



2018-2020 Strategic Plan

May 2, 2018

~Approved~



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Message from the **KANSASWORKS** State Board:

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

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

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

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

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

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

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

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

Ken Daniel

Chairman, **KANSASWORKS** State Board

Gregg Burden

Chair, Strategic Plan Steering Committee

KANSASWORKS State Board 2018 – 2020 Strategic Plan

INTRODUCTION

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

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

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

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

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

Vision

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

Mission

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

Guiding Principles

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

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

Goals

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

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

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

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

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Acknowledgement of KWSB Members

KANSASWORKS State Board Members

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

Steering Committee Members

Gregg Burden, Chair
 Natalie Meugniot, Facilitator
 Mike Beene
 Michael Donnelly
 Gayle Goetz
 Criss Mayfield
 Laurie Minard
 Todd Newkirk
 Scott Smathers

Goal Team Members

System Messaging and Awareness

Scott Smathers, Team Lead
 Lynn Bajorek, Facilitator
 David Harwood
 Robert Haynes
 Marvin Kleeb
 Jim Maher
 Steve Geiber
 George Cagle
 Emily Fitzgerald

Technology Integration

Mike Beene, Team Lead
 Christina Herzog, Facilitator
 Mike Brown
 Michael Donnelly
 Lana Gordon
 Gene Sicard
 Dave Unruh
 Sean Callahan
 Felicia Gibbs

Performance Accountability & Transparency

Gayle Goetz, Team Lead
 Trent Howerton, Facilitator
 Eddie Estes
 Julia Lynn
 Criss Mayfield
 Angelo Mino
 Carol Perry
 Mary Johanning
 Rod Blackburn
 Susan Weidenbach

Customer Service

Todd Newkirk, Team Lead
 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