



# Kentucky Career Center

**May 17th**

10:00 am – 12:00 pm

Kentucky Higher Education Assistance Authority Building  
100 Airport Road, Frankfort

## **High Impact Workforce Investment Board Statewide Technical Assistance Session #2**

### **This workshop will focus on:**

Workforce solutions for employers  
Credentialing a quality workforce

Featuring

### **Dave Williams**

Vice President of Utility Services in Portland, Oregon.

Dave Williams will be discussing how his company uses WorkKeys and the National Career Readiness Certificate along with Job Profiling to reduce costs and hire the right individuals for the right jobs.



### **Who should attend:**

- WIB Chairs and Board Members
- WIB Directors and Staff
- Business Service Team Leaders
- NCRC Partners (Adult Education, KCTCS, Kentucky Department of Education, etc.)
- Work Ready Community applicants
- And especially EMPLOYERS who could benefit from using the NCRC in hiring and promotions

**Please RSVP by May 10**

Email: [steve.rosenberg@ky.gov](mailto:steve.rosenberg@ky.gov) or call Steve at 502 564 0372





KENTUCKY WORKFORCE INVESTMENT BOARD

## Board Meeting 5-17-12

### Agenda

**1:00 PM**     **Welcome**  
*Ed Holmes, KWIB Chair*

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#### **ACTION:**

**1:05 PM**     **Minutes of November KWIB Meeting**

**Partner Agreement with Wired 65**  
RATIFICATION REQUESTED

**1:10 PM**     **Work Ready Community Certifications**  
*Nancy Spivey, Vice Chair – Work Ready Communities Review Panel*

**1:20 PM**     **State Plan Outline**

**1:30 PM**     **Statewide Reserve Investment Strategy**  
*(Funds available through June, 2013)*

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#### **STRATEGIC PLAN IMPLEMENTATION:**

**1:40 PM**     **NCRC – Employer Benefits**  
*Dave Williams, Vice President – NW Natural, Portland Oregon*

**2:10 PM**     **Eligible Training Provider List**  
*Rick Christman, Project Champion*

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#### **REPORTS:**

**2:25 PM**     **Performance Measures Committee**  
*Tom Zawacki, Committee Chair*

**2:35 PM**     **LWIB Financial Reports**  
*Joseph U. Meyer, Secretary – Education & Workforce Development Cabinet*

**2:45 PM**     **LWIB Presentation – Summer Youth Program**  
*Michael Gritton, KentuckianaWorks*

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#### **ADJOURN**

**3:00 PM**

EDUCATION & WORKFORCE DEVELOPMENT CABINET  
Office of the Secretary

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VOICE

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# KWIB Meeting Minutes

February 16, 2012

Thomas D. Clark Center for Kentucky History  
Frankfort, Kentucky

## Members Present

Benny Adair, Commissioner Beth Brinly, Secretary Mark Brown, Rick Christman, Representative Larry Clark (Lora Hawkins), James Cole, Crystal Gibson, Hugh Haydon, Senator Larry Hayes (Commissioner Eric Dunnigan), Dr. Terry Holliday (Dr. Dale Winkler), Ed Holmes, Kimberly Huston, Robert King (Reecie Stagnolia), Herb Krase, Secretary Mary Lassiter (Ashley Parrott), Roger Marcum, Heidi Margulis, Dr. Michael McCall (Dr. Jay Box), Secretary Joe Meyer, Col. Mark Needham, Kelly Nuckols, Scott Pierce, Dr. Judith Rhoads, Daryl Smith, Kevin Shurn, Secretary Marcheta Sparrow (Lindy Casebier), Tom Volta, Commissioner Tom Zawacki

## Guest Present

Lt. Governor Jerry Abramson

## Staff Present

Tom West, Steve Rosenberg, Wanda Samuels

## CALL TO ORDER

Ed Holmes, Chair, called the meeting to order at 1:05pm

Mr. Holmes welcomed members and guests, with a special welcome to Kentucky's Regional Representative from the US Department of Labor, Ms. Claudine Noel.

## ACTIONS

A motion was made by Secretary Mark Brown and seconded by Heidi Margulis to approve the November 17, 2011 KWIB Meeting Minutes. Motion carried.

## Work Ready Communities

Crystal Gibson, Chair of the Work Ready Communities Review Panel, reported that the panel met on January 11<sup>th</sup> to review six applications for Work Ready Certification and two for Work Ready in Progress. Three Work Ready and one Work Ready in Progress withdrew their applications to improve and resubmit. The panel is recommending the certification of three counties for Work Ready and one for Work Ready in Progress.

Ms. Gibson acknowledged the Board for their continued support and enthusiasm of Work Ready Communities program with special acknowledgement to Dr. Judith Rhoades and Daryl Smith

The resolutions in the form of a motion were:

### *Daviess County*

*A motion was made by Crystal Gibson and seconded by Commissioner Beth Brinly to certify Daviess County as a Work Ready Community. Motion carried.*

### *Warren County*

*A motion was made by Crystal Gibson and seconded by Dr. Judith Rhoades to certify Warren County as a Work Ready Community. Motion carried.*

### *Woodford County*

*A motion was made by Crystal Gibson and seconded by Dr. Jay Box to certify Woodford County as a Work Ready Community. Motion carried.*

### *Russell County*

*A motion was made by Crystal Gibson and seconded by Benny Adair to certify Russell County as a Work Ready Community in Progress. Motion carried.*

After each motion passed, those representing the individual counties were welcomed forward to receive their certificate and certification packet.

## **Workforce Innovation Fund Grant**

Chair Ed Holmes reported that the US Department of Labor has created a competitive grant pool call the Workforce Innovation Fund. This fund was created by taking the Governor's statewide reserve funds from all states.

In your board packets you received an outline of the approach Kentucky is proposing for our statewide application. One of the strategic goals if to create better alignment between workforce and economic development, this grant will go a long way toward achieving that goal.

The grant is being developed by a team that includes Secretary Hayes, Secretary Meyer, Commissioners Dunnigan and Brinly, Robert Curry, Tom West, Joe Kelly, Bill Monterosso, Linda Prewitt and a great number of staff.

*Commissioner Brinly commented "The most important thing is the opportunity to take our economic development/workforce development partnership to the next level. What is so clear in the new economic development plan is the role that talent development plays and the role that this board and the local workforce investment system plays in breathing life into that plan."*

*A motion was made by Secretary Mark Brown and seconded by Benny Adair to approve the concept and authorize the team to submit the application on behalf of the board and the commonwealth. Motion carried.*

## **STRAGETIC PLAN IMPLEMENTATION:**

### **Accelerating Opportunities**

In the strategic plan, there is an initiative called I-Best, based on a best practice from the state of Washington. Several of our members have been involved over the last year in an effort to realize this type of program in Kentucky. After several name changes and successful grant applications we have seen some great progress on this approach. Chair introduced Dr. Jay Box to for a progress report.

Dr. Box from Kentucky Community and Technical College System gave the board and update on this innovative program.

Dr. Box opened with an announcement that Second Lady Dr. Jill Biden and Labor Secretary Hilda Solis will be at the BCTC Leestown Campus on February 23<sup>rd</sup>, at 8:15am as part of their three-day "Community College to Career" bus tour. The tour is highlighting the unique role community colleges play in developing a flexible, highly-skilled 21st-century workforce to meet emerging regional business needs.

### **Lt. Governor Abramson**

The Lt. Governor stopped in to share a few words of praise on the work the Board is doing and to know that the Board is making a difference on both the state and local levels. He closed his comments with “thanks for what you do and call if I can be of help”.

### **Workforce Academy**

The foundation of our strategic plan is transforming the workforce system away from running government programs to becoming a demand-driven, business –led, solutions-based system to serve job seekers and employers alike. A keystone initiative towards this transformation is our Workforce Academy. Chair recognized Dr. Judith Rhoades, Champion for this project.

Dr. Rhoades introduced Rick Maher of Maher and Maher, who presented the board with an update on Workforce Academy. The first Pilot Workforce Academy will be held February 28 – March 1. Curriculum studies for the Academy include: change management, collaborative skills, leadership skills and business skills along with many others. She shared a quote “Change is disturbing when done to us, exhilarating when done by us”.

### **Partner for Success**

Closely tied to the Workforce Academy, is the Partner for Success initiative. This initiative has also achieved some major milestones over the past several months. Chair recognized Commissioner Beth Brinly, Champion for this project.

Commissioner Brinly opened by commenting that “Partner for Success believes it is key to not only looking at the philosophy but owning the philosophy of each of the agencies and the service delivery components within the department of workforce investment and entire workforce investment system, working together as partners serving our customers holistic perspective”. Commissioner Brinly then introduced Allison Jeffries, Project Manager for formal presentation.

### **REPORTS:**

#### **Performance Measures Committee**

At the November board meeting a committee was appointed to look at how the KWIB can effectively measure the performance of the workforce system and our initiatives to transform it. The committee met several times since that meeting. Chair recognized Commissioner Tom Zawacki, Chair of the Performance Measures Committee

Commissioner Zawacki presented the board and update on Performance Measures. The committee is focused on how to evaluate performance as a whole, not the individual parts. Keep the evaluation simple but meaning full, develop a system to tell us are we in control, are we out of control, are we meeting our goals and objectives in our individual initiatives are we really bringing value to the state as a workforce development. Next step is to find those measurable items that will show we’re meeting our objectives; board and guests who may have suggestions on key performance indicators send them to Tom West.

### **Legislative Update**

Secretary Joseph U. Meyer provided an update on key items as the session is about half over. The budget is still in a retrenchment mode, with most agencies seeing budget cuts of 4.2% to 8.4%, a lot of the desired growth initiatives will be postponed until future sessions of the General Assembly.

The Cabinet has been working diligently on career and technical education, with a bill reorganizing secondary career and technical education being introduced by Senator Winters. Another bill that is relevant indirectly with our industry deals with Unemployment Insurance. A final piece dealing with fiscal integrity needs to be addressed to pay the interest on our outstanding obligation. Very close to reaching a consensus on that it requires full support from business and labor communities. It's expected to have that issue addressed before this session has ended. Representative Clark introduced a bill for Metro College program in Jefferson County, increasing the tax credit enrollment coverage 2800 students to 4000 students. The program has been very successful a number of other employers are now working with United Parcel Service. There is a deep and abiding interest on expanding that program as a substantial way to meet the pipeline needs of the Louisville area employers.

## **Written Reports**

### **Tom West**

In addition to the written report Mr. West wanted to let the board know of conversations he's had with six or seven states over the past six months on various initiatives this board has put forward that are being implemented and even of those counties that were recognized today. Several of the states have asked about the Work Ready Communities Program, they like what we're doing and want to know more about it and to model something after it. Oklahoma and Kansas have inquired about the One-Stop Certification; North Carolina called and asked about our Branding initiative and how we moved it forward; and even California inquired about our High Impact Workforce investment Boards and Branding.

At one time Kentucky was seen as a leader in Workforce now other states are looking at the KWIB Strategic Plan and Initiatives and the energy and work the board is doing as a model nationally.

## **OTHER BUSINESS**

### **Apprenticeship**

Chair Holmes acknowledged Secretary Mark Brown and Mike Donta from the Labor Department on the information packets provided to the board "Kentucky Apprenticeship – Earn, Learn, Succeed".

## **NEW BUSINESS**

No New Business Presented

## **ADJOURN**

With no further business, a motion to adjourn was made by Benny Adair, seconded by Tom Volta. Motion Passed.

Adjourned 2:41pm

# Concept Paper

## Highway for Heroes

### *Military Connections to Employment or Entrepreneurship*

#### **Background:**

- Military veterans and family members have helped preserve the American Dream and yet the dream they've so diligently helped preserve can prove elusive to them without financially viable employment or entrepreneurial opportunities.
- There are numerous agencies and organizations supporting veterans and military spouses in our region. They have dedicated employees who perform their work with great passion and commitment to our service members and their families.
- Veterans Unemployment Rates are higher than the national average and the anticipated military drawdown can only serve to exacerbate that problem.
- Veterans possess skills that can prove valuable to employers, but veterans often find it challenging to translate those skills in order to be more competitive.
- Likewise, employers often don't understand how to translate the skills of veterans to see how they can support their talent needs.
- Education providers often help translate military experience into college credits, but it's unclear if the effort is consistent with all education providers in the region and if veterans understand and pursue this opportunity to the fullest extent.
- Veterans often possess a keen entrepreneurial spirit that if nurtured effectively can lead to the start of successful businesses that can provide a living for the veteran and create jobs for others in the region.
- Veterans often don't fully understand what skills are needed in high demand occupations in the region (e.g. what does it mean to work in the advanced manufacturing sector?).
- Employers are reluctant to hire and train military spouses who will often move in 2-3 years if not less.
- Employers who do actively recruit military dependents find they possess the type of soft skills that are often lacking in the workforce at-large and determine that albeit turnover is inevitable, hiring is well worth it. (e.g. Cardinal Health in Radcliff)
- With the right support and training, tele-work options exist for military spouses.

**With this background information, we asked ourselves:** Can we create a more efficient and effective support system for veterans and military spouses seeking employment or entrepreneurial opportunities in our region? We believe we can by:

- 1) Mapping the region's assets as they relate to
  - a. Agencies and organizations who support veterans and military spouses in their employment efforts
  - b. Military-friendly employers (those that actively recruit veterans and/or military spouses have some sort of program in place – looking at best practices)
  - c. Education institutions' veterans support services
  - d. Entrepreneurial resources targeted to veterans and military spouses

- 2) Developing a clearinghouse for nonprofit, public and private services for veterans and military families.
- 3) Identify skills gaps in key regional industries, and identify opportunities for veterans to apply their current or new skills to these needs.
- 4) Conduct an awareness campaign surrounding (1) the value of veterans for employers and educational institutions; and (2) the available opportunities for employment, education, and entrepreneurship for veterans.
- 5) Broaden the network of military-friendly employers committed to hiring veterans and the educational opportunities that translate skills into credit hours.
- 6) Broad the network of military-friendly employers committed to hiring military spouses.
- 7) Assess veterans' skills and preferences to link to appropriate:
  - a. Military-friendly employer
  - b. Accelerated higher education program (skill-to-credit opportunities)
  - c. Entrepreneurial training programs and/or other entrepreneurship resources
- 8) Track progress and evaluate impact

**Desired Outcomes:**

**Short Term**

**Employment:**

Increase # of employers committed to hiring veterans and military spouses

Increase in # of veterans and military spouses hired by committed employers

**Entrepreneurship:**

Increase # of veterans completing entrepreneurship training programs

**Education:**

Increase # of education institutions with skill-to-credit systems for veterans

Increase # of veterans earning college credits for existing skills and experience

**Long Term**

**Employment:**

Lower veteran unemployment

Increase in # of veterans and military spouses hired by committed employers

**Entrepreneurship:**

Increase # of veteran-owned businesses

**Education:**

Faster completion of higher education for program participants compared to regional average

**Who:**

Lead Agency: Wired65 Regional Workforce Consortium

- Lincoln Trail Workforce Investment Board (Lead)
- KentuckianaWorks
- Cumberland Workforce Board
- Region 10 Workforce Board

**Proposed Partners:** (note – this is just a starting point, we are sure there are more)

- Military Spouse Task Force
- KY ARNG
- U.S. Army Human Resources Command
- Fort Knox, Garrison (ACAP, Employment Readiness, RSO, Education Center, etc)
- Fort Knox Warrior Transition Battalion
- USA Cares
- Urban League
- Office of Employment & Training
- KWIB
- KCMA
- Ky Dept of VA
- The Regional Leadership Coalition
- One Knox
- Area Chambers of Commerce & Economic Development Agencies
- Congressman Guthrie
- Congressman Yarmuth
- Congressman Whitfield
- Congressman Young

## MEMORANDUM OF UNDERSTANDING

### Partner Agreement

Wired65 Workforce Consortium & the Kentucky Workforce Investment Board  
Workforce Innovation Fund

March 20, 2012

#### **Commitment from the Kentucky Workforce Investment Board**

The 42-member Kentucky Workforce Investment Board (KWIB) serves as an advisory board to the Governor on workforce training and development issues. The KWIB is charged with creating a statewide vision for workforce development and adopt a plan to move Kentucky forward through workforce training and development.

As such KWIB agrees to support the Wired65 Regional Workforce Consortium *Highway for Heroes* initiative in its effort to create a more efficient and effective support system for veterans and military spouses seeking employment or entrepreneurial opportunities in the Wired65 26-county bi-state region, with the ultimate goal of creating a national model for such efforts.

KWIB recognizes that this consortium seeks to:

1. Increase # of employers committed to hiring veterans and military spouses
2. Increase the # of veterans and military spouses hired by committed employers
3. Increase # of veterans completing entrepreneurship training programs
4. Increase # of education institutions with skill-to-credit systems for veterans
5. Increase # of veterans earning college credits for existing skills and experience
6. Reduce veteran unemployment
7. Increase in # of veterans and military spouses hired by committed employers
8. Increase # of veteran-owned businesses
9. Improve completion of higher education for program participants compared to regional average

#### ***Partner Roles and Responsibilities:***

As a consortium partner, KWIB commits to:

- Appoint a representative to serve on the consortium advisory board
- Participate in advisory board meetings as available (we anticipate advisory board meeting to be held no more than quarterly)
- Provide feedback and guidance as applicable as it relates to KWIB programs and policies
- Provide advice and guidance to program design and implementation to help align consortium programs with KWIB programs
- Share information, metrics and data that is approved for release in order to maximize the consortium's efforts and measure its effectiveness

This agreement does not commit KWIB to any funding, voting or other legal obligations.

**Lead Institution:** Lincoln Trail Workforce Investment Board

**Role and Responsibilities:** The Lincoln Trail Workforce Investment Board (LTWIB) will serve as the lead institution for the Wired65 Regional Workforce Consortium Workforce Innovation Fund grant program. As lead institution, LTWIB will be responsible for all grant administration activities including procurement processes, fiscal agent activities, tracking of implementation measures and outcome measures, and coordinating all quarterly and annual reports during the life of the grant.

**Signatures:**

**Kentucky Workforce Investment Board**

Signature   
Name Ed Holmes  
Title Chairman, Kentucky Workforce Investment Board  
Date 3/21/12

**LTWIB Director**

Signature   
Name Sherry L. Johnson  
Title ASSOCIATE DIRECTOR  
Date 3/21/2012

# Kentucky Work Ready Communities

## Review Panel

## Recommendation

4-4-12

### **A Resolution:**

**The Kentucky Workforce Investment Board certifies Henderson County as Work Ready, based on the Kentucky Work Ready Communities Review Panel recommendation and the application submitted. And, that this certification shall remain in effect for two years from this date and may be renewed at that time in accordance with the Kentucky Work Ready Communities program. Further, Henderson County shall have the right to promote itself as a Certified Work Ready Community including, but not limited to, the display of signage and statements on publications and electronic media. This promotion shall be undertaken in such a manner that conforms with any design guidelines provided by this board, its staff or that of the Education and Workforce Development Cabinet. Henderson County may also promote themselves as part of a Work Ready Region, provided the region consists of at least one other certified Work Ready and or Work Ready In Progress County or Counties contiguous to at least one boundary of Henderson County.**

May 17, 2012

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Ed Holmes  
Chairman  
Kentucky Workforce Investment Board

# Kentucky Work Ready Communities

## Review Panel Recommendation 4-4-12

### **A Resolution:**

**The Kentucky Workforce Investment Board certifies Madison County as a Work Ready Community In Progress based on the Kentucky Work Ready Communities Review Panel recommendation and the application submitted. And, that Madison County shall have the right to apply to become a Certified Work Ready Community in accordance with the program guidelines. Madison County may promote itself as a Work Ready Community In Progress including, but not limited, to the display of signage and statements on publications and electronic media. This promotion shall be undertaken in such a manner that conforms with any design guidelines provided by this board, its staff or that of the Education and Workforce Development Cabinet. Madison County may also promote themselves as part of a Work Ready Region, provided the region consists of at least one other certified Work Ready and or Work Ready In Progress County or Counties contiguous to at least one boundary of Madison County.**

May 17, 2012

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Ed Holmes  
Chairman  
Kentucky Workforce Investment Board

# Kentucky Work Ready Communities

## Review Panel Recommendation 4-4-12

### **A Resolution:**

**The Kentucky Workforce Investment Board certifies Montgomery County as a Work Ready Community In Progress based on the Kentucky Work Ready Communities Review Panel recommendation and the application submitted. And, that Montgomery County shall have the right to apply to become a Certified Work Ready Community in accordance with the program guidelines. Montgomery County may promote itself as a Work Ready Community In Progress including, but not limited, to the display of signage and statements on publications and electronic media. This promotion shall be undertaken in such a manner that conforms with any design guidelines provided by this board, its staff or that of the Education and Workforce Development Cabinet. Montgomery County may also promote themselves as part of a Work Ready Region, provided the region consists of at least one other certified Work Ready and or Work Ready In Progress County or Counties contiguous to at least one boundary of Montgomery County.**

May 17, 2012

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Ed Holmes  
Chairman  
Kentucky Workforce Investment Board

US Department of Labor

**Kentucky**

**State Plan Outline**

Draft

5-1-2012

## **A. State Vision and Priorities**

Governor's vision for a statewide workforce investment system.

- *Vision Statement from WORKSmart Kentucky Plan*
  - *Goals from WORKSmart Kentucky Plan*
1. Kentucky's economic development goals
    - *Goals from Kentucky's Unbridled Future Plan*
  2. Maximizing and leveraging Federal and state resources
    - *KWIB Investment Strategy*
    - *Sector Strategies*
    - *High Impact WIB Standards*
    - *One Stop Certification Standards*
    - *Adult Ed/KCTCS Partnerships (NCRC/AO)*
    - *User-Friendly On Line Services*
    - *The Kentucky Solution*
  3. Ensuring a continuum of education and training opportunities
    - *Strategic Initiatives*
      - *Sector Strategies – Industry Partnerships – Career Pathways*
      - *Entrepreneurship*
      - *Apprenticeship*
      - *High School Outreach*
      - *Work Ready Communities*
      - *GED/Accelerating Opportunity*
  4. Bringing together the key stakeholders to develop innovative strategies and solutions
    - *KWIB Strategic Planning Activities*
    - *KWIB Project Champions Model*
    - *Work Ready Communities*
      - *Community Collaboration requirement*
      - *Employer Engagement in plans and program design*
      - *Best Practices*
    - *High Impact WIB technical assistance activities*
    - *The Kentucky Solution*
  5. Ensuring opportunities for youth
    - *College and career readiness*
    - *Earn college credit during high school*
    - *Technology to improve teaching and learning*
    - *Academics in career and tech schools*
    - *Assessments that measure what employers value.*
  6. Ensuring older individuals receive workforce training
    - *Partner with Senior*
    - *Technological skills upgrade*

- *Profile the learner*
- *Confidence reinforcement*
- *Chunk training*
- *Experiential training opportunities*

## **B. One Stop Delivery System**

1. State's comprehensive vision of an integrated service delivery system
  - a. WIA title I funds to leverage other Federal, state, local, and private resources
    - *Focus/Career and Focus/Talent*
    - *Workforce Innovation Fund*
    - *Cross Functional Training – Workforce Development Academy*
    - *Branding and Identity*
    - *One-Stop Certification*
    - *Work Ready Communities*
    - *Unified Business Services Teams*
    - *Industry Partnerships*
  - b. Strategies in place to address the national strategic direction identified through the analysis of the state's economy and labor market.
    - *Workforce Innovation Fund*
    - *Economic Development Unbridled Future Strategic Plan*
    - *One-Stop Certification*
    - *Branding and Identity*
    - *Accelerating Opportunity (AO)*
    - *High Impact WIBs*
    - *Business Services Redesign*
    - *Labor Market Information*
    - *Sector Strategies*
    - *Industry Partnerships*
  - c. Based on state's economic and labor market analysis, strategies the state has implemented
    - *Workforce Innovation Fund*
    - *Economic Development Unbridled Future Strategic Plan*
    - *One-Stop Certification*
    - *Branding and Identity*
    - *Accelerating Opportunity (AO)*
    - *High Impact WIBs*
    - *Business Services Redesign*
    - *Sector Strategies*
    - *Industry Partnerships*
  - d. Strategies to promote and develop ongoing and sustained strategic partnerships
    - *Workforce Innovation Fund*
    - *Economic Development Unbridled Future Strategic Plan*
    - *One-Stop Certification*
    - *Branding and Identity*
    - *Accelerating Opportunity (AO)*
    - *High Impact WIBs*

- *Business Services Redesign*
  - *Sector Strategies*
  - *Industry Partnerships*
  - *Work Ready Communities*
  - *NCRC*
- e. Strategies to ensure sufficient system resources are being spent to support training in high growth/high demand industries
- *Sector Strategies*
  - *Economic Development Partnership*
  - *Statewide Reserve funds*
  - *Workforce Innovation Funds*
  - *Eligible Training Provider List (ETPL) redesign*
  - *Industry Partnership grants*
  - *Work Ready Communities*
  - *Enhanced monitoring*
- f. Existing Workforce strategies to support the creation, sustainability, and growth of small businesses
- *Entrepreneurial strategies*
  - *Work Ready Communities*
  - *NCRC assessment*
  - *Sector Strategies*
  - *Apprenticeship training*
  - *Sliding scale OJT and Customized Training waivers*
  - *Incumbent Worker Training*
- g. How are statewide reserve funds used to incent entities to achieve governor's vision and address national strategic direction
- *Limited statewide reserve dollars*
- h. State strategies to promote collaboration between workforce, education, human services, juvenile justice and other to better serve youth most in need
- *Re-entry task force*
  - *Graduate KY*
  - *Work Ready Communities*
  - *AO*
  - *NCRC*
  - *Career Pathways*
  - *Workforce Innovation Fund*
- i. Strategies to identify state laws, regulations, policies that impede successful achievement of goals and strategies
- *Business Process Review, HB 5, EKOS/KEWES*
- j. How will the state take advantage of waivers
- *If applicable, will apply for waivers to ensure success*
2. Actions the state has taken to ensure an integrated One-Stop service delivery system
- a. State policies and procedures in place to ensure quality of service delivery
- *High Impact WIBs*
  - *Workforce Development Academy*

- *One-Stop Certification*
  - *Cross Functional Supervision*
  - *Partner for Success*
  - *Business Services Redesign*
- b. State issued policy and guidance to support maximum integration
- *Partner for Success*
  - *Business Services Redesign*
  - *Resource Sharing Agreements*
  - *Focus/Career and Focus/Talent*
- c. Action taken to promote identifying One-Stop infrastructure costs and developing models for local use that support integration
- *Resource Navigators*
  - *Resource Sharing Agreements*
  - *Universal Access Policy*
  - *Focus/Career and Focus/Talent*
- d. State use of statewide reserve funds to establish and operate One-Stop delivery system
- *Limited statewide reserve dollars*
- e. How does state ensure full spectrum of assets support human capital solutions for businesses and individual customer
- *UI customer services plan*
  - *High Impact WIBs*
  - *Workforce Academy*
  - *Branding and Identity*

### **C. Plan Development and Implementation**

1. Methods used for joint planning and coordination of programs and activities in Unified Plan
  - *Unified Plan programs' meetings*
    - *Workforce Investment Act (WIA), Title I*
    - *Wagner-Peyser Act*
    - *Veterans Programs*
    - *Trade Act*
    - *Unemployment Insurance*
    - *Rehabilitations Act, Title I (Vocational Rehabilitation)*
    - *Older Americans Act (Senior Community Service Employment Program (SCSEP))*
2. Opportunity for public comment and participation (input) process for each program in Unified Plan
  - *Kentucky Workforce Investment Board (KWIB)*
  - *Local Workforce Investment Boards, legislators and elected officials*
  - *Plan program agency/organization and boards/authority*
  - *Available for comment on programs' websites*
3. Consultation requirement
  - *How comments are considered in Plan development*
  - *Partner involvement in Plan development*

- *Role of the state and local boards in planning and coordination of Unified Plan*

## **D. Needs Assessment**

1. Programs needs assessments
  - *Discussion of overall educational attainment by county indicating regional disparities*
  - *Utilize Archival Research Catalog/Geographic Information System (ARC/GIS) maps to determine high school degree and Bachelor degrees*
  - *Compare Kentucky educational attainment with national and surrounding states data*
  - a. *Describe WIA, Wagner-Peyser and VETS workforce activities currently in place*
2. Detailed analysis of the state's economy, labor pool, and labor market context.
  - a. *State's economic base by industry*
    - *employment trends data including analysis from Current Employment Statistics (CES) and Local Area Unemployment Statistics (LAUS), including graphics of Kentucky Industry Composition*
  - b. *Projected growth and/or decline*
    - *2008-2018 Long-Term Occupational Projections by industry sector and 2010-2012 short term projections*
  - c. *Demand for skilled workers and available jobs today and projected*
    - *Utilize data of industries and occupations requiring skilled workers with indicators of available jobs*
  - d. *Jobs/occupations most critical to state's economy*
    - *Utilize three-digit North American Industry Classification System (NAICS) sector analysis based on growth patterns.*
  - e. *Skill needs for available, critical and projected jobs*
    - *Utilize data and analyze educational and skills needs*
  - f. *Current and projected labor pool demographics*
    - *Analysis by age cohorts and educational attainment levels*
  - g. *"In migration" or "Out migration"*
    - *Utilize data of migration trends of population compared to other regions and states*
  - h. *Identify skill gaps today and projected*
    - *Address current efforts. Include data identified through KWIB initiatives such as Sector Strategies and Work Ready Communities*
  - i. *Workforce development issues identified by the state*
    - *Utilize information produced through KWIB initiatives identified in WORKSmart Kentucky Strategic Plan and Economic Development's Kentucky's Unbridled Future strategic plan*
  - j. *Workforce development issues most critical to Kentucky's economic health and growth*
    - *Utilize information from Economic Development's Kentucky's Unbridled Spirit*

## **E. State and Local Governance**

1. Organization, structure, and role/function of each state and local entity
  - a. Organization of State Agencies
    - a) *INSERT ORG CHART*
    - b) *Narrative describing chart and relationships*

- ii. State Workforce Investment Board
  - a) *Description of board structure from Executive Order*
  - b) *Description of Executive Order process, description of local board appointment process*
  - c) *Insert chart showing board member representation*
  - d) *Board identification and appointment process from Executive Order, description of how stakeholders on board contribute to vision implementation*
  - e) *Description of Board functions from Executive Order*
  - f) *Description of Board meeting location and access to minutes accommodating persons with disabilities*
  - g) *Insert state policy on conflict of interest*
  - h) *List state funding of board functions – staff, office space supplies, etc.*
  
- iii. State board/agencies communication
  - a. *Description of state and local collaboration – Steering Committees, project management model, WIB Chair meetings, meetings with LWIB directors*
  - b. *Description of Department of Workforce Investment structure, communications with state board and reporting process at meetings*
  - c. *Description of State board communication with local areas, description of process used to distribute federal guidance to LWIBs*
  
- iv. Describe cross-cutting organization or bodies at the state level designed to guide and inform an integrated youth vision
  - *Provide overviews of the following: Governor’s Re-entry Task Force, Tech Task Force, P-20 Data Collaborative, Graduate Kentucky, KY Core Academic Standards, Office of Career and Technical Education (OCTE), KCTCS and Adult Education initiatives, Accelerating Opportunity – KWIB initiatives: Tech High, High School Outreach and GED Express*
  
- v. Major state policies and requirements to direct and support development of statewide system not described elsewhere
  - a. State policies and systems to support common data collection and reporting processes
    - *Policies and systems include: EKOS, Focus Career/Focus Talent, Business Objects for reporting, Branding and Identity, One-Stop Certification Policy, User-Friendly Online Services, Eligible Training Provider List (ETPL) Enhancements, Common data elements, P-20 initiative, Integrated Case Management System (6-year capital plan); Monitor quarterly performance outcomes over all programs and provide technical assistance*
  - b. State policies to promote efficient use of administrative resources
    - *Regional Managers promote efficiency and use of resources*
    - *One-Stop Certification Policy – One-Stop integration*
    - *KWIB Workforce Academy Initiative, Partner for Success and User-friendly Services to provide consistent customer service*
    - *Unified Business Services teams*
  - c. State policies to promote universal access and consistency of services
    - *KWIB initiatives, including One-Stop Certification standards, Branding and Identity and User Friendly Services*
  - d. Policies support demand-driven approach

- *KWIB initiatives: Sector Strategies, Rapid Response Redesign, ETPL Enhancements*
  - *Career Pathways*
  - *Industry Partnerships*
  - *NCRC/GED stackable credentials*
  - *State Energy Sector Partnership Grant*
- e. Policies to ensure resources are available through Apprenticeship, Job Corps, SCSEP fully integrated in One-Stop
- *TAP connection with Job Corps,*
  - *Statewide Apprenticeship Initiative*
  - *Referrals*
- vi. Local Area Designations
- *List ten (10) LWIAs*
  - *Designations are prescribed per law and follow the KWIB process*
  - *Appeals are per law*
- vii. Local Workforce Investment Boards Criteria used in appointment.....
- *WIA Guidance Memo #03B issued by OET, per WIA law and regulations*
- viii. Conflict of interest
- *Governor's Executive Order – May 27, 2008*
  - *KWIB adopted rules of procedure*
- ix. Policies and Procedures for determining eligibility of training providers.....
- *KWIB ETPL Enhancement Initiative*
  - *Communication with local board, training providers and coordinators*
- x. Individual Training Accounts (ITAs)
- a. What policy direction has the state provided for ITAs?
- *Flexibility for LWIAs to meet the needs of local businesses*
  - *LWIA flexibility in setting limits*
  - *Support for prioritization and focus on training for targeted sectors*
  - *Customer choice will be increased by ETPL Enhancement initiative*
- b. Describe innovative training strategies used by the state to fill skills gaps....and how business and industry involvement is used to drive this strategy.
- *Approaches to align and integrate the education and training supply pipeline across workforce and other agencies to fill high-wage, high-demand jobs with career pathways*
  - *Industry Partnerships*
  - *Industry Profilers*
  - *NCRC*
  - *Incumbent worker initiatives*
  - *Partnerships between secondary technical education and WIA*
- c. Discuss the state's plan for committing all or part of WIA title I to training opportunities in high growth, high demand occupations
- *KWIB's strategic plan details Action Step #1 as "Make Investment*

*Decision Based on Sector Strategies” and is a primary focus for allocations of WIA Title I funds to training; includes Sector Strategies planning sessions and Industry Partnership grants*

- *KWIB’s strategic plan, Action Step #2, has been implemented and is currently certifying “Work Ready Communities”*
- d. Describe the state’s policy for limiting ITAs (e.g., dollar amount or duration).
- *There is no state policy that limits amounts*
- e. Describe the state’s current or planned use of WIA title I funds for the provision of training through Registered Apprenticeship
- *The Apprenticeship Sales Force, a KWIB initiative, plans to establish a partnership to market the benefits of registered apprenticeships, both union and non-union, to Kentucky businesses. Business service teams will assist with outreach promotion.*
- f. Identify state policies that permit the use of WIA title I financial assistance to employ or train participants in religious activities when provided indirectly
- *Local workforce investment areas are required to follow WIA laws and regulations. No other state restrictions apply.*
- xi. Identify the criteria to be used by Local Boards in awarding grants for Youth
- *Local areas determine types of youth services by youth population demographics, skill gap analysis and design programs to meet the needs of their local communities*
  - *Procurement guidelines are followed to award grants and contracts; Evaluation and criterion to ascertain effectiveness are included*
  - *LWIAs ensure the availability of the required 10 WIA youth program elements for participants*
  - *Data analysis and program reports (EKOS/Crystal, etc.) reflect required and additional performance measures*
- xii. Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts.....availability of grants and contracts.
- *Procurement standards are in accordance with Section 184(a)(3) of WIA*
  - *List specific references related to Office of Management and Budget, Strategic Alliance Services (SAS), 29 CFR 97.36(a) and the Kentucky Model Procurement Code*
  - *Agency RFPs, with prior approval by the commonwealth’s Finance Cabinet, are posted to the e-procurement website for at least 10 days and follow a defined format*

## **F. Funding**

Criteria state will use, subject to each program’s authorizing law, to allocate funds for each program in the plan. Describe how the state will leverage other Federal, state, local, and private resources to expand the participation of business, employees, and individuals in the statewide workforce system.

- *Industry Partnerships*
- *Unified Business Services Teams*
- *Accelerating Opportunity*
- *Partner Agencies (Economic Development, Adult Education, KCTCS)*

1. WIA Title I and Wagner-Peyser Act and/or Veterans Programs (§112(b)(12))
  - a. Distribution of funds under the 30 percent discretionary formula
    - *Not applicable*
  - b. Equitable distribution of funds
    - *There is a 90% hold harmless provision applied to the formula allocations for Youth and Adult funding required in the Act.*
  - c. State's allocation formula for Dislocated Worker funds
    - *Based on Unemployment percentages, number of plant closings, number of declining industries and Farmer-Rancher data.*
  - d. State consultation with state board and CEOs on allocation of formula funds
    - *Standard formula allocation method for formula funds distribution is determined by the Governor and state board with input from chief elected officials and local boards.*
  - e. Procedures for priority of services
    - *Local workforce areas establish policies, with specified criteria, to ensure priority is given to recipients of public assistance and other low-income individuals. Policies and procedures are monitored and reviewed annually*
  - f. Wagner-Peyser 10 percent funds
    - *Funding will be used for program and system enhancement.*

## **G. Activities To Be Funded**

1. Describe the activities the state will pursue using relevant funding.
  - a. One-Stop Service Delivery Strategies
    - i. How will services be coordinated and made available through One-Stop system
      - *Several KWIB initiatives will address the coordination of One Stop partner services.*
        - *Branding and Identity*
        - *One Stop Certification*
        - *Partner for Success*
      - *Coordinated services may be achieved through –*
        - *Having available a list of co-located partners and their services including contact information*
        - *Operational funding from mandated partners—a true cost allocation plan*
        - *Universal partner access to Employ Kentucky Operating System (EKOS)*
        - *Focus Career/Focus Talent*
        - *Implementation of automated referrals to partner agencies*
        - *Implementation of automated online ERPs.*
    - ii. How are youth formula programs integrated in the One-Stop system?
      - *Local Workforce Investment Boards develop partnerships with local agencies and service providers to ensure WIA youth services are available to eligible youth.*
      - *Kentucky has waivers to provide training opportunities to youth over 18 years and older through an Individual Training Account (ITA).*
      - *If applicable, One-Stop partners refer youth to Adult Education to obtain a GED.*
      - *Other integrated One-Stop youth services include –*
        - *On-the-Job Training*
        - *Summer Youth Programs*
        - *Local School Presentations*

- *Community Workshops*
  - *Kentucky Scholars Program*
  - *National Career and Readiness Certificate*
  - *KWIB Work Ready Community Initiative which encourages an increase in the number of postsecondary and work-ready high school graduates.*
- iii. What minimum service delivery requirements does the State mandate in a comprehensive One-Stop Centers or an affiliate site?
- *One-Stop Certification*
- iv. What tools and products has the State developed to support service delivery in all One-Stop Centers Statewide?
- *Focus Career/Focus Talent – Focus Career provides: Enhanced job matching, Robust resume builder, Real-time jobs intelligence*
  - *Employ Kentucky Operating System (EKOS)*
  - *Virtual Billboards announcing all One-Stop services located in One-Stop Comprehensive Centers.*
  - *Kentucky Employment Network (KEN) workshops to assist the unemployed*
  - *Reemployment Eligibility Assessment (REA) orientations assist identified individuals with the greatest barriers to employment with intense case management to find employment quicker and get back into the workforce.*
  - *Reemployment Eligibility Assessment/Extended Unemployment Insurance (REA/EUC) orientations that give one on one orientations, labor market information, skills assessment and work search reviews to all individuals to enter into the workforce at an accelerated rate.*
  - *KWIB Initiatives that support service delivery in all One-Stop Career Centers:*
    - *Workforce Academy – staff training*
    - *Branding and Identity – Common name – common tools*
    - *User-Friendly Services – Web-based employer, unemployed and job-seeker tools. Implementation of Focus Career/Focus Talent Redesign of agency Web sites. Website redesign will be implemented with the branding roll out.*
    - *Get Back to Work – Create a partnership between the Office of Employment and Training and Adult Education to develop an education-based redeployment strategy for individuals deemed education deficient.*
    - *National Career Readiness Certificate – nationally recognized credential composed of three WorkKeys assessments that measure real world skills crucial to job success.*
- v. What models/templates/approaches does the state recommend and/or mandate for service delivery in Career Centers?
- *Business Services Redesign – Business Solutions Team*
  - *One-Stop Certification – Develop benchmarks and base-line standards for consistency within the system*
  - *National Career Readiness Certificate – Common assessment process*
  - *Eligible Training Provider List Enhancements – Reinforce priorities around high demand occupations, sustainable wages and career ladder goals.*
  - *Partner for Success – Establish an Achieving Success Together team to identify areas of common services and complementary services.*

- *Case Management – Achieve elevated level of service and unify the approach across the system through case management professional development on a continuing basis.*
- *High Impact Workforce Investment Boards – Ensure One-Stop Career Centers provide excellent and fully accessible services to both employers and job seekers.*
- *Workforce Academy – Provide customer service training to all service delivery staff.*
- *Get Back to Work – Provide unemployment insurance claimants most likely to exhaust their benefits with special services to increase their education level and workforce skills.*
- *Unemployment Insurance Customer Service Plan – Provide customer service and other training to service delivery staff; Increase use of online tools and resources by automating several functions which currently require in-person contact with clients. Implementing SIDES, an electronic data system that looks at methods of operation in the areas of Benefits, Tax and Appeals.*
- *Partnership with Libraries – provide basic core services*
- *Career & Technical Schools and Colleges to identify sector strategies and project industry growth within a region based on labor market information, trends and data analysis.*
- *Economic Development Academy*
- *Work Ready Communities*

**b. Workforce Information**

**i. How will the state integrate workforce information into its planning and decision making**

- *Analyze sector strategy research*
- *Disseminate Sector Strategy information throughout the local workforce areas*
- *Use for statewide case management*
- *Provide state and local governments, city planners and economic developers with economic outlook information for their community*
- *Provide job seekers and employers wage information*
- *The establishment of a collaborative drive to integrate the education, employment and economic development services within the Commonwealth.*

**ii. Approach to disseminate accurate and timely information to businesses, job seekers and employment counselors**

- *Enhancement of current job seeker and employer job posting applications:*
  - *Deployment of Focus Career. This enhanced all services for our current job seeker customer base through increased job matching abilities, job alerts, and resume creation.*
  - *Deployment of Focus Talent. This greatly enhanced job posting services for the Commonwealth's employers as well as limited the approval time from State staff.*
- *Through the KWIB User-Friendly services initiative more readily accessible workforce information will be available.*
- *The new Branding and Identity initiative will provide a more recognizable venue for dissemination of workforce information.*
- *Information is provided to schools, community organizations, etc...via staff presentations*

- iii. How activities funded through the Workforce Information grants are aligned with other activities
    - *Ensure a collaborative process with the State Workforce Investment Board*
    - *Align with the KWIB initiatives such as*
      - *Branding and Identity*
      - *Sector Strategies*
      - *One Stop Certification*
      - *User-Friendly Services*
      - *Work Ready Communities*
      - *Rapid Response Redesign*
  
  - iv. Describe how state workforce information products and tools are coordinated with the national electronic workforce information tools.
    - *America's Career Information Network is a prominent link on the Office of Employment and Training website and will maintain that prominence on the newly designed Kentucky Career Center site.*
- c. Adults and Dislocated Workers
- i. Core Services
    - a. State strategies and policies for universal access
      - *Federal/state guidance*
      - *One Stop Certification*
      - *Branding and Identity*
      - *User-Friendly Services*
      - *Case Management*
      - *Memoranda of Understanding*
      - *Outreach to other partners*
    - b. Ensure three-tiered service delivery strategy for labor exchange services
      - *Focus/Career and Focus/Talent*
      - *Self Service*
      - *Facilitated self-help*
      - *Staff assisted*
      - *Internet unemployment claims - KEWES*
      - *Career counselors*
    - c. Integrate resources
      - *Memoranda of Understanding*
      - *Resource Sharing Agreements*
      - *One-Stop Certification*
      - *High Impact WIBs*
  
  - ii. Intensive Services
    - *Unemployed and unable to obtain employment through core services and in need of intensive services to obtain employment*
    - *Employed but in need of intensive services to obtain or retain employment for self-sufficiency*

- *Eligible employed adults and dislocated workers first receive a core service.*
  - *Comprehensive assessment and testing determine obstacles to employment*
- iii. **Training Services – increased access and opportunities**
- *Individual employment plan goals for high demand occupation in target industry sector (reference Sector Strategies)*
  - *Effective assessment and testing to ensure participants’ successful completion of funded training*
  - *Coordination with other training funds to allow more individuals to receive training assistance*
  - *Rapid Response Additional Assistance funds increase opportunities*
  - *NCRC*
  - *Non-credentialed training related to Adult Basic Education, GED (General Equivalency Degree) Preparation, Literacy Training and/or ESL (English as a Second Language) Training*
  - *Accelerating Opportunity*
  - *Industry Partnerships*
  - *On-the-Job Training*
  - *Incumbent and Customized Training*
- iv. **Eligible Training Provider List**
- *Collection of comprehensive provider performance information*
  - *ETPL Enhancements*
  - *Internet access to statewide list of eligible training providers and performance information*
  - *Printed list of statewide list of eligible training providers in all Career Centers*
  - *Evaluation of requirement for subsequent evaluation*
- v. **On-the-Job (OJT) and Customized Training**
- a. Describe governor’s vision for increasing training opportunities through OJT and customized training.
- *KWIB Business Services initiative to highlight these services as viable short-term training, tailored to local businesses*
  - *KY waiver allows sliding scale for employer contribution*
  - *Showcase best practices to initiate use of these services in the TAA program*
  - *Develop marketing video and materials to connect with employers*
  - *KWIB Business Services Redesign*
  - *Only 1% of training is OJT or customized training, but 20% through National Emergency Grant*
- b. Describe how the state:
1. Identifies opportunities:
    - *Layoff aversion*
    - *Local workforce areas have trained and tenured business liaison staff who are aware of local business needs.*
    - *Apply knowledge and best practices from past OJT National Emergency Grant*
  2. Markets OJT and customized training as incentives to untapped employer pools including new business to state and employer groups:

- *Marketing videos with testimonials from employer, affected worker and one-stop staff*
  - *Joint ventures with Economic Development, local manager associations, Chambers of Commerce and other local and state groups*
  - *Ensure local plans include provisions for these services*
  - 3. Partners with high-growth, high-demand industries to develop training strategies
    - *KWIB Sector Strategies Initiative*
    - *Economic Development Unbridled Future Strategic Plan*
    - *Sector focused Industry Partnership Grants*
  - 4. Taps business partners to help drive the strategy through joint planning, competency and curriculum development
    - *Business Partners involved in Industry Partnership*
    - *Business partners part of planning process ensures identification of skills gaps in competency and curriculum development*
    - *Business Services Teams*
    - *Economic Development, Trade, Manufacturing and Industry Associations, Chambers of Commerce*
  - 5. Leverages other resources through education, economic development and industry associations to support OJT and customized training ventures
    - *KWIB's WORKSmart Strategic plan includes cross agency and business sector statewide initiatives.*
    - *KCTCS, KY Economic Development, Bluegrass State Skills*
- vi. Veterans' Priority of Service
- a. Identification of covered persons at point of entry
    - *Self-identification at receptionist desk and Focus Career log-on*
    - *Questionnaire*
  - b. State policies to ensure that covered persons are aware of:
    - a. *Entitlement to priority of service - informational poster explaining priority of service in all offices, electronic billboard, veterans' priority of service fact sheet, information page in Focus-Talent*
    - b. *Full array of services available under priority of service – fact sheet, Career Center personnel inform customers, electronic billboards*
    - c. *Applicable eligibility requirements for programs and/ or services – staff provide information and printed program information, program screens on website*
  - c. Policy requiring LWIBs to develop and include policies in local plans to implement POS for the one-stop Career Centers
    - *Attach state Guidance Letters issued March 2009, July 2010 and October 2011*
- vii. Rapid Response
- a. Entity responsible for providing Rapid Response
    - *Local Workforce Investment Area (LWIA) Rapid Response teams responsible*
    - *Business Services Redesign initiative lays out responsibilities*
    - *LWIAs report/notify local Rapid Response activities through EKOS and other communication to state*

- *LWIAs request funding for Rapid Response activities from the state*
- b.** Describe process
1. Methods for receiving notice of impending layoffs
    - *WARN notices received at the state*
    - *Direct contact with employer*
    - *Public notices*
    - *Employees seeking services through the Career Centers*
    - *Communication with Cabinet leadership, Economic Development, WIA and OET.*
  2. Efforts of team to ensure services are provided
    - *Quicker response from local level*
    - *Immediate contact with employer*
    - *Organize meetings based on employer needs*
    - *Available on employer's timetable*
    - *Layoff aversion services*
    - *Marketing rapid response services to employers and employees*
    - *Coordination with partner agencies*
  3. Services included in Rapid Response
    - *Services from partner agencies – list*
    - *Team determines services based on employer and affected workers*
    - *Electronic surveys to immediately produce demographics of skills available to match to employer needs and match affected workers to hiring businesses*
  4. Ensure seamless transition between Rapid Response and One-Stop activities
    - *Information available at Career Centers provided at Rapid Response initial meeting*
    - *Register in Focus/Career at Rapid Response meeting when possible*
    - *File for unemployment benefits at Rapid Response meeting if applicable and available*
    - *Provide local area services information as applicable*
    - *Better coordination between partner agencies*
    - *Assessment of needs*
    - *Alternative locations to better meet immediate needs of affected worker*
  5. How Rapid Response functions as a business service
    - *Identify skills sets of affected workers and match with hiring businesses*
    - *Use assessment results and LMI to determine needs and skills sets available*
    - *Develop a business services framework (KWIB Business Services Redesign initiative)*
    - *Develop business services resource guide*
    - *Develop business services process and protocol*
    - *Unified business services teams established*
  6. Partnerships engaged in Rapid Response
    - *List partnerships*
    - *Redesign evaluate and enhance delivery structure based on best practices*
    - *Business Services team to consist of current and potential partners*
    - *Implement early layoff warning system*
  7. Systems used to track activities

- *EKOS*
- *Assessment process*
- *Develop a partner-shared database-solutions-based tracking system*
- *Provide shared database training*
- *Explore customer relationship management systems*
- *Increase partner information sharing*
- *Streamline communications between partners*

8. Rapid Response funds used for other services

- *Training and support services for workers affected by mass layoffs*
- *Business Services Redesign initiative and staff training*
- *Create business services framework*
- *Case management costs for co-enrolled Trade and dislocated workers*

d. Veterans Programs

- *Approved Kentucky FY 2010 - 2014 Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representative (LVER) program strategic plan under the Jobs for Veterans Act incorporated by reference.*
- *Modifications are managed in accordance with policy guidance from the Veterans' Employment and Training Service.*

e. Youth

i. Describe the state's strategy for providing comprehensive, integrated services to eligible youth.

- *State delegates responsibility to local areas to provide services to most in need youth in their communities.*
- *Dissemination of local area best practices*
- *KWIB Tech High and other initiatives*
- *Career Pathways*

ii. Coordination with Job Corps

- *Visible partner in some local one-stops and members of a number of local boards and youth councils.*
- *Cross-referrals between locals areas and Job Corps Centers*
- *Used as youth training provider*

iii. How does the state utilize funds reserved for statewide activities to support the state's vision for serving youth?

- *Promote cross agency collaboration*
- *Cross-cutting models of service delivery*
- *Develop new models of alternative education leading to employment*
- *Develop demand-driven models*
- *Support state innovative local and regional projects*
- *KWIB initiatives with cross-agency collaborations, such as Lodge and Learn*
- *Continued Jobs for Kentucky Graduates (JKG) model*

iv. Describe in general how the state will meet the Act's provisions regarding Youth program design.

- *Support local areas in design and tailoring to meet needs of youth and local communities*
- *Guidance and support to local staff*
- *KWIB initiative includes High School Outreach to increase communication and collaboration between all levels of education in the community.*

f. Business Services

i. How will needs of employers be determined in the local areas and statewide?

- *Develop business services framework*
- *Sector Strategies*
- *Industry Partnerships*
- *Labor market information*
- *Establish “Early Warning” system to gauge business health*

ii. How will integrated services be delivered to employers

- *Develop business services resource guides*
- *Develop business services processes and protocols*
- *Unified business services teams established*

iii. Streamline administration of Federal tax credit program within the One-Stop system

- *Work Opportunity Tax Credit automation*
- *Business Services team members promote program*
- *Printed and electronic information available*

g. Innovative Service Delivery Strategies

- *Partner for Success*
- *Workforce Development Academy*
- *Industry Partnerships*
- *Business Service Redesign*
- *One-Stop Certification*
- *High Impact WIBs*
- *User Friendly Online Services*

h. Strategies for Faith-Based and Community Organizations

i. Activities to be undertaken to:

a. Increase opportunities for participation

b. Expand access

- *Deliberate focus by local areas to include in events and workshops*
- *Coordination and referral systems in the One-Stop Centers*
- *Leveraging resources*
- *Coordination and Services to ESL groups through the one-stops*

ii. Outline action steps to strengthen state collaboration with local areas in conducting outreach campaigns

- *Share Workforce3One webinars and resources*
- *DOL and Agency advisories and information*

- iii. Indicate how these resources can be strategically and effectively leveraged in LWIAs
  - *Utilize for supportive services and mentoring opportunities*
  - *Serves as work sites and services providers for youth services*
  - *Referrals*

## **H. Coordination and Non-Duplication**

1. Structure/process for state agencies and state board to collaborate and communicate
  - a. Steps to improve operational collaboration and eliminate existing state-level barriers to coordination
    - *Business Services Redesign*
    - *Workforce Innovation Fund*
    - *Economic Development Partnership*
    - *One-Stop Certification*
    - *Focus/Career and Focus/Talent*
    - *Partner for Success*
    - *Cross Functional Supervision/Trainings*
    - *Memoranda of Understanding*
    - *Resource Sharing Agreements*
  - b. Lines of communication and mechanisms established by governor to ensure timely and effective sharing of information between state agencies/state boards and local workforce investment areas and local boards
    - *Local and State board meetings*
    - *Information posted on KWIB website*
    - *Federal and State guidelines and policy directives issued from state*
  - c. Cross-cutting organizations or bodies at state level designed to guide and inform and integrated vision for serving youth
    - *Department of Education*
    - *Adult Education*
    - *KCTCS*
    - *Office of Career and Technical Education (OCTE)*
    - *AO*
    - *High School Outreach*
    - *NCRC*

## **I. Special Populations and Other Groups**

1. Describe how the state will development program strategies
  - a. WIA Title I and Wagner-Peyser Act and/or Veterans Programs
    - i. Strategies to ensure that the full range of programs and services are available to and meet the needs of special populations:
      - *Outreach mechanisms to inform special populations of the services available through Career Centers*
        - *Direct individual contacts using email, letters and phone calls to members of special populations*

- *Attendance at meetings of special population groups*
- *Participation and representation of special populations on the local workforce investment boards (LWIBs) and youth councils*
- *Use of community forums and the Education and Workforce Development Cabinet websites*
- *Public service announcements*
- *Attendance at general community forums*
- *Linkages with community education and alternative schools; and KCTCs*
- *Barrier-free, accessible Career Centers*
- *Access to interpreters and bilingual staff*
- *Assistance in the resource areas from customer service-trained staff*
- *Customized training and placement services*
- *Labor market information and career counseling*
- *Linkages with local immigrant community resources*
- *Program information and public notice available in alternate languages*

#### ii. Reemployment services and Worker Profiling

- *Reemployment services (REA & REA-EUC-08) intensive services will be provided to those individuals who are identified through the profiling model that evaluates several key indicators to identify claimants as unlikely to return to their previous job and will exhaust claim. This is a principal goal for the Agency.*
- *Additional assistance such as assessment, individual employment plans, and referrals will be provided to customers to facilitate early return to employment.*
- *Reemployment services are streamlined and standardized across offices.*
- *OET staff will work with WIA staff to coordinate reemployment services including a standardized orientation provided by partners of the Career Center. This will maximize state, federal and local resources to ensure a successful program.*
- *One-stop staff will use referral procedures to training, supportive services and jobs as established in the local area/region.*
- *Kentucky Employment Network (KEN) workshops will assist the unemployed in preparing for or gaining new employment.*
- *Claimants will be assigned to a reemployment manager who provides job development and assistance with employer contacts.*
- *Case management and reemployment services will be strengthened through additional staff training and increased partner assistance in the process to provide successful individual service plans.*
- *Participants receive employment counseling, testing, and assessment; do self-directed job search and participate in job search workshops.*
- *Workshops are provided on resume writing, interviewing and job seeking skills including networking and hidden job market.*

#### iii. Unemployment insurance Work Test

- *Kentucky requires all UI claimants to engage in an active work search.*
- *The work test covers a claimant's ability to work, availability to work, and the suitability of work offered.*
- *The work test is an OET role and a one-stop system priority.*
- *The Kentucky Eligibility Review Interview (ERI) which is performed every six (6) weeks during the life of a claim is an effective tool in administering the work test and*

*meeting the feedback requirements.*

- *Work Search record reviews are conducted to determine if the customer is applying for jobs for which he or she is qualified for, showing an attachment to the labor market.*
- *Claimants must engage in a work search completing at least one work search contact per week for every week claimed.*
- *Claimant must maintain a record of their work search, including employers contacted, method of contact, and date contacted. The claimant must also provide work search record to the Agency when requested.*

iv. State's strategy for integrating services to dislocated works and Trade

- *Continue coordination and co-enrollment as specified in Dislocated Worker and Trade guidance (94% trade customers receive at least self-service or staff assisted WIA services, 53% receive both Trade and WIA intensive and/or training services.*
- *WIA/TRA local plan encourages co-enrollment when needed*
- *Access via integrated service delivery through one-stop system, co-housing and same Department*
- *All dislocated workers and Trade customers are provided Rapid Response opportunities*
- *Trade facilitators coordinate and oversee dislocated worker/trade service coordination*
- *Management reports available to monitor co-enrollment and outcomes*
- *Shared data system*
- *SharePoint site with guidance, forms, and best practices that DW & Trade staff have access to*
- *Joint training of DW/Trade local staff*
- *Business Services Team*

v. How is the workforce system working collaboratively with business and industry and education to develop strategies to overcome barriers for special populations?

- *Collaborative efforts between the workforce system, business, industry, and the education community are currently being addressed in the following KWIB initiatives:*
  - *Sector Strategies*
  - *User-Friendly Services have been implemented with the Focus Career and Focus Talent system which will allow job seekers and employers to a much improved work registration, resume writing, job matching and job listing system.*
  - *National Career Readiness Certification (NCRC)*
  - *Tech High*
  - *Accelerating Opportunity (AOKY)*
  - *GED Express*
  - *Entrepreneurship*
  - *Workforce Academy*
  - *Work Ready Communities*
  - *Business Services Redesign*
  - *Economic Development Academy*
  - *Partner for Success*
  - *Case Management*

- *High-Impact Workforce Boards*
- vi. How will the state ensure full array of One-Stop services for individuals with disabilities and services are fully accessible?
- *Inventory and evaluation of technology for individuals with disabilities in one-stop offices will be a priority.*
  - *Ensure staff of the one-stop offices have been trained on the technology available to assist those individuals with disabilities and other special populations.*
  - *The curriculum, Widening Our Doors, provides tools and resources to prepare staff to meet the needs of customers with disabilities and other special populations.*
  - *Standard specifications were developed for compliance and accessibility under state and federal regulations*
- vii. LVER/DVOP Role
- *carry out intensive services to meet the employment needs of eligible veterans*
  - *conduct outreach to employers*
  - *active members in Rapid Response and Business Services teams*
  - *facilitate employment, training and placement services*
  - *Inform federal contractors of recruitment and retention responsibilities and opportunities*
  - *state direction that managers clearly distinguish roles of LVER/DVOP staff from other employment services staff*
  - *management reports that reflect refocused roles*
  - *staff performance plans reflect responsibilities as defined in Jobs for Veterans Act*
  - *ensure that Veterans receive services on a priority basis from Kentucky Career Center staff*
- viii. Limited English Proficiency (LEP)
- *Interpreters are identified and readily available to assist with Limited English Proficiency (LEP) issues.*
  - *Several forms, brochures, and documents are available in Spanish for use in one-stops.*
  - *Kentucky's major electronic systems are accessible to LEP persons.*
  - *Bilingual staff recruited in areas with substantial ESL populations*
- ix. Agricultural Outreach Plan
- *Assessment of need (estimate of MSFW, number MSFW currently served, characteristics and needs)*
  - *Outreach activities (The state networks with Kentucky Farmworkers program, growers associations, Department of Agriculture, Farm Service Agencies and the Kentucky Farm Bureau )*
  - *Career Center services provided to agricultural employers (Job orders, recruitment, compliance)*
  - *Career Center services provided to MSFWs*
  - *Data analysis*
  - *Access to LEP MSFWs*

## **J. Professional Development and System Improvement**

1. Personnel development to achieve performance indicators for programs included in the Plan
  - *Partner for Success*
  - *Workforce Development Academy*
  - *Employ Kentucky Operating System (EKOS) training*
  - *Focus | Career ; Focus | Talent; Focus | Assist*
  - *Unemployment Insurance Claimstaker Training*
  - *Unemployment Insurance disputed Claims Investigator Training*
  - *Personal Professional Development Training*
  - *Supervisor Training*
  - *Program Specific Training*
  - *Develop department-wide policies*
- a. Capacity of Local Boards
  - *High Impact Workforce Boards (KWIB initiative)*
    - *Reaching maximum potential*
    - *Framework development*
  - *LWIB technical assistance funding*
  - *Board certification*
- b. Local Planning Process
  - *Comply with DOL and state plan requirements issued through state guidance per WIA Act and DOL guidance*
  - *Issue guidance for plan development and plan updates and modifications*
    - *Opportunity for LWIB to comment before issuance*
- i. Oversight of local planning process
  - *State review of plans and recommendations*
  - *Approval or denial of reviewed plans*
  - *Review previous and current performance data to be used in initiating performance negotiations*
  - *Individual performance negotiation between state and each local area*
- ii. How does local plan approval process ensure consistent with state performance and strategic direction.
  - *State issued instructions for the current local plan allows local boards to describe their role in implementing transformational changes to the workforce system within the five statewide strategic focus areas.*
  - *Return on Investment (KWIB initiative)*
    - *Work with stakeholders to determine key performance indicators*
    - *Target: Sector-based training investment; understanding employer needs; workforce quality and system usage*
- c. Oversight/Monitoring process
  - *LWIA onsite program compliance monitoring at least annually*

- WIA
- Wagner-Peyser
- Career Centers
- LWIA monthly grant management report
- LWIB Annual Financial Report
- Develop new monitoring tools to measure implementation of KWIB initiatives
- LWIA progress in implementing KWIB initiatives as designed
  - Sector Strategies
  - Branding & Identity
  - One-Stop Certification
  - National Career Readiness Certificates
  - Work Ready Communities
  - Business Services Redesign
  - High Impact WIBs
  - Workforce Academy

## **K. Performance Accountability**

### 1. Performance Measures

#### a. *Employ Kentucky Operating System (EKOS) – Tracking System*

- Wagner-Peyser
- WIA – Adult, Dislocated Worker, Youth
- VETS
- Gold Card Initiative
- Trade
- Migrant & Seasonal Farm Workers

#### i. *State and Local Performance Negotiations and continuous improvement*

- Entered Employment
- Retention
- Average Six-Months Earnings

#### ii. *Targeted Applicant Groups*

#### iii. *KWIB initiative – Return on Investment measures*

#### iv. *Reporting processes*

#### v. *State Board actions to ensure collaboration with key partners and continuous improvement*

#### vi. *Performance evaluation and corrective actions*

#### vii. *Proposed Program Year 2012 performance measure rates for each program*

### 2. Multiple Programs common performance goals

## **L. Data Collection**

### 1. Process for collecting data

- *Procedure of how data is collected*
- *What data is collected*
- *Report Process*

## 2. Integration of Activities

- *Data Elements*
- *Reporting Systems to collect such activities*
- *P-20 Initiative*
- *Integrated Case Management System (6-year capital plan)*

## **M. Corrective Action**

*Describe Corrective Actions for each program in the state plan.*

- *Comply with WIA and Wagner-Peyser Sanction procedures*
- *Review and compare negotiated levels with actual on a quarterly basis to determine if outcomes exceed or meet*
- *OET performance and technical assistance team will review results in an effort to reduce the possibility of failure.*
- *Determine if changes in local economy plays a factor in failure.*
- *State level support staff oversight to assist when barrier to meeting performance occurs for corrective action plans.*
- *Cross-training, focused on best practices and performance improvement*
- *Development of Procedures and checklists to ensure data integrity*
- *Quality control and proper analysis of data for continuous improvement and program design*

## 2. Unemployment Insurance

### a. Measurement Areas (Deficiencies)

- *First Payment Time Lapse*
- *Nonmonetary Determination Time Lapse*
- *Lower Authority Appeals Decision Time Lapse*
- *Higher Authority Appeals Decision Time Lapse*
- *Documentation of National Directory New Hires*
- *Monetary Denials Comparison Report*
- *Data Validation*

### b. Actions/Activities to improve performance

- *First Payment Time Lapse*
- *Nonmonetary Determination Time Lapse*
- *Lower Authority Appeals Decision Time Lapse*
- *Higher Authority Appeals Decision Time Lapse*
- *Documentation of National Directory New Hires*
- *Monetary Denials Comparison Report*
- *Data Validation*

### c. Corrective Action Plan-Unsuccessful/Successful Interventions

- *First Payment Time Lapse*
- *Nonmonetary Determination Time Lapse*
- *Lower Authority Appeals Decision Time Lapse*
- *Higher Authority Appeals Decision Time Lapse*
- *Documentation of National Directory New Hires*

- *Monetary Denials Comparison Report*
- *Data Validation*
- d. Methods of Monitoring/Assessing Interventions (Pre-Compliance) and Methods of Quality Control (Post-Compliance)
  - *First Payment Time Lapse*
  - *Nonmonetary Determination Time Lapse*
  - *Lower Authority Appeals Decision Time Lapse*
  - *Higher Authority Appeals Decision Time Lapse*
  - *Documentation of National Directory New Hires*
  - *Monetary Denials Comparison Report*
  - *Data Validation*

#### **N. Waiver and Work-Flex Requests**

1. *Maintain nine current waivers*
  - *Local area comment*
  - *Public comment*

#### **Part III. Certifications and Assurances**

##### **Attachment A – Checklist, Contacts and Signatures**

##### **Attachment B – Optional Table for WIA Title I State Performance Indicators and Goals**

**Statewide Reserve Fund Investment Strategy**  
**Draft Strategy for PY 2012**

Currently, the Commonwealth has approximately \$1.2m remaining in Statewide Reserve (SWR) funds. A key to transforming the workforce development system through innovative practices which enhance sustainable economic and job growth to improve the lives of Kentuckians is investing these funds strategically. Below outlines the plan for the use of these funds based on the priorities established by the Kentucky Workforce Investment Board (KWIB) in the *WORKSmart Kentucky* strategic plan.

It is important to note that the total investment outlined below totals \$1.6m. If the Commonwealth is fortunate enough to receive a Workforce Innovation Fund (WIF) grant, the \$300,000 for sector strategies below will not be deployed. Also, some current SWR projects may not expend the full budgeted amount and those resources could be redirected to support these efforts.

**Tier 1 Investments:**

***Branding/Outreach*** **\$200,000**

The Outreach efforts have been initiated with state and regional brand leadership being identified. Internal launch activities have begun along with the development of critical foundational efforts. This will include an aggressive outreach initiative detailed in action step 22.

***Sector Strategies*** **\$300,000**

Provide funding for additional Industry Partnerships addressing the state-level targeted sectors identified by the KWIB and the Economic Development Cabinet as well as regional targeted sectors. Technical assistance and expansion strategies will also be carried out. The WIF application includes approximately \$2m for sector work.

**Tier 2 Investments:**

***User Friendly Online Services*** **\$225,000**

The Steering Committee has started meeting to develop the architecture to realign the Workforce Development System's online presence to the new brand and brand promise. This investment will be targeted on programming changes identified by the Steering Committee as well as customers. Resources will also be provided to LWIAs to align their website to the new brand for consistency.

***One-Stop Certification*** **\$50,000**

The KWIB adopted the standards in August 2011. Local Workforce Investment Areas (LWIAs) have been completing self-assessments and submitting technical assistance plans to the Commonwealth. LWIAs may begin the certification process starting October 1, 2012. Resources will be directed toward the development of products, training and other roll-out activities.

***High Impact WIBs*** **\$50,000**

The KWIB established the criteria in May 2011. LWIAs have had the opportunity to access technical assistance funds to meet the standards and criteria through June 2012. Funds will be used to develop the tools, products, training and assist in roll-out for the standards year which begins July 1, 2012.

***Business Service Redesign******\$100,000***

The Steering Committee is finalizing a business service redesign framework. The intent is to provide support to Kentucky companies throughout the business lifecycle as opposed to predominantly times of dislocation as detailed in action step 14. Locals will be able to apply for planning funds to support the redesign efforts.

***Workforce Academy Phase 2******\$250,000***

The Commonwealth has developed training entitled *Foundations for the Future: Building Kentucky's 21<sup>st</sup> Century Workforce Academy*. The train-the-trainer component is scheduled for June and roll-out begins in July across the system. A curriculum plan for continued training through the Academy will be finalized in June. The proposed resources will be used to implement those recommendations which will result in a comprehensive training program for all staff at each level of the workforce system. It will support consistency and quality across Kentucky. It is action step 21 in the *WORKSmart Kentucky* plan.

***Entrepreneurship******\$50,000***

Funds will be made available to establish foundational state level criteria for meaningful entrepreneurship training programs.

***National Career Readiness Certificate******\$50,000***

Offer scholarship funding for returning veterans, persons with disabilities and the chronically unemployed as well as assist with job profiles.

**Tier 3 Investments:*****State/Local Innovation******\$150,000***

These resources will be invested in statewide and local projects that support system transformation and the four goals of the Kentucky Workforce Investment Board: 1) align with Kentucky's education objectives; 2) align with economic development strategies; 3) simplify the workforce development service delivery system and 4) improve service to achieve a customer-centered delivery system.

***Eligible Training Providers******\$75,000***

An overhaul of the existing Eligible Training Provider List policy and procedures is underway. Once the policy is adopted by the KWIB, there will be a need to modify the online tools, data reporting mechanisms and training activities. These funds will implement the needed changes and support structures.

***High School Outreach******\$50,000***

A survey process is underway by the Steering Committee to assess the career development needs and supports around the college and career readiness standard. These resources will be used to develop specific products and provide support services identified and prioritized by the Steering Committee.

***Case Management******\$50,000***

One-Stop Centers are moving toward integrated customer service delivery through Partners for Success and the One-Stop Certification process. Adjustments to the online case management system as well as training on those new tools and processes will be needed. Resources will be used to make the needed changes and accompanying supports.

# TOMORROW'S WORKFORCE NOW

ACT will contribute to improving America's workforce by donating evidence-based selection tools to help thousands of employers and tens of thousands of individuals.

The nation continues to face high unemployment, and people prioritize "a good job" as their number one desire, according to the *Gallup World Poll*. At the same time, employers struggle to find the right people for unfilled jobs.

Why this disconnect?

- Employers lack evidence-based tools to help reliably predict job performance, so selection decisions are not dependable.
- Individuals simply don't know what they don't know. The best path to a good job is unclear.

Across the nation, organizations are designing career pathways, work-ready communities, workforce training, and statewide career readiness programs to help meet the skill needs of employers. ACT's National Career Readiness Certificate (NCRC™) and NCRC Plus are aligned to employers' needs. They are used at the front end of a diverse array of career pathways programs, in workforce

education and training, and at the heart of work-ready communities and state programs to certify foundational workplace skills—skills essential for all jobs.

ACT, along with a growing coalition of community colleges across the nation, is launching *Tomorrow's Workforce Now* to assist these efforts. This program allows employers to experience the power of the NCRC Plus at no cost. Participating employers will be able to assess as many as 20 employees each. Then they will be given a special insider view of national research to correlate NCRC Plus skills to job performance by occupation—research designed to help employers make even more accurate selection decisions.

Get your community involved in *Tomorrow's Workforce Now!*

For details and to get started:

[www.tomorrowworkforcenow.com](http://www.tomorrowworkforcenow.com)



**EDUCATION and WORKFORCE DEVELOPMENT CABINET  
DEPARTMENT of WORKFORCE INVESTMENT  
OFFICE of EMPLOYMENT and TRAINING**

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**DRAFT FOR KENTUCKY WORKFORCE INVESTMENT BOARD REVIEW AND INPUT  
PROPOSED STATEWIDE POLICY ADVISORY  
CERTIFICATION FOR INITIAL AND SUBSEQUENT ELIGIBILITY OF TRAINING  
PROVIDERS/ PROGRAMS UNDER TITLE I OF THE WIA**

**Purpose:** The purpose of this policy advisory is to provide guidance in establishing and maintaining procedures related to determining eligibility of training organizations wishing to provide training services to [ITA](#) eligible customers under Title I of the Workforce Investment Act of 1998 and for removal of programs/providers that do not meet requirements.

**Policy Statement:** The federal Workforce Investment Act (WIA) provides customer-focused training to qualified WIA clients. The training must be offered through the use of eligible training providers such as educational institutions, community-based organizations, non-profit organizations, and for-profit businesses. WIA also specifies the process that the local workforce investment boards must use to identify potential vocational training providers.

This policy addresses the activities of the local workforce investment boards (LWIBs), Office of Employment and Training (OET) and those training providers wishing to offer services to individuals whose training is funded under the WIA.

**References:**

- WIA Section 122: Identification of Eligible Providers of Training Services
- Title 20 CFR Section 663.500: Eligible Training Providers

**Background:** Although no single entity has full responsibility for the entire process, the KY Office of Employment and Training assumes the leadership role in ensuring the success of the eligible program/provider system. The eligible program/provider process requires a collaborative effort between state and local workforce investment boards, as well as all other partners.

As workforce development resources have become scarce and demand has skyrocketed it is imperative that the public's investment in training and skill enhancement be monitored carefully for effectiveness and benefits. In consultation with local boards, local partners, employers, training providers and the Kentucky Workforce Investment Board (KWIB), the Office of Employment and Training (OET) developed policy guiding the operation of the statewide ETPL in Kentucky that will require eligibility requirements for training providers that take into account the performance of providers and whether the training programs relate to occupations that are in demand. The policy will require training providers to submit student level data as a condition of eligibility.

**Applicability:** Section 122(b)(2)(A) of the Workforce Investment Act of 1998 requires that, *“Each Governor of a State shall establish a procedure for use by local boards in the State in determining the [initial eligibility](#) of a provider to receive training funds for a [program](#) of training services”*. Additionally, Section 122(c) (1) requires that the Governor *“shall establish a procedure for use by local boards ...in determining the eligibility of a provider [determined initially eligible under Section 122(a) (2)] to continue to receive funds...for a [training] [program](#) after an initial period of eligibility...(referred to...as [‘subsequent eligibility’](#)).”*

All local workforce investment boards shall adhere to the following policy directive developed within the required parameters described for review of applications of training providers for [ITA](#) course or [program](#) eligibility approval status for its workforce investment area. This policy directive shall be followed in the development of procedures for the determination of both initial and [subsequent eligibility](#).

**Guiding Principles:** The Workforce Investment Act of 1998 (WIA) emphasizes informed customer choice, performance accountability, and continuous improvement. Guiding principles for the development of this policy are:

- Align state workforce development and training resources to support target state and regional industry sectors that provide long term economic growth and stability;
- Empower individuals by giving them current, accurate and relevant information to make sound choices for their individual training, education and career plans;
- Ensure accountability and quality among providers; and
- Establish consistent and cohesive state and local procedures, compliant with The Act to maintain a [statewide eligible training provider/program list](#).

The Kentucky Workforce Investment Board and local boards have defined target industry sectors which will guide public workforce investments. Local boards shall take into consideration providers' performance and whether training programs relate to occupations that are in-demand as criteria for certification of eligibility.

Approved training programs will be aligned to support high demand occupations within defined target industry sectors. In some cases, a training program may be approved for an occupation

that is not recognized as a high demand occupation if evidence exists that there is a sufficient local demand.

- Information about Kentucky's statewide target industry sectors and high demand occupations is available at <http://workforce.ky.gov/KYTargetIndustrySectors.pdf>.
- Information about Kentucky' regional target industry sectors is available at <http://kwib.ky.gov/industrypartnerships/SectorsLWIAchart.pdf>.

**Eligibility Determination:** Kentucky's Eligible training program/provider eligibility is a two-step process.

The initial review of training providers and training courses/programs of study is conducted by Local Workforce Investment Board (LWIB) staff for eligibility and approval as follows:

- a) Training provider information is reviewed to ensure completeness;
- b) Training course/program of study information is reviewed for completeness and to ensure that such training will lead to an occupation in demand in the local area; and
- c) Performance information is evaluated to determine that training courses/programs of study meet the state (or local if higher) minimum certification criteria.

When the training courses/programs of study are approved by the LWIB, the applications are then reviewed by OET staff for state certification and subsequent inclusion on the statewide eligible training program/provider list.

Note: Programs, not providers, are certified; therefore, an application must be completed for each program. The criterion for determining eligibility includes qualifications, performance and compliance with governing rules and regulations. A provider may have some programs that are approved and some that are not.

Initial eligibility is based on the provider's authority or authorization to operate. The following will automatically qualify for initial eligibility, without consideration of their performance, as long as they make application:

- Programs provided by post-secondary educational institutions under Title IV\* of the Higher Education Act of 1965 (20 U.S.C. 1070 et seq.) that lead to an associate degree, baccalaureate degree or certificate; and
- Programs that are registered under the National Apprenticeship Act. Potential training providers, qualifying under the National Apprenticeship Act, will apply using the approved statewide application The State List of Eligible Training Providers will be accessible to private employers that offer apprenticeship opportunities in their place of work.

Other entities must make application that includes performance information.

**Performance Requirements for Initial Eligibility:** To ensure that workforce development investments yield the best possible results, verifiable performance data is required for initial eligibility for all training/education providers not considered automatically eligible and for subsequent approval of all programs certified for the state ETPL.

The Kentucky P-20 Data Collaborative on-line system or other approved portal will be available for this purpose. Applicants may be denied for failure to provide performance information. However, as part of the application process a prospective training provider will be provided an opportunity to offer an explanation as to why the performance information is not available.

LWIB reviewers will be provided a performance report by OET showing the training provider's performance summary based on the data provided by the provider in the on-line system.

**Minimum Standards:** All training courses/programs must meet at least minimum state requirements to be certified for the state ETPL. Minimum standards to measure a program's performance will be established that are based on the total program participant population for a defined 12-month period.

#### State Minimum Performance Standards for All Individuals in Applicable Training Program

Performance Measure	ALL Individuals
Program Completion	
Entered Unsubsidized Employment	
Employment Retention	
Average <a href="#">Quarterly</a> Wage	
Rate of Licensure/Certification/Attainment of Degree/or Other Measure of Skills (When appropriate)	(Not Required)
(Optional) Entered Unsubsidized Employment in an occupation related to the program of training	(Not Required)
Program Costs	

**Optional Local Board Performance Standards:** Local Boards have the option of requiring higher levels of performance and additional performance information. Employing methods deemed appropriate, local boards must ensure that any additional data supplied by providers is verifiable and accurate.

**Exception:** Performance data is not required for new [programs](#) that do not have enrollments and [completers](#) prior to submittal of the [initial eligibility application](#).

If the training provider does not have the required performance data, it must provide the data that is available and must provide written justification for the missing data. The provider must also indicate how it will track and record the data necessary for subsequent approval.

**Demand Occupations:** If an application is submitted by a training provider but does not support a demand occupation in the local area, it is the LWIB's decision to only recommend certification of the program if the training provider can furnish documentation from employers that the occupation is in demand. LWIBs can restrict the occupations for which they provide ITAs based on critical workforce needs, economic development priorities, and expected wage levels, as long as their policy is reasonable and uniform.

**Submission of Student Data:** Training providers will provide raw data on individuals participating in each course/[program](#) for a specified time period by providing the required data elements. The required information will include at least the following data elements:

- a) SSN Number
- b) Name
- c) Date of Birth
- b) Certificate Identification (Upon completion of the course/program did participant receive a certificate)
- c) [Completer](#) Identification (Participant completed the course or program during the specified reporting period)
- d) Scheduled Completion Identification (Participant was scheduled to complete course or program during the specified reporting period)
- e) Employed or Continuing Education (Participant was employed when they started the course or program, or continued their education beyond completion of the course program; e.g. first year of a two or more year program)
- f) Participation End Date (Date the participant actually exited the course or program during the specified reporting period)

Note: Some providers may have concerns about the use of social security numbers. The Social Security Law permits identification by social security number (SSN), if used for aggregate reporting.

Individual student data submitted to measure program performance is subject to verification through local board and OET monitoring.

**Subsequent Eligibility.** All programs that are initially listed on the ETPL must be determined, within 18 months of initial listing and periodically (*annually or bi-annually*), thereafter, to be eligible to remain on the ETPL. After this initial eligibility period, all providers of training services will be required to re-apply and to meet performance measures established by the Commonwealth and, if applicable, the local board. The LWIB will retain providers that are determined to be subsequently eligible and will submit the providers' performance and program cost information to OET utilizing the approved format. OET staff will review the

information and may remove any program from the list that does not meet the established state provider performance levels.

Failure to apply for subsequent approval will result in removal from the statewide-approved training provider list.

**Listing and Availability of Statewide List.** Nominations for the state ETPL will be accepted by OET from local boards throughout the year. OET will accept changes from local boards to data displayed for providers and programs listed on the state ETPL and will update the state ETPL as necessary throughout the year.

The State ETPL, including performance information, will be accessible to the public, on-line customers, Kentucky Career Center customers and to all local workforce investment boards. Local boards may display additional information to their customers that the local board considers appropriate.

OET will update the state ETPL to include initial listings, de-listings and changes in data elements. OET will make the ETPL available to all interested partners and customers at <http://dws.ky.gov/provider.asp>.

**Denial or Removal of Programs/Providers from the Statewide List:** A training provider may be denied approval by the local board for a training [program](#) for the following reasons:

- The application from a provider is not complete or not submitted within required timeframe,
- The required performance data is not included with the application, or the performance data does not meet the minimum state or, if applicable, local requirements; or
- The provider has been found to have substantially violated any WIA requirement.
- The provider failed to reapply for program eligibility certification prior to the expiration of the initial or subsequent period of eligibility.

The Commonwealth also has the responsibility to remove training providers from the approved training provider list under the following conditions:

- The training provider has been found to have intentionally supplied inaccurate information;
- The provider has been found to have substantially violated any WIA requirement;
- As a result of the subsequent eligibility determination process, the program is found not to have met the minimum levels of performance set by the state; or
- If all of a provider's programs fail to meet established performance levels, the provider's eligibility to receive funds shall be suspended by the Education and Workforce Development Cabinet, after consultation with the local board, for a period of not less than one year.

A program must be removed from the state ETPL at any time it is determined that the program does not meet the required criteria for the state ETPL. OET must remove a provider if it is determined that the applicant intentionally supplied inaccurate information.

The local boards or OET may remove a program if the provider is found to have substantially violated any WIA requirement. In such a situation, the provider's eligibility to receive funds will be terminated until a corrective action plan is approved.

If a training provider does not submit an application for the next program year or the program is determined ineligible for subsequent eligibility, local boards may allow a current participant to continue their training plan for the duration of the scheduled plan, regardless of whether the provider/program continues to be included on the statewide list as an eligible training program/provider. Therefore, individuals will be allowed to complete their training. No new referrals shall be made if the program/provider is not on the statewide list.

**Repayment of WIA Funds:** Providers determined to have intentionally supplied inaccurate information or who have violated any provision of Title I of WIA or the supporting federal regulations shall be removed from the statewide ETPL. A provider whose eligibility is terminated under these conditions shall be liable to repay, from non-federal funds, all adult and dislocated worker training funds received during the period of non-compliance.

**Appeals Process and Procedures:** The Kentucky Grievance and Appeals Procedures are available in The Kentucky State Plan, Attachment D available at <http://educationcabinet.ky.gov/NR/rdonlyres/B8D4A4A0-4F60-47C1-A021-369D88795E1B/0/StatePlanPY2011FINAL.pdf> .

# Gateway Community and Technical College

## Health Profession Opportunity Grant

### HPOG Quarterly Report

#### 1/1/2012 – 3/31/2012

**Enrollment goals:** By 3/1/12 we have enrolled 180 students in HPOG and we are on target to reach our goal of 333 students by the end of grant year two, 9/29/12. This keeps us on track for our goal of 945 in 5 years.

**Retention and employment goals:** At this point we have only Nurse Assistants graduating so they are the only ones we count in our calculations. We are not satisfied with the numbers and will keep working on getting the students to take their certification exam.

As of 3/29/2012

HPOG enrolled and completed the NAA course by 3/29/12	93	100%
Passed class	78	84%
Passed KY Nurse Assistant test	35	45%
Employed or matriculated from class passers	44	56%
Employed or matriculated from test passers	28	80%
Additional Students tested since 3/29/12	17	No results yet

**New programs goals:** Electronic Health Records started August 2011 and Phlebotomy started in January with lots of interest from students and the community. Paramedic and Health Information Technology start this August. Pharmacy Technician and Human Service worker should also start in August but details are being finalized. With the addition of these programs Gateway reaches it's goal of starting 6 new programs. Gateway now has many healthcare careers for students in Northern Kentucky to choose from when enrolling.

**Technical Assistance site visit:** Health and Human Services Technical Assistance team was here on March 13 & 14 to assist our grant with forming better relationships with local employers. We discussed several new approaches to partnering with employers including starting an employer advisory board to let them share with us what they need in a good employee. We will also approach healthcare employers with the hope of being their HR solution. We have employees for them that are prepared and ready to work.

Report prepared by Terri Green, HPOG Project Director 4/29/12

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