

Strategic Plan

Executive Summary

The Kansas Department of Commerce (Commerce) Workforce Services Division staffs the state's workforce investment board—the **KANSASWORKS** State Board (KWSB). The KWSB serves as a review board and change agent empowered with the responsibility of making recommendations to the governor and to state agencies to align workforce development with the needs of economic development in the state by helping to produce:

- a highly skilled and productive workforce;
- high skill, high wage jobs; and
- lifelong learners.

The board's diverse representation assists in establishing connections and provides a statewide perspective.

Early in 2010 the KWSB began development of a strategic plan to advance the Kansas workforce system (**KANSASWORKS**) to meet the challenges of an ever-changing economy. The board's charge is to connect all services into a comprehensive workforce system and to serve as the convener for those connections with the ultimate goal of positioning **KANSASWORKS** as the premier workforce system in the state.

Over the next three years the board will pursue more collaboration between agencies and organizations, so the workforce system in Kansas becomes stronger as it builds upon each partner's strengths and reduces duplication of services. It is the hope of the KWSB that agencies, organizations and partners mentioned within this plan join this collaborative effort to strengthen **KANSASWORKS**.

Goals

In February 2010, the KWSB refined its focus into five goals as listed below:

1. Champion a unified statewide vision and direction for the Kansas workforce system.
2. Engage in active and intentional communication and collaboration to achieve desired outcomes.
3. Catalyze energies around best practice models of training and job matching.
4. Steer continuous system improvement through high standards of performance and accountability.
5. Articulate Kansas' experience and showcase success to garner new financial resources and drive the national workforce dialogue.

Core Values

The core values of the KWSB are those values held which form the foundation on which the board's work is performed and business is conducted. The KWSB believes the following core values reflect what is important for **KANSASWORKS**:

- *Professionalism* – take pride in work done and strive for excellence
- *Responsiveness* – provide demand-driven services
- *Customer Satisfaction* – value each individual and strive to exceed customer expectations
- *Continuous Improvement & Innovation* – seek new ways to do things, challenge the status quo and lead through value creation

- *Collaboration & Teamwork* – align with others and share knowledge and resources to create new opportunities; work as a team and with partners to achieve common goals
- *Integrity* – do the right thing, meet your commitments, lead by example

Success through Partnership

Cooperation and collaboration between all local workforce investment boards (LWIBs), partners, agencies and organizations that are part of the workforce, education and economic development community will be imperative to the success of this plan. Without it significant improvement of the workforce system will not be realized. However, the KWSB feels the temperament in Kansas is such that success is within reach.

Conclusion

The KWSB presents this strategic plan as a means to advance the workforce system to one that is demand-driven, business-led and solutions-based. Implementation of this plan will enhance collaboration among education, workforce and economic development entities. It will also boost the number of highly skilled employees in Kansas, which in turn will grow a robust economy with high-skill, high-wage jobs for Kansans.

Goals, Objectives & Action Steps

GOAL 1: Champion a unified statewide vision and direction for the Kansas workforce system.

OBJECTIVE 1: Evaluate Usage of Statewide Employment Statistics

The KWSB values data that is relevant and timely. To ensure relevance and timeliness, the usage and quality of data available through the statewide employment statistics system* will be evaluated.

**As described in section 15(e) of the Wagner-Peyser Act including labor market information (LMI), data from KANSASWORKS.com and other sources*

ACTION STEPS

1. Educate KWSB on workforce data available from Kansas Department of Labor (KDOL) and KANSASWORKS.com
2. Take stock of data available and assess how it is utilized
3. Require use of LMIS data to support/justify requests for set-aside dollars.
4. KWSB requests KDOL provide local labor market information and analysis. Access to timely, accurate local labor market information (LMI) is the foundation of good decision making in a high-performing workforce system.

DESIRED RESULTS

- Data available is timely, relevant and user-friendly. Needs of workforce professionals, employers and job seekers are met or enhanced by quality of data.
- Statewide forum provided for open discussion of workforce data where best practices may be shared, gaps identified, user-friendliness evaluated and improvements brainstormed.
- Unified, statewide knowledge of available workforce data and how it is used.
- KWSB has increased knowledge of workforce needs both statewide and regionally.

- KWSB is able to access, evaluate and understand statewide workforce data to enhance decision-making and recommendations.
- Assurance that decisions made both statewide and locally, are made based on reliable data.

CONSEQUENCES OF NO ACTION

- Regulations on state workforce investment board membership require a wide array of representation. The KWSB may not be well informed on workforce system operations. Without this process, the state board would function with limited knowledge of the system and its needs.
- State workforce system statistics would remain status quo without the benefit of statewide evaluation and input into possible improvements.

NATURE OF CHANGE

- Administrative, no policy or legislation required.
- Requires commitment of KDOL, local boards and staff to participate and collaborate.
- Possible establishment of a subcommittee for more in-depth evaluation.

TIMING

- July 2011 - July 2012

RESPONSIBLE PARTIES

- KWSB
- Commerce Workforce Services Division

COLLABORATIVE PARTNERS

- Kansas Department of Labor
- America’s Job Link Alliance
- LWIBs and staff

POTENTIAL OBSTACLES

- Funding for identified improvements

OBJECTIVE 2: Ensure Consistent Level of Service

KANSASWORKS is a statewide workforce system with an expectation of a consistent level of service from one workforce center to the next. The KWSB supports enforcement of a consistent level of service across the state.

ACTION STEPS

1. Develop benchmarks and baseline standards for consistency within the system (location, structural, program and customer service) while allowing for local and regional adaptation.
2. Review “checks and balances” related to consistent level of service.

DESIRED RESULTS

- Improved service and resulting standard metrics for reputation.
- **KANSASWORKS** serves as the first step in achieving employment goals.

CONSEQUENCES OF NO ACTION

- The level and quality of service from one local area to the next, or one center to the next, will vary greatly increasing the likelihood of unsatisfied customers.

NATURE OF CHANGE

- Administrative, no legislation required.
- Policy review and fine-tuning.
- Requires commitment from local boards and staff to participate and collaborate.

TIMING

- July 2011 to June 2014

RESPONSIBLE PARTIES

- KWSB
- Commerce Workforce Services Division
- LWIBs

COLLABORATIVE PARTNERS

- One-stop operators
- One-stop partners

POTENTIAL OBSTACLES

- Reconciling recommendations for improvement.

OBJECTIVE 3: Demand High Performance

In order to become *THE* premier workforce system, the KWSB holds a high expectation for LWIBs. The board will support and monitor efforts to enhance and incent high performance.

ACTION STEPS

1. Review policies and procedures directly affecting this objective and if necessary, revise policies to further improve performance.
2. Keep apprised of performance through quarterly performance reports including recognizing outstanding work and providing direction and technical assistance for low performance.
3. KWSB Executive Committee and Performance Committee will host a joint meeting with LWIB chairs to discuss performance concerns, issues and successes at least one time each program year.

DESIRED RESULTS

- **KANSASWORKS** continually improves to meet needs of employers and job seekers.
- Number of individuals and businesses served by **KANSASWORKS** increases.
- **KANSASWORKS** becomes *THE* premier workforce system as measured by USDOL standards and business/economic development groups.

CONSEQUENCES OF NO ACTION

- **KANSASWORKS** will not grow or improve.
- Needs of employers and job seekers may be met, but without a focus on high quality service customers may not return in the future.

NATURE OF CHANGE

- Policy review and possible revision.
- Revamp state and/or local processes to support policy.

TIMING

- Work is in progress and should be revisited at least annually.

RESPONSIBLE PARTIES

- KWSB
- Commerce Workforce Services Division
- LWIBs

COLLABORATIVE PARTNERS

- One-stop operators
- One-stop partners

POTENTIAL OBSTACLES

- Reconciling differing opinions of “high performance” and defining metrics to measure.

OBJECTIVE 4: Ensure Critical Industry Focus Is Implemented Statewide

In order to positively impact the Kansas economy, focusing development efforts in support of key industries* is critical. To support these industries statewide LWIBs must agree to focus training dollars on them, but not to the detriment of those local or regional industries identified as critical.

**Industries key to Kansas economy: agriculture, energy, advanced manufacturing, bioscience, professional services, and health care*

ACTION STEPS

1. Prior to March 31 each program year, the KWSB will bring together Commerce staff and LWIB members for a dialogue on critical industries.
2. KWSB recommend each LWIB develop an employer and training provider based team (e.g. community colleges, technical colleges, etc.) to work with business/industry organizations to determine and prioritize employer-specific needs, including training, for the targeted industries. LWIBs report findings to KWSB at least annually in January.

DESIRED RESULTS

- LWIB’s awareness of statewide critical industries increases.
- Commerce’s awareness of local/regional critical industries increases.
- Partnerships developed to positively impact training provision.

- Communication between LWIBs and the governor expanded.
- Develop a unified approach to identifying demand occupations statewide.
- Provide progressive education and training opportunities with short turnaround and opportunity to earn while learning.
- Closely align education and workforce programs.

CONSEQUENCES OF NO ACTION

- Kansas’ ability to retain and attract high-wage jobs will be hindered.
- Training dollars spent will fail to provide the greatest impact for Kansas economy and residents.
- Opportunities to improve communication will be missed.

NATURE OF CHANGE

- Administrative, no policy or legislation required.
- Will require commitment of local boards to collaborate.

TIMING

- Begin October 2011; continue annually

RESPONSIBLE PARTIES

- KWSB
- Commerce Workforce Services Division
- LWIBs

COLLABORATIVE PARTNERS

- One-stop operators
- Businesses/industries requesting training assistance

POTENTIAL OBSTACLES

- Finding consensus on recommendations for improvement

Goal 2: Engage in active and intentional communication and collaboration to achieve desired outcomes.

OBJECTIVE 1: Increase Communication and Collaboration with Entities Associated With the Workforce System

Increase communication and collaboration between entities associated with the workforce system to meet their needs including, but not limited to, education, economic development, corrections, aging, social services and labor by utilizing **KANSASWORKS**.

ACTION STEPS

1. Deputy Secretary of Workforce Services initiates regular communications among entities associated with the workforce system.

2. KWSB receives report from Deputy Secretary of Workforce Services on existing/planned partnerships with above-mentioned entities detailing activities occurring and what opportunities exist to enhance partnerships.
3. Request Director of Federal Initiatives for Technical Education from Kansas Board of Regents to present a summary of the Perkins state plan, so the KWSB may provide comment.*

**Per WIA, state board should comment, at least once annually, on the measures taken pursuant to section 113(b)(14) of the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C 2323(b)(14))*
4. KWSB supports efforts to increase postsecondary credentials in Kansas.
 - a. KWSB members dually serving as Technical Education Authority members ensure communication about workforce and education trends flows between the two boards.
 - b. Encourage LWIBs to implement an outreach program to high schools using workforce center staff to discuss workforce trends and technical education opportunities.
 - c. KWSB lead effort to advocate to Kansas Education Commission that the ACT be given at least in the junior year of high school, sophomore year preferred, to allow time for remediation of skill gaps.
 - d. KWSB push for an outreach campaign driven by industry and business to educate public about importance of completing education requirements (certification/degree).
 - e. Commerce research methods used by other states to engage the adult learner and devise and implement a plan for Kansas.
 - f. KWSB push for change in process for earning degree/certification (accelerated degree programs).
 - g. KWSB support state and LWIB efforts to increase funding to assist 21st Century students in obtaining degree/certification.
 - h. KWSB support Lumina Foundation's *Big Goal* for education--"Increase the percentage of Americans who hold high-quality degrees and credentials to 60 percent by 2025" (a 6.3% increase).

DESIRED RESULTS

- Increased communication and collaboration between entities touching the workforce system.
- Provide KWSB with a balanced picture of social, education, workforce and economic development as it relates to **KANSASWORKS**.

CONSEQUENCES OF NO ACTION

- Growth within **KANSASWORKS** will be diminutive.
- Improved alignment of education and workforce needs will not be fully realized.

NATURE OF CHANGE

- Administrative, no legislation required
- Will require commitment of local boards to collaborate

TIMING

- Begin July 2011

RESPONSIBLE PARTIES

- KWSB
- Commerce Workforce Services Division

COLLABORATIVE PARTNERS

- LWIBs
- One-stop operators
- One-stop partners
- State agencies
- Kansas Board of Regents

POTENTIAL OBSTACLES

- Reaching consensus on message to send
- Ensuring two-way communications occur

OBJECTIVE 2: Increase Communication and Collaboration between State and Local Workforce Investment Boards

Create and implement a plan to increase direct, two-way communication and collaboration between state and local workforce investment boards.

ACTION STEPS

1. By September 2011, KWSB executive director should add all local board members to the state board's interested parties and public comment lists to ensure entire board is aware of actions occurring at the state level.
2. By September 2011, LWIB staff should ensure the KWSB executive director and all members are listed on their interested parties and/or public comment lists.
3. The KWSB should annually host a meeting with all LWIB chairs in conjunction with their regularly scheduled spring meeting.

DESIRED RESULTS

- Increased communication and collaboration.
- Improved understanding of differing points-of-view.
- Expanded knowledge of state and local goals.
- Enhancement of **KANSASWORKS** through statewide vision and direction.

CONSEQUENCES OF NO ACTION

- An opportunity to improve and expand communication will be missed.
- Misunderstandings and misinterpretations may proliferate.

NATURE OF CHANGE

- Administrative, no legislation required

TIMING

- September 2011; continue annually

RESPONSIBLE PARTIES

- KWSB
- LWIBs

COLLABORATIVE PARTNERS

- Commerce Workforce Services Division
- One-stop operators

POTENTIAL OBSTACLES

- Scheduling time for all to meet
- Written communications not shared with the full board

OBJECTIVE 3: Increase Awareness of KANSASWORKS

The ultimate goal is to make **KANSASWORKS** and the services it offers well known and easily recognized. Recognition will boost utilization. KWSB should support efforts of state and local entities to promote awareness of **KANSASWORKS**.

ACTION STEPS

1. Increase statewide media exposure through various mediums.
 - a. By December 2011 Commerce and LWIBs should ensure **KANSASWORKS** has begun utilizing social networking through Twitter and Facebook.
 - b. As budgets allow Commerce and LWIBs should increase outreach efforts through radio, newspaper, and online by 5% (EX: Spent \$100,000 in PY11 means increase to \$105,000 in PY12).
 - c. Commerce and LWIBs should increase the use of Press Releases to share success stories by 25% (EX: 10 Press Releases in PY11 means increase to 13 in PY12).
2. Increase public relations.
3. Attend out-of-state job fairs and critical industry job fairs.
4. Develop additional outreach tools for business services teams, as needed.
5. Initiate alliance for communication via partner organizations.
 - a. Utilize established partnerships to communicate programs and services available through **KANSASWORKS**.
 - b. Identify gaps and commonalities of communication efforts to reduce duplicative efforts.

DESIRED RESULTS

- **KANSASWORKS** will be recognized as the premier workforce system in the state.
- New alliances will present opportunities for partnerships and increased business.
- Services offered by **KANSASWORKS** will be in high demand and provide justification for additional federal funding or will open doors for other grant opportunities.

CONSEQUENCES OF NO ACTION

- Utilization of **KANSASWORKS** will see no growth or will decline.
- Knowledge of **KANSASWORKS** and its services will be minimal.
- **KANSASWORKS** will become less relevant to customers.
- Opportunities to build new relationships and partnerships will be missed.

NATURE OF CHANGE

- Administrative, no legislation required

TIMING

- Work is in progress and continuous

RESPONSIBLE PARTIES

- KWSB
- Commerce Workforce Services Division
- LWIBs

COLLABORATIVE PARTNERS

- One-stop operators
- Partner agencies

POTENTIAL OBSTACLES

- Cost
- Staff resources

Goal 3: Catalyze energies around best practice models of training and job matching.

OBJECTIVE 1: Keep Abreast of Workforce Trends and Best Practices

Keep abreast of important workforce trends (such as the need for career advancement strategies) and best practices or service delivery models to keep **KANSASWORKS** on the forefront of workforce innovation.

ACTION STEPS

1. Ensure KWSB chair and executive director attend biannual meetings of the *National Association of State Workforce Board Chairs*. Information should be obtained and shared with the KWSB, Commerce staff and local workforce investment boards.
2. Commerce staff should utilize peer connections and workforce publications (e.g. *The WorkforceATM.org Daily NewsWire* from NASWA) to discover workforce trends and best practices to benefit **KANSASWORKS** and share these with the KWSB.
3. Commerce staff will develop formal means to collect, fund and implement innovative ideas from local workforce investment boards.
4. Review best practices identified, but not in practice statewide, and facilitate idea sharing.

DESIRED RESULTS

- **KANSASWORKS** is seen by employers and job seekers as cutting-edge and used as a prime source for employment needs.
- Knowledge of **KANSASWORKS** multiplies and image improves.
- Federal and state funding for **KANSASWORKS** in greatly augmented.

CONSEQUENCES OF NO ACTION

- **KANSASWORKS** will be stagnant with no growth in innovation.
- Utilization of **KANSASWORKS** will see no growth or will decline.

NATURE OF CHANGE

- Changes are anticipated to be administrative, but with development of new initiatives there's no way to predict whether legislation will be required or a policy developed or redesigned.

TIMING

- Begin August 2011 and be continuous

RESPONSIBLE PARTIES

- KWSB
- Commerce Workforce Services Division
- LWIBs

COLLABORATIVE PARTNERS

- One-stop operators
- Partner agencies

POTENTIAL OBSTACLES

- Potential loss of funding to cover travel

Goal 4: Steer continuous system improvement through high standards of performance and accountability.

OBJECTIVE 1: Development and Continuous Improvement Performance Measures

KWSB should participate in the development and continuous improvement of comprehensive state performance measures, including state adjusted levels of performance, to assess the effectiveness of the workforce investment activities in the State as required under WIA section 136(b). State and local performance should be evaluated to ensure workforce investment activities are producing effective results. Recommendations for change should be made as necessary.

ACTION STEPS

1. KWSB keeps apprised of fiscal oversight and accountability issues hampering quality performance and provide assistance and/or support with corrective action plans.

2. Commerce staff review state policy #3-29-00 *Incentive and Sanction Policy for Workforce Investment Act Title IB Programs* and provide suggested revisions to KWSB Policy Committee for consideration.

DESIRED RESULTS

- **KANSASWORKS** meets or exceeds federal and state performance measures and makes a significant impact on Kansas' economy.
- Performance levels are such the state and/or LWIBs qualify for incentive funds.

CONSEQUENCES OF NO ACTION

- Incentives for high performance will be deficient.
- Opportunity for additional federal funds missed (WIA Sec. 503 incentive grant).

NATURE OF CHANGE

- Administrative, no legislation required
- Policy review and possible revision

TIMING

- Monitoring already in progress; continue quarterly
- Begin policy review in July 2011

RESPONSIBLE PARTIES

- KWSB
- Commerce Workforce Services Division

COLLABORATIVE PARTNERS

- LWIBs
- One-stop operators

POTENTIAL OBSTACLES

- Educating KWSB members on monitoring performance

OBJECTIVE 2: Develop an Application for an Incentive Grant under WIA Sec. 503

When qualified, the KWSB should support development of an application for an incentive grant under WIA Sec. 503 Under this section, Kansas is eligible to apply for an incentive grant if performance for the immediately preceding year exceeds:

- (a) the State's negotiated levels of performance for the required core indicators for the adult, dislocated worker and youth programs under title I of WIA as well as the customer satisfaction indicators for WIA title I programs;
- (b) the adjusted levels of performance for title II Adult Education and Family Literacy programs; and
- (c) the adjusted levels of performance under section 113 of the Carl D. Perkins Vocational and Technical Education Act (20 U.S.C. 2301 et seq.) (WIA Sec. 503).

ACTION STEPS

1. Commerce staff will review the performance outcomes for each of the programs listed above and report status of eligibility to the KWSB.
2. If eligible to apply, KWSB is amenable to the grant application being written by the Kansas Department of Education or Kansas Board of Regents in lieu of Commerce provided the KWSB is afforded the opportunity to review and comment on the grant concept and the final application.

NOTE: PY2007 performance qualified state for this grant

DESIRED RESULTS

- Incentive to meet or exceed performance measures
- KWSB fulfills duty to develop an incentive grant per WIA Sec. 111(9)

CONSEQUENCES OF NO ACTION

- Opportunity missed to bring additional dollars into **KANSASWORKS**.

NATURE OF CHANGE

- Administrative, no legislation required

TIMING

- Begin October 2011; continue annually

RESPONSIBLE PARTIES

- KWSB
- Commerce Workforce Services Division
- LWIBs

COLLABORATIVE PARTNERS

- One-stop operators
- Kansas Board of Regents

POTENTIAL OBSTACLES

- Poor performance
- Cooperation between entities working with Title I, Title II and Perkins
- Economic issues

OBJECTIVE 3: Receive Report from America's JobLink Alliance (AJLA) on Approved Training Provider List

In keeping with KWSB's desire for high standards of performance, AJLA should provide a report to the KWSB to demonstrate providers listed on the approved training provider list for each local area and the state have been reviewed and approved annually and conscientiously.

ACTION STEPS

1. KWSB staff will work with AJLA staff to develop report format and disseminate report.
2. KWSB will review report and make recommendations.
3. Commerce, LWIBs, and KWSB will take steps to move toward funding colleges based on student completion.

DESIRED RESULTS

- Make approved training provider list available to customers that is accurate and relevant with high-quality, high-performing training providers.

CONSEQUENCES OF NO ACTION

- Training dollars could be spent inefficiently.
- Job seekers could receive irrelevant training or poor-quality training hindering successful completion.
- **KANSASWORKS** could receive poor publicity resulting from training providers on the approved list with low graduation rates, revoked license due to fiscal investigation, obsolete credentials, etc.

NATURE OF CHANGE

- Administrative, no policy or legislation required

TIMING

- Report format developed Nov 2011 – Jan 2012. Disseminated to KWSB in Feb/Mar 2012 for review/discussion at April 2012 meeting.

RESPONSIBLE PARTIES

- KWSB
- AJLA
- Commerce Workforce Services Division
- LWIBs

COLLABORATIVE PARTNERS

- One-stop operators

POTENTIAL OBSTACLES

- Cost

OBJECTIVE 4: Support and Guide System Improvements and Increased Use of Online and Virtual Services

The advancement of technology in today's world of workforce must be embraced. In order to advance **KANSASWORKS** in the 21st Century, the KWSB must support and provide guidance for system improvements and increased use of online and virtual services (i.e. high definition equipment).

ACTION STEPS

1. KWSB will provide support and guidance for the Commerce Workforce Services Division as it modifies **KANSASWORKS.com**.
2. KWSB will provide support and guidance for the Commerce Workforce Services Division as it works to embrace and expand new means of communicating and networking.

DESIRED RESULTS

- **KANSASWORKS** is seen by employers and job seekers as cutting-edge and utilized as a prime source for employment needs.
- Develop a powerful suite of online tools to support career selection, career preparation/training and career employment and advancement.
- Increase ease of use and functionality of SeviceLink and FiscalLink.
- Continuous advancement and improvement of **KANSASWORKS** and its staff.
- Able to better meet the needs of employers and job seekers.

CONSEQUENCES OF NO ACTION

- **KANSASWORKS** will become less relevant to customers.
- Utilization of **KANSASWORKS** will not grow and may decline.
- Potential for each local area to use individually selected management information system will increase, which will decrease ease of obtaining statewide aggregate data.

NATURE OF CHANGE

- Administrative and technical; no policy or legislation anticipated

TIMING

- Begin July 2011; may take one to two years to complete

RESPONSIBLE PARTIES

- KWSB
- Commerce Workforce Services Division

COLLABORATIVE PARTNERS

- LWIBs
- One-stop operators
- Partner agencies
- America's JobLink Alliance
- Kuder, Inc.
- Kansas Board of Regents
- Kansas Career Pipeline Board
- Educational Services and Staff Development Association of Center Kansas

POTENTIAL OBSTACLES

- Cost
- Reluctance of partners to share information or regulations thereby preventing sharing of information
- Reconciling differing opinions

Goal 5: Articulate the Kansas experience and showcase success to garner new financial resources and drive the national workforce dialogue.

OBJECTIVE 1: Foster and Grow Relationships with Kansas Businesses

Third party referrals are one of the most effective publicity tools. **KANSASWORKS** should foster and grow relationships with Kansas businesses to capitalize the power of third party referrals. In addition, **KANSASWORKS** should reach out to businesses that are unaware of its purpose or existence.

ACTION STEPS

1. Beginning September 2011, KWSB will create a repository and gather success stories whereby **KANSASWORKS** professionals statewide may access and use the stories.
2. Commerce and LWIBs will plan and hold “How **KANSASWORKS** Can Help” educational seminars in various locations across the state. The first one should be held by March 2012.

DESIRED RESULTS

- Knowledge of **KANSASWORKS** multiplies and image improves through utilization of third party referrals and public education.

CONSEQUENCES OF NO ACTION

- **KANSASWORKS** growth will be flat and full potential unmet.

NATURE OF CHANGE

- Administrative; no policy or legislation

TIMING

- Begin September 2011; work continuously

RESPONSIBLE PARTIES

- KWSB
- Commerce Workforce Services Division
- LWIBs
- One-stop operators

COLLABORATIVE PARTNERS

- One-stop partners
- Kansas businesses

POTENTIAL OBSTACLES

- Interest and buy-in (making this a priority)

OBJECTIVE 2: Serve as Ambassadors of KANSASWORKS

KWSB members should serve as ambassadors of **KANSASWORKS** through promotion to peers and external audiences, especially the business community, to increase business participation, awareness and use.

ACTION STEPS

1. KWSB will seize opportunities to promote the success of **KANSASWORKS**.
 - a. Presentations to state and local chambers of commerce.
 - b. Presentations to other business-related organizations or associations.
2. KWSB will promote **KANSASWORKS** among peers in the business community.
 - a. Increase awareness within the system that “clients” of the workforce system are both those with jobs to fill as well as those seeking jobs.

DESIRED RESULTS

- Knowledge of **KANSASWORKS** multiplies and image improves through word-of-mouth from KWSB members.
- KWSB members are more committed to **KANSASWORKS** and its success.

CONSEQUENCES OF NO ACTION

- **KANSASWORKS** growth will be flat and full potential unmet.
- Understanding and commitment by KWSB members will be diminished.

NATURE OF CHANGE

- Administrative; no policy or legislation

TIMING

- Begin July 2011

RESPONSIBLE PARTIES

- KWSB

COLLABORATIVE PARTNERS

- Commerce Workforce Services Division
- LWIBs
- One-stop operators
- One-stop partners

POTENTIAL OBSTACLES

- Interest and buy-in (making this a priority)

OBJECTIVE 3: Encourage and Support LWIBs in Their Pursuit of Additional Funding

Given the federal formula for allocating WIA dollars, Kansas' allocation is inadequate and should be augmented. To do this, the KWSB should encourage and support Commerce and LWIBs in their pursuit of additional funding including, but not limited to, providing letters of support.

ACTION STEPS

1. KWSB should be mindful of funding shortages for **KANSASWORKS** and keep vigilant for opportunities to boost the cofers.
2. Should a funding opportunity arise, the KWSB should forward the information to the KWSB executive director for distribution to proper Commerce/LWIB staff.
3. The KWSB should encourage LWIBs to partner on grant opportunities when possible and seek participation of other entities (e.g. postsecondary institutions, technical colleges, private business, etc.) to enhance likelihood of success by demonstrating broad partnerships.

DESIRED RESULTS

- Infuse additional dollars into **KANSASWORKS** to support industry and business workforce needs.
- Continuous improvement and expansion of **KANSASWORKS** services.

CONSEQUENCES OF NO ACTION

- The lack of dollars available to provide, improve and/or expand services will continue to be a barrier.

NATURE OF CHANGE

- Administrative; no policy or legislation

TIMING

- Begin July 2011

RESPONSIBLE PARTIES

- KWSB

COLLABORATIVE PARTNERS

- Commerce Workforce Services Division
- LWIBs
- One-stop operators
- One-stop partners

POTENTIAL OBSTACLES

- Interest and buy-in (making this a priority)
- Cooperation and collaboration that may be necessary to obtain additional dollars

OBJECTIVE 4: Consistently Update Federal Partners on Successes of KANSASWORKS

Develop a communication mechanism to consistently update federal partners on the successes of KANSASWORKS at least annually.

Researching highlighted step to see if this site exists yet.

ACTION STEPS

1. In August 2010, Jane Oates, Assistant Secretary of Employment and Training Administration for the U.S. Department of Labor (USDOL), stated a repository may be created on USDOL’s Employment and Training website to promote sharing of ideas and best practices. The KWSB executive director should keep apprised of this possibility and share news with the state board and LWIBs.
 - a. State and LWIB staff should access regularly to seek and share new and innovative ideas.
2. The KWSB executive director should gather a team of state and LWIB staff to develop a newsletter highlighting success stories.
3. The KWSB chair should draft a letter to the USDOL’s E&T assistant secretary, Kansas representatives to the US Congress and the Kansas Legislature (Kansas governor to be cc:-ed) and include the newsletter as an attachment. Additionally, the newsletter should be sent to organizations that support workforce development, such as the National Association of State Workforce Agencies (NASWA), National Association of Workforce Boards (NAWB) and National Governor’s Association (NGA).

DESIRED RESULTS

- The success of KANSASWORKS is nationally recognized.
- KANSASWORKS is seen as the premier workforce system in the state and top in the nation.

CONSEQUENCES OF NO ACTION

- Knowledge of KANSASWORKS and its services will be minimal
- Opportunities to build rapport with USDOL, US Congress and Kansas Legislature will be missed

NATURE OF CHANGE

- Administrative; no policy or legislation

TIMING

- Begin November 2011

RESPONSIBLE PARTIES

- KWSB
- Commerce Workforce Services Division
- LWIBs

COLLABORATIVE PARTNERS

- One-stop partners

POTENTIAL OBSTACLES

- Interest and buy-in from LWIBs and state staff
- “Placing this on the back burner”