worked minimal hours. He needed a career that would help him become more self-sufficient.

The Solution

Southeast KANSASWORKS conducted a comprehensive assessment of Brody's knowledge, skills, abilities, and interests. Brody complete the TABE (Test for Adult Basic Education) to determine his skill levels. He was Basic Skills Deficient in math. Brody attended and completed remediation classes with the Eastern Kansas Adult Education-Pittsburg office prior to attending post-secondary classes to improve his numeracy skills. Brody took the required post-test and found he improved his Educational Functioning Level for numeracy from a level 4 to level 5. This helped Brody be more successful while attending post-secondary classes.

Brody completed the Lifeworks Curriculum including Bring Your A-Game to Work. He participated in Career Exploration and Preparation to improve his soft and transferable skills for future employment.

Brody and the CA discussed possible post-secondary options. Brody had already chosen the HVAC program at a local community college. Brody felt he could earn more money with a hands-on trade under his belt. With funding from the WIOA OSY Youth program, Brody was enrolled to attend HVAC classes. Brody completed the requirements of the course and graduated in May 2020.

The Outcome

Brody continued to stay employed at his part-time job while searching for employment in the field. He found full-time employment with a local heating and air company. Brody is earning a better wage and will be eligible for future wage increases. Brody was very thankful for the Youth program and for all the support and funding that was provided during his enrollment.

LAV Performance PY2019

Local Area V Performance PY 2019				
Indicator / Program	Title I Adults	Title I DW	Title I Youth	Average Indicator Score
Employment 2nd Quarter After Exit	92.82%	104.91%	99.57%	99.10%
Employment 4th Quarter After Exit	99.04%	102.68%	101.62%	101.11%
Median Earning 2nd Quarter After Exit	105.77%	94.46%	X	100.11%
Credential Attainment Rate	93.64%	134.58%	87.77%	105.33%
Average Program Score	97.82%	109.16%	96.32%	

Workforce Innovation Fund Projects

November 8, 2019



A proud partner of the AmericanJobCenter® network

Project Elements:

- * Job Seeker/Employer Focus Groups
- * WorkLife Resource Navigator Pilot
- * Partners in Workforce: A System Overview Video
- * On-the-Job Training Video
- * Communication Materials for Job Seekers and Employers

Impact of Workforce Innovation Fund Projects in Southeast Kansas

The **Workforce Innovation Fund** ("WIF") is a federal grant program that supports projects that seek to design evidence-based program strategies.

WIF supports innovation at the systems and service delivery levels. In Southeast Kansas, Local Area V implemented innovative approaches to gather feedback from our customers to assist in our continuous improvement efforts. We



Employer Focus Group - Thrive Allen County, Iola, KS

utilized the tenants of customer-centered design as the tool to accomplish our goal and intend to use this process in future projects.

CCD will be imbedded in any projects to assist in complimenting the existing service delivery structure.

Inside this issue:

Focus Groups	2
Job Seeker Group	2
Employer Groups	2
WorkLife Resource Navigator	3
Partner Video	4
OJT Video	4
Brochure Revisions	4



WIF Final Thoughts

Connecting employers with qualified job seekers is our ultimate goal. Southeast KANSASWORKS believes we can create and expand job opportunities for residents with barriers and meet the needs of local businesses by asking the question: **"how might we"**. During our focus group discussions with employers, we were able to

address some of their issues and make some suggestions for them to consider and to take action. Successful outcomes include a change in personnel policies. Some employers utilize a point system for attendance. They were willing to explore revising their approach and allowing excused absences for ex-offenders due to

mandatory probation and parole appointments. They were also willing to consider more onsite training for those with barriers.

Improved partner collaboration was another significant milestone as partners engaged in joint training and partner staff meetings to enhance and build relationships. As a result, we saw improvement in communication.



⇒ **52 Focus Groups**

⇒ **156 Job Seekers**

⇒ **55 Employers**

Job Seeker Design Question:

How might we identify methods to attract these potential job seekers back into the labor force?

Employers' Design Question:

How might we attract more people into the labor force by empowering employers with the tools and resources necessary to take action?

Job Seeker & Employer Focus Groups

Local Area V has an average unemployment rate of 3.5%. This means that those who are able and willing to work are employed. This presents a unique business challenge, where employers must either increase wages or develop their own workforce to fill current vacancies. Workforce development can play a key role in addressing this challenge.

Southeast KANSASWORKS hosted a series of focus groups among local job seekers with barriers and employers to uncover how organizational change in policy might attract potential employees that otherwise may not be part of the labor force.

This project was launched as a rural area initiative with Local Area I in Western Kansas.

Target Communities

Local Area I held focus groups in Hays, Salina, Hutchinson and Garden City (communities with existing American Job Centers). Local Area V held groups in Parsons, Coffeyville, Iola, Fort Scott, (communities that do not have American Job Centers) and Emporia. Wichita State University served as the facilitator.



Job Seeker Groups

Building on our *Customer Outreach and Engagement Plan*, SEKWORKS with our American Job Center Network and other community organizations to identify participants for the job seeker focus groups. Outreach activities included the use of Facebook, flyers, newspaper, etc. The targeted audience of job seekers included the following groups:

- discouraged workers;
- retired individuals (55 and older);
- ex-offenders; and
- individuals with disabilities

Individuals participating in the focus groups were paid a stipend for their input and the sessions were offered as a Lunch 'n Learn event. A facilitator (WSU) was hired to

help these groups to identify shared employment barriers and solutions. Three to four sessions were held at various locations, different times and days to accommodate job seekers schedules. Utilizing the Customer Centered Design approach, a series of prototyping, synthesizing, and testing occurred after the follow-up sessions.

Employer Groups

Local area Chambers of Commerce and/or Economic Development entities, assisted in recruiting employers. These employers had OJT contracts and were open to re-evaluating their hiring practices. Similar to the job seeker group, sessions were conducted at various sites. These meetings were lunch 'n learn sessions. The local chamber and/or economic

development entities also assisted by providing meeting space and general facilitation. Information gathered from the job seeker focus group was shared with employers, who were encouraged to apply the *"how might we"* approach to identify methods to attract these potential job seekers back into the labor force. Utilizing the Customer Centered Design approach, a series of prototyping,

synthesizing, and testing occurred after the follow-up sessions.

Information gathered from these sessions is being shared with employers to learn what steps can be taken to increase the candidate pool. WSU published a research report. Access to the full report can be found at the following link:

<https://www.dropbox.com/home/WIF%20File%20Report>

WorkLife Resource Navigator Project

Southeast KANSASWORKS assisted employees with personal and/or work-related challenges that influence the first stages of employment. Two WorkLife Resource Navigators were hired to be 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. Individual employees could self-refer to meet with the Navigator or

be a referred by the employers HR department. Some of the problem areas identified by Navigators include the following:

- Food Assistance
- Energy assistance
- Healthcare
- Soft skills
- FDIC Money Smart
- Child care and early education assistance
- Financial education
- Housing
- Legal issues
- Transportation
- English language classes
- Attendance/Attitude
- Communication
- Clothing
- Mental Health

- Food Assistance
- Energy assistance
- Healthcare
- Soft skills
- FDIC Money Smart

Resource Navigators also offered and facilitated *Bring Your A Game to Work*, a program designed to teach soft skills, at employer worksites that had a demonstrated need based on the feedback from the WorkLife Resource Navigator.

Project Details

Participating Employers

14 Employers

⇒ County Agencies

*Law Enforcement

*Highway Department

*Courthouse

*Dispatch

⇒ Manufacturing

⇒ Aerospace

⇒ Health Services

⇒ Casino/Service Industry

Age of Job Seekers Served

18-24 - 11%

25-35 - 33%

36-50 -- 46%

50 & over - 10%

Gender

Female - 56%

Male - 44%

Referrals

Self-referral - 54%

HR referral - 46%

Total Customers Served

North Employees - 164

South Employees - 96

Total 260

Project Benefits

Benefits of a WorkLife Resource Navigator (WRN) vs. Traditional EAP Programs

- ◆ Provides a personal face-to-face connections with employees.
- ◆ Assess employee needs, create goal plans, and connect to local community resources and workplace benefits immediately.
- ◆ Provide follow-up and continue support and identified issues resulting in job retention.
- ◆ Provide basic financial coaching around budgeting, credit building and spending behaviors.
- ◆ Serve as an expert in resource around common barriers and challenges facing employees.
- ◆ Build a deep understanding of employer human resource policies, employee benefits, and workplace/industry concerns.
- ◆ Assist employee's in completing tasks and getting to work on time.



Resource Navigator Services:

- Offer one-on-one, confidential assistance to all employees of member companies with a focus on frontline and lower-wage employees.
- Connect employees with individualized services and community resources to overcome work and life issues that prevent them from being reliable and productive at work.
- Assist employees by connecting them to resources for transportation, housing, food assistance, legal assistance, medical bills and child care, as well as career and financial coaching.
- Meet employees where they are, with both scheduled visits and open office hours right in the workplace.

Jim Maher - WorkLife Resource Navigator
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DISCLAIMER: This is not to replace the HR department on HR issues related to the workplace. The resource navigator is not qualified to provide counseling on mental health or other drug related issues, but can provide referrals to necessary resources in the community.



Worklife Balance and Employer Engagement:

How does worklife balance affect your company? If affects the bottom line...

- 21% higher profitability
- 20% higher productivity
- 40% fewer quality defects
- Employees that believe they have good worklife balance work 21% harder than those who don't.
- Higher retention/ 24-59% less turnover
- Lowers absenteeism by 41%

Additional benefits of Worklife Balance

- Employees who have a worklife balance tend to better relationships with management.
- Employees have less conflict with coworkers and management.
- Employees are more loyal.
- Employees do a better job

According to Gallup -

A highly engaged workforce means the difference between a company that outperforms its competitors & one that fails to grow. 51% of employees are actively looking for a new job or watching for new job openings.



NOTE: It is our goal to pursue funding to continue the WRN role in our local area. This retention tool is a definite benefit to employers as well as the more challenged job seekers that are currently in the job market.

Partner & OJT Videos

Partner's In Workforce Video - Over the past six months, using the tenants of CCD, SEKWORKS developed a 47 minute long script for a Partner video. The intent of the video is to educate both new and incumbent staff on the partnerships that exist and the resources that are available in the local workforce system. It will also be used as a training tool for elected officials and new and existing board members. The video was reviewed and edited with input from management, staff and core partners. The video, developed using whiteboard technology, is accompanied by a follow-along workbook with links to partner websites and resources. A pre and post test measures competencies of the viewer and upon successful completion, issues a certificate. Upon completion, staff can save the printable electronic workbook to their desktop and utilize it as a desk aid to quickly link them to partner resources, contact information and various applications. The video has been produced using general language so it may be utilized by other workforce area staff in Kansas. The video can be found at the following link: [https://www.dropbox.com/home/WIF%20File%20Report?preview=Sekworks_0611_HD+\(1\).mp4](https://www.dropbox.com/home/WIF%20File%20Report?preview=Sekworks_0611_HD+(1).mp4)

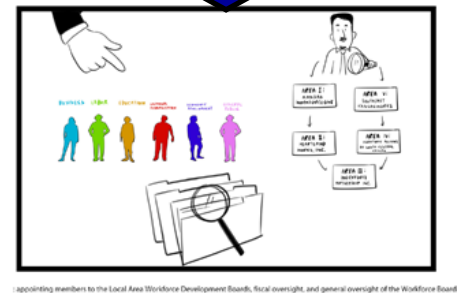
On-the-Job Training Video - This short seven minute video has been developed for use in training staff and partners on identifying and making proper referrals of potential job candidates to Career Advisors and Business Service Staff for job placement. The video can also be used as a tool to educate employers about the finer details of an OJT contract. The OJT video can be found at the following link: [https://www.dropbox.com/home/WIF%20File%20Report?preview=Sekworks_OJT_811_HD+\(1\).mp4](https://www.dropbox.com/home/WIF%20File%20Report?preview=Sekworks_OJT_811_HD+(1).mp4)



Outreach Materials to Job Seekers and Business Customers

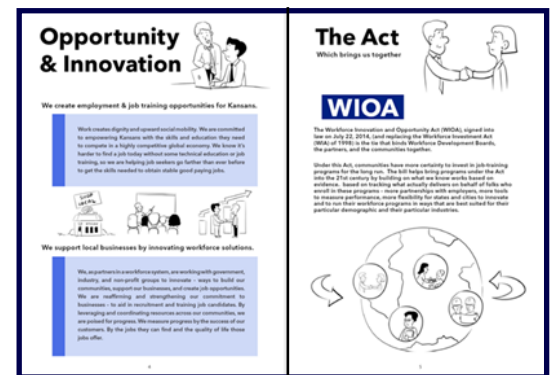
The CCD Team reviewed the various outreach materials used in the area. After a review of the materials and getting input from job seekers, employers, staff and partners, it was decided that we would develop a new approach to outreach materials. Instead of multiple handouts for employer outreach, we developed a single 8-panel brochure covering all services to employers. The job seeker brochure combined all program services into an 8-panel brochure as well which walks a customer through all services offered in the center. The job seeker brochure can be found at: <https://www.dropbox.com/home/WIF%20File%20Report?preview=ESG+Brochure.pdf> The employer brochure can be found at: <https://www.dropbox.com/home/WIF%20File%20Report?preview=Business+Services+Brochure+FINAL+print+ready.pdf>

Partner's in Workforce Video



appointing members to the Local Area Workforce Development Boards, fiscal oversight, and general oversight of the Workforce Board

Corresponding Workbook



LOCAL AREA V PERFORMANCE
PROGRAM YEAR 2019
ANNUAL NARRATIVE REPORT

Reported Information		Performance
Total Participants Served	Adults	455
	Dislocated Workers	33
	Youth	115
	Wagner Peyser	3,177
Total Exiters	Adults	399
	Dislocated Workers	31
	Youth	61
	Wagner Peyser	3,509
Entered Employment Rate Q2	Adults	73.05%
	Dislocated Workers	85.71%
	Youth	72.29%
	Wagner Peyser	70.98%
Entered Employment Rate Q4	Adults	75.86%
	Dislocated Workers	82.35%
	Youth	67.12%
	Wagner Peyser	70.84%
Median Earnings	Adults	\$6,583.68
	Dislocated Workers	\$7,636.19
	Youth	\$3,331.86
	Wagner Peyser	\$5,448.22
Credential/Diploma Rates	Adults	63.11%
	Dislocated Workers	92.86%
	Youth	55.56%
	Wagner Peyser	N/A