



Kentucky Workforce Innovation Board (KWIB)

Resource Alignment Committee Meeting

AGENDA

February 3, 2025

3:00pm – 4:30pm EST

Join Zoom Meeting

<https://us06web.zoom.us/j/83961357606?pwd=lpThFfsbHiq7gUIMz9wKXIyOOkaaq9.1>

Meeting ID: 839 6135 7606 Passcode: 765635

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|---------|--|---|
| 3:00pm | Welcome and Overview of Committee Objectives | <i>Kim Humphrey, Committee Chair
Director of Community and Employee Programs, River View Coal</i> |
| 3:05pm | Update on Collaboration with Department of Community Based Services | <i>Alisher Burikhanov
Kentucky Workforce Innovation Board</i> |
| 3:10 pm | Review of Past Committee Objectives | <i>Alisher Burikhanov</i> |
| 3:20 pm | Review of KWIB Strategic Advance Committee Priorities | <i>Kim Humphrey & Alisher Burikhanov</i> |
| 3:45pm | Discussion: Committee Feedback | <i>Kim Humphrey</i> |
| 4:00pm | Recommendation of Key Metrics for Kentucky | <i>Kim Humphrey</i> |
| | - In reflection from other states & workforce funding report | |
| 4:20pm | Update on Kentucky's Top 5 In-Demand Sectors | <i>Alisher Burikhanov</i> |
| 4:30pm | Adjournment | <i>Kim Humphrey</i> |



Workforce Participation Briefing Packet
February 3, 2025, 3:00-4:30 pm ET

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Plan Scorecard

Overview: Organization and Resource Alignment

Goal #4: Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky

-  Sharing of data between programs in a common platform, used to calculate return on investment by program area, and use of metrics to judge the performance of the workforce system and its partners
-  Performance-based incentives leveraged between State and local workforce boards to establish policies, procedures and programs which support quality-oriented customer services
-  Create a metric: Wage Gains over Time; examines whether Kentuckians' economic standing has improved (correlating with workforce investment, increased educational attainment and upskilling)
-  Create a metric: Aggregate Statewide Employment, Median Hourly Wages and/or Median Salary; captures the number of employed persons, their earnings and can be used to construct the aggregate output from labor statewide
-  Create a metric: Number of Employer Tax Deductions claimed for hiring long-term unemployment (UI) recipients
-  Established "workforce development" governance, a leadership collaborative of partners which oversee effectiveness and efficiency of the system
-  Create a metric: Offer the Return on Investment (ROI) for Workforce Development (Aggregate and by Demographic Categories); reflects the ROI for public dollars invested in workforce development activity
-  Create a metric: Throughput of Workforce Development Program; reflects staff complement invested in workforce development
-  Availability of assisted and self-navigation of workforce services for both employers and job seekers within the Commonwealth by way of shared and leveraged partner resources

Strategic Goal Brief: Organization and Resource Alignment

Goal #4: Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.

Creating a workforce development system that is value-driven for all stakeholders and promotes both individual economic mobility and regional prosperity requires a combination of organizational and resource alignment, data-driven decision making, and a culture of continuous improvement. While Kentucky has already made many commitments to alignment of its workforce development efforts—with the goal of transforming its system from a "silos of excellence" model to a coordinated, systems-based approach—many states find that delivering on this promise requires continual refinement.

Common National Challenges

Many state and regional workforce ecosystems struggle with the following:

Existing Scorecard Highlights*

- Sharing of data between programs
- Performance-based incentives leveraged
- Wage gains over time
- Aggregate statewide employment, median hourly wages and or/salary
- Number of employer tax deductions
- Established workforce development governance
- Offer the ROI for Workforce Development
- Throughput of workforce development program
- Availability of assisted and self-navigation workforce services

* For full descriptions see Scorecard Overview

- **Lack of cross-agency alignment.** It can be challenging to ensure alignment across the governance structures, procedures, and accountability measures of multiple state and regional agencies or organizations. Many states and regions struggle to adopt common “north star” goals and definitions of success, integrate their service delivery to customers, and provide consistent messaging and supports (e.g., professional development, training, and technical assistance) to promote shared accountability and achievement.
- **Inconsistent data systems and performance tracking methods.** State and regional workforce ecosystem partners often use different data systems and struggle with longitudinal data gaps. These data challenges can result in less informed decision making and program improvement and impact quality of service.
- **Tension between state and regional goals.** Sometimes, the desire to promote consistency and quality across statewide jobseeker and employer services can conflict with the nuanced and tailored workforce development approaches each region provides to its

constituents. This can cause tension and confusion between state and local partners and a lack of consistent messaging and understanding among employers, learners, and workers.

- **Funding complexities.** There is an ever-changing—and often expanding or constricting—landscape of federal and state funding programs and competitive grant opportunities that focus on workforce development and support services. This can lead to a lack of clarity and consistency regarding funding availability and requirements, inconsistent awareness of those opportunities, and a lack of coherent strategy for effectively (and legally) braiding multiple funding streams to support employers, learners, and workers.

Thought Leadership & Promising Approaches

Aligning organizational goals, structures, data and expertise, and resources to meet industry and worker needs efficiently and effectively can be a challenge. The following strategies are some of the ways states are working to overcome the challenges discussed above.

- **Creation of cross-agency collaboratives and co-designed strategic planning** bring together state-level workforce entities, industry leaders, and worker advocacy organizations. This collaborative approach (the Education and Workforce Collaborative in Kentucky) helps ensure that the strategic planning process is representative of all stakeholders and integrates a common vision across agencies. By co-designing strategies with input from various stakeholders, states are better able to align resources and services to workforce needs.
- **Providing consistent opportunities for cross-agency and state-regional communication** is beneficial for aligning funding and resources to support employers, workers, and learners. A regular meeting cadence and identified communication channels can help improve workforce program design and service delivery. Professional development opportunities that promote a shared language and framework across agencies further enhance service delivery.
- **Establishing and enhancing common longitudinal data systems and integrated dashboards** allows different agencies and organizations to collect and share data across regions consistently. While it takes time to establish data sharing agreements, this approach provides a clearer picture of program outcomes and ensures that decisions are based on comprehensive, real-time information. Integrated dashboards help track progress and enable more strategic communications about workforce development initiatives.
- **Aligning multi-agency performance/success measures to “north star” goals** helps guide both cross-agency collaborations and individual organizational efforts. Setting common, transformative goals and assessing initiatives to ensure alignment helps all programs contribute to the broader workforce vision.
- **Sharing resources and defining braided funding models** help maximize the impact of multiple funding sources across programs. By blending resources from federal, state, and private sector funds, states increase the flexibility of their workforce initiatives while ensuring that services remain accessible to a wider range of participants. Shared resource models, such as co-located services, joint staffing, can further enhance collaboration between agencies and partners.
- **Consistent messaging and a “no wrong door” approach** help to ensure greater access to programming. Common branding and consistent messaging create a more streamlined experience for employers and jobseekers, while a “no wrong door” approach, where jobseekers and employers have access to services through any point of entry, makes workforce services easier to navigate. This may include common intake systems and facilitated referral processes to ensure no one is turned away.

In addition to the outstanding work Kentucky is doing in this area of aligning organizational structures and resources to support quality service delivery to employers and jobseekers, explore the examples below.

- [Indiana’s Management Performance Hub](#)
- [Spokane Workforce Council’s Human-Centered Design and Integrated Service Delivery](#)
- [CareerSource Florida’s Unified Branding](#)

Priority

1. Create common indicators/metrics across education and workforce programs regarding what success/quality looks like

This discussion stemmed from the consistently shared desire to better understand what is working well and what is not, and how to identify which efforts deliver the best return on investment. Participants noted that common metrics would allow them to better compare across programs to drive data-informed decision-making when making new investments or adjusting existing initiatives. Ideally this information could be accessible through a well-structured dashboard-type tool.

2. Be flexible in resource alignment to meet the needs of various communities (e.g., rural communities)

In addition to better outcome data noted above, participants stressed the importance of identifying areas of flexibility—coupled with the willingness to be flexible—to invest in and adjust efforts that meet emerging needs. Discussions yielded examples of the types of efforts the system should be able to flexibly deliver, including employer incentives and supports, sector strategies, and flexible education strategies.

3. Advocate with legislature to gather all necessary data for KYSTATS to make informed decisions on investments and programs

Participants highlighted the great strides Kentucky has made to broaden and deepen the data and analysis available through KYSTATS. They also noted, however, that some key pieces are missing, including some Department of Justice and economic development data. Inclusion of this data would provide a more complete picture of the workforce and economic development landscape, which would then inform better decision-making.

4. Build out newly developed asset map to be fully reflective of state government

Similar to priority #3, a recently developed asset map has supported a much deeper understanding of the funding and programs across state government, but it still has some remaining gaps. Filling those gaps will provide a complete picture of state-level resources to inform conversations on collaboration and alignment.

5. Educate all stakeholders on findings of Resource Alignment Committee

Participants highlighted the strong work of the Resource Alignment Committee and noted a need to establish broader and consistent engagement to “widen the tent” and support action across partners. Ideas were raised to establish an ongoing forum to share innovative practices in resource alignment. Ideally this forum would reach new partners, such as the League of Cities, the Kentucky Association of Counties, and Kentucky’s huge network of community-based organizations, and would be designed to actively engage people in next steps to action rather than a simple “sit and get.”

Priority

6. Identify 3-5 partners to “go deep” into resource alignment

Based on the results of an expanded asset map, the Board could do strategic analysis of programs scope, funding, mission, etc. to identify 3-5 partners well positioned to “go deep” into resource alignment. The Board would encourage those partners’ collaboration on the design and implementation of integrated efforts to reach shared goals.

MEMORANDUM

To: Kentucky Workforce Innovation Board
From: National Governors Association Center for Best Practices
Re: Workforce System Performance Metrics
Date: December 13, 2024

SUMMARY

This memo has been prepared at the request of the Kentucky Workforce Innovation Board to provide information on metrics used by states to assess workforce system performance outside of those required by the Workforce Innovation and Opportunity Act (WIOA). While states such as North Carolina have created additional evaluation methodologies to be applied across all workforce programs and agencies, others (e.g. Texas, Delaware) use strategic plans to assign measures of performance to agencies and programs in line with stated goals. Similarly, Colorado has developed a dashboard as a repository for data both required by and outside of WIOA, pulling from five different agencies to create a comprehensive overview of the Colorado labor market.

WIOA PERFORMANCE METRICS AND OPPORTUNITIES FOR GOVERNORS

As highlighted in the NGA Center's January 2023 [publication on high-impact policy levers available to Governors](#) under WIOA, 29 U.S. Code § 3141(b)(2)(B) allows Governors to set additional metrics by which programs are evaluated under Title I and Title II in the WIOA state plan. Governors and their appointed state workforce development boards also often set performance metrics for the state's workforce system beyond WIOA through a separate strategic plan. Whether these additional metrics are set in the WIOA state plan or separate strategic plan, the process presents an opportunity to promote alignment between the workforce system and the Governor's overall vision for workforce development, as well as alignment with performance metrics used to evaluate other, related programs.

[Section 116 of WIOA](#) establishes performance indicators and reporting requirements for the evaluation of WIOA's six core programs:

1. The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program
2. The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program
3. The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program
4. The percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent during participation in or within 1 year after exit from the program
5. The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment
6. The percentage of participants in unsubsidized employment during the second quarter after exit who were employed by the same employer in the second and the fourth quarters after exit

STATE EXAMPLES

Colorado

The [Colorado Talent Dashboard](#) is administered through a partnership between the [Colorado Workforce Development Council](#) and [five other state agencies](#) to provide a central hub for data on the Colorado labor market. Aimed at informing jobseekers, employers, and policymakers, the site provides visualization tools and data broken into two categories: demand and supply. Demand information includes trends in job availability and critical industries in the state, as well as skills and certifications identified as in-demand for employers. On the supply side, the site provides data related to labor force participation, population, and levels of education across the Colorado workforce. Additional data includes WIOA-required reporting metrics.

[Sources of displayed data](#) include the Colorado Department of Labor and Employment’s Office of Labor Market Information, the Current Population Survey by the U.S. Census Bureau and Bureau of Labor Statistics, and the Colorado State Demography Office. Additional information on the labor market is supplied by [JobsEQ software](#).

Delaware

The Delaware Workforce Development Board’s [2023 – 2025 Strategic Plan](#) outlines metrics to be tracked by the Board to evaluate progress on its stated goals of expanding educational attainment, increasing alignment between learning and work opportunities and investing in high-growth sectors. While the source of much of the information is Delaware JobLink (the state’s online portal for connecting jobseekers, employers, and training providers) additional data will come from the Delaware Department of Education and unemployment insurance system. The following metrics will be recorded per the strategic plan:

Category	Metric	Data Source
Overall Progress	Percentage of Delawareans age (25-64) who have attained a recognized certification or education beyond a high school diploma	TBD
	Number and percentage of secondary and postsecondary students having a meaningful work-based learning experience	TBD
	Number and percentage of adults in DWDB training programs having a meaningful workbased or on-the-job training experience	TBD
Adult and Dislocated Workers	Job Placement resulting from WIOA, Blue Collar, and other DWDB directed grants. <ul style="list-style-type: none"> a. Overall placement rate, numbers b. Placement in training- related occupations c. Placement in strategic industry 	Delaware JobLink
	Wages and Income resulting from WIOA, Blue Collar, and other DWDB directed grants. <ul style="list-style-type: none"> a. Wages at placement b. Percentage of clients placed in a job within growth sectors c. Percent of placements gaining 10% or more in wages after 2 years 	Delaware JobLink, UI
	Rate of continued employment for 2-3 years	UI
	Training program completion and placement numbers and rates	Delaware JobLink
	Number and percentage of enrollees attaining credentials	Delaware JobLink
	Demographics by program, sector, and funding source	Delaware JobLink
Youth	Credentials in WIOA and Blue Collar funded programs <ul style="list-style-type: none"> a. Completion of high school or GED b. Completion of post- secondary credentials 	Delaware JobLink

	Positive exits by program by type of exit (Placement and retention)	Delaware JobLink
	Youth having meaningful Work-Based Learning experiences by academic program, age, employment sector, duration, etc.	Department of Education, LEAs
	Demographics by program, sector, and funding source	Delaware JobLink
	Career Pathways participation rate	Department of Education
System Level Metrics	Satisfaction of strategic industry representatives with system outcomes	Additional Survey
	Satisfaction of strategic community partners (and/or program participants)	Additional Survey
	System outcomes for clients	Delaware JobLink and fiscal reporting
	Cost per outcome (by occupation and provider)	TBD
	Number of client records captured in longitudinal data system that links secondary education to post-secondary and employment outcomes including placement and wage data	TBD

North Carolina

[NC Works](#), the WIOA administering entity housed in the North Carolina Department of Commerce, produces an [annual report](#) evaluating the performance of the workforce system. The report evaluates programs across state agencies using a set of core performance measures to offer a program-by-program look at the whole of the workforce system. Data is collected from the North Carolina Common Follow-up System, a longitudinal data system maintained by the North Carolina Department of Commerce’s Labor and Economic Analysis Division. The purpose of the report is to provide a breakdown of WIOA Title I and III program participation and outcomes over time, including programs administered by the Department of Commerce, Department of Public Instruction, Department of Health and Human Services, and the North Carolina Community College System.

Metrics used to evaluate each program in the [2024 report](#) are as follows:

- Number of program participants (new as of this year and previously enrolled)
- Percent of participants who are employed
- Average wage
- Percent of participants enrolled in public higher education or workforce development
- Percent enrolled in University of North Carolina system
- Percent enrolled in the North Carolina Community College System
- Percent enrolled in other workforce programs

Texas

The [Strategic Plan for Fiscal Years 2024 – 2031](#) published by the [Texas Workforce Investment Council](#) identifies both “formal measures” and “less formal measures” of performance for workforce programs. Agencies administering programs included in the plan are the Texas Workforce Commission, Texas Education Agency, Higher Education Coordinating Board, Juvenile Justice Department, Department of Criminal Justice, and Texas Veterans Commission.

Formal measures are defined as those which are consistent across programs administered by different state agencies and are intended to demonstrate the success of programs and services. These measures are ultimately tied to the state’s performance budget and accounting system and linked to each state agency that administers a workforce program through the performance measures contained in each agency’s biennial state strategic plan.

Four formal measures have been approved by the Governor:

- Educational achievement
- Entered employment
- Employment retention
- Customers served

Less formal measures include indicators of program effectiveness assigned to agencies based on identified goals and are tied to the implementation of the workforce system strategic plan.

Examples of less formal measures applied to agency goals in the strategic plan include:

- Number and percent of individuals enrolled in upskilling and reskilling programs
- Percent of individuals completing Integrated Education and Training (IET) programs
- Percent of program participants engaged in work-based learning
- Percent of individuals attaining short-term credentials in high-demand occupations in community and technical colleges
- Percent of veterans receiving employment assistance who self-attest to having an industry-based certification
- Number of new apprentices enrolled in new apprenticeship programs in traditional and non-traditional occupations
- Percent of Child Care Services children enrolled in a [Texas Rising Star](#) provider's program
- Number of employers engaged in Texas Workforce Commission-funded child care expansion initiatives



Kentucky's Top Five In-Demand Sectors

Recently, the Kentucky Workforce Innovation Board (KWIB) voted to adopt Kentucky's top five in-demand sectors. The two-phase, data-informed identification and verification process is described below with sample occupations provided. Additionally, the KWIB voted to incorporate a five-year review process utilizing the two-phase approach of quantitative and qualitative analysis.

Kentucky's Top Five In-Demand Sectors:

1. Healthcare
2. Manufacturing and Logistics
3. Construction
4. Education
5. Professional, Scientific and Technical Services (PS&TS)

Background

The process of identifying the top five in-demand sectors in Kentucky took place through a two-phase approach, through a quantitative and qualitative review process. The data gathering and analysis was provided by the Kentucky Center for Statistics (KYSTATS).

The quantitative review process initiated in the Sector Strategies Workgroup with membership

consisting of KWIB members, business and industry representatives, education partners, government representatives and workforce development practitioners. The workgroup settled on the key quantitative data approach of reviewing occupations that are in-demand, experiencing growth, and have living wages. Specifically, the formula set by the quantitative group:

1. Entry Annual Wages OR Median Wages (25%)
2. Occupational Demand (50%)
3. Growth Rate (25%)

Importantly, the business members of the workgroup emphasized the importance of occupational demand and giving it more percentage weight above the other elements. The list of key occupations was then connected to their respective industry sectors. The quantitative workgroup reviewed various ranking methods in the review process (i.e. incorporating location quotient) and ultimately settled on the fact that all methods lead to similar sector output.

Once the quantitative workgroup agreed on the formula and the data derived, the work of the qualitative workgroup began. The qualitative workgroup consisted of statewide



education and training organizations that not only administer various training dollars, but also understand industries that may be experiencing growth in the future not yet reflected in data.

Example Occupations

1. Healthcare

- a. Registered Nurse
- b. Medical and Health Services Managers
- c. Nurse Practitioner
- d. Substance Abuse, Behavioral Disorder and Mental Health Counselors
- e. Clinical Laboratory Techs

2. Manufacturing and Logistics

- a. Assemblers and Fabricators
- b. Inspectors, Testers, Sorters, Samplers and Weighers
- c. Machinist
- d. Industrial Production Managers
- e. Heavy and Tractor-Trailer Truck Drivers

3. Construction

- a. Construction Laborers
- b. Carpenters
- c. Electricians
- d. Plumbers, Pipefitters and Steamfitters
- e. Project Management Specialists

4. Education

- a. Elementary School Teachers
- b. Secondary School Teachers
- c. Middle School Teachers
- d. Educational, Guidance and Career Counselors and Advisors
- e. Postsecondary Teachers

5. Professional, Scientific and Technical Services

- a. Software Developers
- b. Management Analysts
- c. Paralegals and Legal Assistants
- d. Computer User Support Specialists
- e. Market Research Analysts and Marketing Specialists

Impact and Future Review

Identifying these sectors allows Kentucky to focus time and investment into growing the opportunities in industries and occupations that are in high demand, are experiencing growth and pay living wages. Investment in these sectors and occupations go beyond the Workforce Innovation and Opportunity Act (WIOA) as the Kentucky workforce development ecosystem operates in a collaborative and strategic direction.

The five in-demand sectors provide a statewide lens, while local workforce development boards can incorporate an additional two sectors that are reflective of their local economies.

In addition to adopting the top five in-demand sectors, the KWIB voted to incorporate a review process every five years utilizing the two-phase approach of quantitative and qualitative review.

Kentucky Workforce Innovation Board

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