

Simplification Action Steps

Action Item	Priority #	Quick Hit	Big Idea	Public Visibility
Certified LWIBs				
Branding/Identity	2	✓		✓
Certified One Stop Centers	3t			✓
User Friendly On-Line	1	✓		✓
Partner for Success	4			
Alphabet Soup	3t	✓		
Statewide Reserve Investments		✓		
Eligible Trainers				
Case Manager Policy				

Action Step**User-Friendly On Line Services****Description**

Completely overhaul Kentucky's workforce development on-line service delivery by improving and expanding web-based tools and services. In order to create an on-line user-friendly environment for all customers, the new approach will include a single point of entry or front door for both employer and employee customer groups. This portal should be designed around the themes of Kentucky's rebranding strategy and easily guide each user to the appropriate services with intuitive navigation features.

One of the cornerstone web tools employed by the system is "e3", the commonwealth's employment, education, and economic development application. Research during the planning process has revealed that the name "e3" is not widely known by customers and has not been promoted to employers or job seekers effectively. Investments in this system have been significant over the years. However, without an aggressive outreach program, the return on this investment is not likely to improve.

Enhancements to the "e3" application to position the tool to be competitive with pay sites like Monster.com and careerbuilder.com are planned or underway, including an enhanced job/job seeker portal and automated on-line job search and job scout services.

Other improvements recommended to the system's on-line tools include: web-based eligibility reviews for unemployment insurance claims, redesign of agency web-sites to conform with a new branding architecture, on-line improvements for employers applying for Work Opportunity Tax Credit, continuous upgrades to create a virtual one stop, and update of the commonwealth's Employ Kentucky Operating System user policy to make user access consistent throughout the system.

In all cases, improvements to any part of the system must employ the same principles of user-friendly, intuitive interfaces, using plain English and providing interactive features. Web sites within the system must also be redesigned to build consistency in navigation, language, graphic identity, and basic features, such as site index, contact us, about, etcetera.

Strategic Benefit

Simplifies on-line services and focuses on innovative user-friendly applications

Increases the awareness and use of online job matching and training services

<p>Increases use of job portal (E3) by employers and jobseekers</p> <p>Reduces confusion and information overload for those unfamiliar with the system</p>	
<p>Nature of Change</p> <p>This change will require a project champion within the cabinet and the IT department of the cabinet. Developing consistency may require some offices or agencies to be flexible and re-examine their on-line tools and services.</p>	<p>Cost</p> <p><\$1 million</p>
<p>Implementation Timing</p> <p>Work will begin immediately and make require 1-2 years to complete. Maintenance and continuous updates and enhancements will be required to remain competitive.</p>	<p>Responsible Party(ies)</p> <p>Governor's Office Secretary of Education and Workforce Development Commissioner of Workforce Investment Division of Technology Services</p>
<p>Consequences of No Action</p> <p>Kentucky will continue to invest in a system (e3) which offers little return for either employers or jobseekers. Productivity and efficiency will suffer and Workforce staff will have less time to focus on customers' real needs if they are occupied helping clients complete tasks which could easily be automated.</p>	
<p>Benefit to Local Areas/Clients</p> <p>Local workforce staff will have better tools and services to offer employers and jobseekers. Time spent completing manual tasks can be freed up to focus on customers and their actual needs.</p> <p>More automation in the system should result in short lines and wait times in one stop centers by making many applications available to customers 24-7 on-line.</p>	
<p>Potential Obstacles</p> <p>Buy-in across the system at many levels will be required. Resources to aggressively promote on-line tools and services will also be required.</p>	<p>Transparency/Accountability</p> <p>Benchmarking the sue of existing sites and comparing to use following upgrades and promotion should indicate the return on investment being achieved.</p>
<p>Additional Comments</p> <p>Upgrades to services currently underway should continue, with an understanding that modification to conform with a rebranding strategy will be required once that identity has been adopted.</p>	

Best Practice

The states of Illinois and Louisiana employ user-friendly front doors or portals to triage visitors based on who they are and what they want to accomplish.

State of Illinois Workforce Development
www.illinois.gov/workforce/

Governor Pat Quinn
Jobs, Development, Incentives
Putting People to Work

I am ...

- a Parent: "I'm looking for a new job for myself or my child. I...."
Please select... [Go]
- a Job Seeker: "I am unemployed or underemployed. I..."
Please select... [Go]
- a Veteran
- Disabled
- Unemployed
- a Small Business Owner: "I'm looking to hire new employees or want to locate or expand my business in Illinois. I..."
Please select...
Please select...
want to know more about the Illinois labor market
want to post a job with the skills that it requires
want information on starting and growing a business
want to know what work force development resources the state offers
am looking for recruiting resources
am looking for training resources
want to know what tax incentives the state offers for hiring new worker or helping me buy new equipment
want to know what small business resources the state offers
- an Employer

Home

State Links

Search Illinois
[Search Tips]

LOUISIANA WORKFORCE COMMISSION
Solutions that work.

GET INVOLVED

Search laworks.net [SEARCH]

Online Services | Local Offices & Services | Unemployment Insurance
Career Solutions | Business & Career Solutions Ctr | Workforce Development
Louisiana Virtual One Stop | Labor Market Information | Workers' Compensation
Louisiana Youth Works | Workforce Investment Council | Procurement Opportunities

HOME ABOUT US WORKERS BUSINESSES DOWNLOADS CONTACT FAQs

WORKERS
Find a Job
Post Your Résumé
File for Unemployment
+ MORE
Resources for State Employees

BUSINESSES
Incumbent Worker Training
Post a Job
Workers' Compensation
+ MORE

Go From Help Wanted to Help Found
Our online resources connect trained workers with available jobs - [Learn More](#)

SPECIAL EVENTS
LRS Integration
JOB FAIRS & EVENTS
Federal Stimulus Info
WORKFORCE PARTNERS

GROWING GREEN
LWC is leading a joint effort researching new and emerging "green" technology jobs in Louisiana and Mississippi. + MORE

NEWS
Important Notice: Emergency Unemployment Compensation Benefits
Unemployment Insurance Claims Report April 9, 2010
Unemployment Insurance Claims Report April 5, 2010
+ MORE NEWS

Minnesota Department of Employment and Economic Development

From their 2009 Annual Report

The agency launched its new Web site at www.PositivelyMinnesota.com in December, unveiling a new site that is better organized and easier to navigate.

“Before we began developing the new site, we conducted usability testing with actual users—job seekers, businesspeople, site selectors and local government officials,” said Laura Winge, the agency’s creative director. “They all told us the old site was too confusing.”

Presenting DEED and its programs in a comprehensive yet understandable package online can be difficult. DEED has more than 50 programs, handling everything from veterans issues to employment data to services for people with disabilities. The Minnesota Trade Office, Unemployment Insurance Program, Minnesota WorkForce Centers and Public Facilities Authority all fall under the umbrella of DEED.

How, then, to keep the Web site simple? The solution was to organize the site based on user needs. The home page features three main tabs—one for job seekers, one for businesses and one for local governments.

Customers can easily navigate to pages of greatest interest to them, and bypass information that is irrelevant.

All of the new site’s sections and pages are organized in the same way, providing a uniformity of user experience. That uniformity also extends to local WorkForce Center Web sites, which had varied greatly in their design, content and organization.

A customer who is starting his own business was so impressed with the new site that he wrote DEED to extend his thanks. “The layout of the Web site is very easy to use,” he said. “I can always find what I need very quickly without hassle, and the contained documents are clear, concise and thorough—a difficult balance to achieve.”

The screenshot shows the homepage of the Minnesota Department of Employment and Economic Development website. At the top, the logo reads "POSITIVELY Minnesota" with the full name "Department of Employment and Economic Development" below it. To the right of the logo are links for "Text Only", "Type Size", "Email Page", "Print Page", and "RSS". Below the logo is a search bar with a dropdown menu set to "Entire Site" and a "Go" button. A navigation bar contains tabs for "JOB SEEKERS", "BUSINESS", and "GOVERNMENT", along with links for "Programs & Services", "Data & Publications", "Calendar of Events", "About Us", and "Contact Us". The main content area features a large banner with an image of the Minnesota State Capitol and the text: "Minnesota Department of Employment and Economic Development. Other states talk, big but deliver small. We're big on deeds. See [Why Minnesota](#) is positively the best place to live, work and do business." Below the banner are three columns of content: "FOR JOB SEEKERS" with links for "Recently Unemployed", "Find a Job", "WorkForce Centers", and "More Options..."; "FOR BUSINESS" with links for "Starting a Business", "Managing a Business", "Locating in Minnesota", and "More Options..."; and "FOR LOCAL GOVERNMENT" with links for "Financial Assistance", "Shovel Ready Site Certification", "Business Subsidy Reporting", and "More Options...".

Action Step

Branding/Identity

Description

The current identity of Kentucky's workforce system consists of an alphabet soup of acronyms for agencies and programs which have little or no meaning to the customers we serve. Our one stop career centers are known primarily as "the unemployment office" because of the location of many of these centers in state-owned buildings built in the middle of the last century or to a lesser extent by a variety of names given by local boards in a well-meaning attempt to rebrand the facilities at the local level. Our on-line tools and services are a patchwork of sites which lack a cohesive identity and functionality and are accessed through a complex web of links and search parameters.

A comprehensive rebranding initiative to address the architecture of the entire system including one stops, on-line services, and other public interfaces is required to achieve a positive return on the commonwealth's investment in the system.

The rebranding action item must include establishing the system's foundational elements or values such as:

- quality of customer service
- user-friendly tools
- consistent case management,
- standard menu of services
- etcetera.

In developing the architecture of the system, flexibility for local adaptation must also be considered.

While a unifying and easily identifiable name, logo, message are important communication and marketing tools, these must be developed in support of the overall goals of Kentucky's strategic plan and should enhance the experience for our customers.

Just as a chain restaurant like McDonalds is readily identifiable and promises a consistent experience and expectation of a certain level of quality, so to the identity of the workforce system manifests itself in the facilities and service delivery points where customers interface with services.

Our facilities must be updated and upgraded to ensure that our business and jobseeker customers feel comfortable conducting business with us and realize the value of the services we provide. The involvement of the private sector in re-imagining the physical spaces where we conduct business is critical to achieving a successful return on investment in physical improvements.

Strategic Benefit

Transforms the identify of the “unemployment office”

Increases the awareness and use of online job matching and training services by unifying promotional efforts

Increases the use of our job portal (E3) by employers and jobseekers with increase promotional activity

Reduces confusion for those unfamiliar with the system by simplifying the message and increasing the efficiency of statewide outreach

Increased communication among all service delivery points will be achieved by unifying them under one brand

Nature of Change

This change will require repositioning of all elements of the system and will have impacts at both the state and local levels

Cost

Rebranding consultant and identity development – estimated \$150,000
Additional funding will be required to implement the recommendations of the consultant (signage, printed materials, etc.)

Implementation Timing

Rebranding rollout in Fall of 2010 with on-going activities continuing for 1-3 years.

Responsible Party(ies)

Governor’s Office
Kentucky Workforce Investment Board
Local Workforce Boards

Consequences of No Action

Kentucky will continue to fund a patchwork of tools and programs which have limited opportunity to achieve the maximum return on investment due to splintered outreach efforts, a confusion of identities and well-meaning professionals operating in isolated silos.

Benefit to Local Areas/Clients

Jobseeker and employer customers will benefit from a user-friendly system that is memorable, easy to identify and of dependable quality. Attracting business clients as new or return customers will benefit those seeking jobs and new opportunities.

Local boards will benefit by becoming part of a larger effort to unify the system, increase awareness and expand the customer base through statewide promotional activities.

Potential Obstacles	Transparency/Accountability
<p data-bbox="228 306 808 474">Local boards have made significant investments over time to develop their own unique identities. Flexibility to allow for local adaptation to a state brand is critical to success.</p> <p data-bbox="228 506 808 600">A strong commitment to marketing the rebranded system will be required.</p>	<p data-bbox="813 306 1393 432">The involvement of stakeholders at the state and local level will be necessary to achieve the buy-in that will determine success.</p>

Action Step**One Stop Certification****Description**

In order to assure the highest possible return on investment for a common branding identity across the state, clients must be able to depend on a baseline level of consistency in the services delivered as well as the point of delivery for those services.

Kentucky's one stop system should take a cue from chain and franchise businesses operations such as McDonalds restaurants. While each individual outlet can reflect the character of the local community, customers can always depend on certain standards in terms of graphic identity, menu of products, convenience of location, customer service, and quality of place.

The Kentucky Workforce Investment Board will establish a policy framework to serve as the baseline standards of a one stop center in the Kentucky workforce system. This framework may address: menu of services, presence of partner agencies, quality of place, facilities to serve employer as well as employee clients, graphic identity, trained staff, compliance with data entry and reporting requirements, and others. The policy structure could be based on a private sector quality framework, such as the Malcolm Baldrige model (see below) to build and maintain quality.

As local workforce boards undertake the certification process there will be an opportunity for centers to be certified at silver, gold and platinum levels. This framework is intended to motivate one stop managers and local boards to innovate and constantly strive for improvement.

Financial incentives such as investment of statewide administration funding for improvements and access to statewide reserve funds could be tied to certification levels and plans for improvement to a higher level.

Strategic Benefit

Develops benchmarks and base-line standards for consistency within the system (physical, program and customer service) while allowing for local and regional adaptation

Increases awareness within the system that "clients" of the workforce system, include those with jobs to fill as well as those seeking a job

Encourages one stop operators to create facilities which serve as a resource for employers to identify, screen, match, interview and prepare candidates for work

Requires customer service training to all service delivery staff

<p>Nature of Change</p> <p>This change represents a significant departure from the existing culture and will require the commitment of partner agencies and local boards to collaborate to achieve the highest return on investment.</p>	<p>Cost</p> <p>Costs associated with development of the policy framework can be covered by the administrative functions of the cabinet. Estimate for assessment of 31 centers, development of framework and implementation - \$300,000</p> <p>Costs associated with improvements to centers will vary dramatically and should be shared by partner agencies as well as local boards.</p>
<p>Implementation Timing</p> <p>This is a long-term project, implementation will be on going, but certification program should be established within six months of adoption of the system rebranding.</p>	<p>Responsible Party(ies)</p> <p>Kentucky Workforce Investment Board Education and Workforce Development Cabinet Office of Employment and Training Local Workforce Investment Boards One Stop Operators Partner Agencies</p>
<p>Consequences of No Action</p> <p>One stop centers will continue to be seen as “the unemployment office,” business and industry will not regard the system as having value in the way private sector employment services are regarded. Services will continue to be delivered in facilities that run the gamut of poor to excellent, reinforcing the inconsistency which undermines the investment in programs and services.</p>	
<p>Benefit to Local Areas/Clients</p> <p>Local areas will benefit by having a clear policy framework to guide their improvements as well as those of partner agencies. These new standards will provide local operators with leverage for collaboration and a basis for helping achieve equity in the distribution of responsibility for the success of the one stop centers.</p>	
<p>Potential Obstacles</p> <p>Although responsibility for achieving certification technically rests with the one stop operator, unless there is a clear mandate from the Governor and the Cabinet for equitable participation by all partner state agencies, local boards will be unduly burdened with achieving results</p>	<p>Transparency/Accountability</p> <p>All one stop centers will be listed along with their achievement level in all on-line and printed resources. Certificates or plaques suitable for display in the one stop will be provided upon certification and advancement to higher levels.</p>

without the ability to influence the means.	<p>Access to statewide reserve funds and use of administration funding may be used as an incentive for achievement and progress toward improvement.</p> <p>The KWIB will review annual status reports as a means of oversight for the program.</p>
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Best Practice

**The Malcolm Baldrige National Quality Program
Excellence is a Journey, Not a Destination**

Organizations everywhere are looking for ways to effectively and efficiently meet their missions and achieve their visions. Thousands of organizations use the Baldrige Criteria for Performance Excellence to guide their enterprises, improve performance, and get sustainable results. This proven improvement and innovation framework offers each organization an integrated approach to key management areas:

- Leadership
- Strategic planning
- Customer focus
- Measurement, analysis, and knowledge management
- Workforce focus
- Process management
- Results

Improving Performance

The Baldrige Criteria can be adapted to fit unique challenges and cultures and help evaluate performance, assess where improvements or innovation are most needed, and get results. Participants in the Baldrige program are part of a national effort to improve America's performance and its competitive standing in the world.

Thousands of organizations of all sizes in every industry use the Baldrige Criteria, including:

- Large, Fortune 500 companies, including Boeing Aerospace Support, The Ritz-Carlton Hotel Company, Caterpillar Financial, and Motorola CGISS
- Small businesses, such as PRO-TEC Coating Company, which provides coated sheet steel to the U.S. auto industry; privately-held MESA Products, Inc.; and Branch-Smith, a family-owned, full-service printing company
- Large hospitals and hospital systems, like Poudre Valley Health System and SSM Health Care and single hospitals like Bronson Methodist Hospital
- Large and small schools and colleges, such as Iredell-Statesville Schools, Chugach School District, Richland College, and Pearl River School District

- Nonprofits and government entities, such as the City of Coral Springs and U.S. Army ARDEC

The Baldrige system criteria help organizations assess their improvement efforts, diagnose their overall performance management system, and identify their strengths and opportunities for improvement



New York State One Stop Certification Program

(adapted from *Guide to Certifying One-Stop Operators*, NYS Department of Labor in consultation with New York State Workforce Investment Board)

New York State established a quality-driven, comprehensive system of workforce development services, and access to services, that benefit all New York citizens. One way this was accomplished is a systemic approach in the development of one-stop operator quality standards and measures of excellence that are flexibly applied on the local level. The State Workforce Investment Board ensures consistency of quality across New York State's one-stop system by establishing a State-level certification of local One-Stop System and Center Operators. Achievement of State-level certification allows local Operators to benefit from the "WorkforceNY" statewide one-stop logo and marketing campaign and promotional materials. This "branding" of New York's one-stop system identifies local systems and centers which have attained State certification as those that have met the highest quality standards for the provision of workforce development services in their community. State certified Operators enjoy the benefits of brand recognition and will be able to easily customize marketing products to add their own area/center moniker and logo.

In the New York program, each local WIB must establish a one-stop operator certification process prior to applying for State level certification. In addition, the local WIB must have a written agreement in place with each one-stop operator in the local system. This written agreement provides a basis for accountability, clarity of roles and responsibilities, and promotes inclusion of partners and integration of services. Consistent with the WIA principles of universal access, customer choice, increased accountability, and strong private sector involvement, the local certification process must also advance quality improvement methods, customer satisfaction measures, and staff development.

State level certification uses the locally developed quality standards and criteria as its foundation. In addition to a paper review, State-level site visit teams are dispatched to verify required elements, partner involvement, service integration and other quality indicators. If any elements are missing or found to be inadequate, feedback and technical assistance are provided to bring the operator up to the level required for State certification. Once State certification has been achieved, it is valid for two years from the date of award. Local WIBs may apply for recertification on behalf of their operators six months prior to expiration. Listed below are the steps involved in achieving State-level certification.

Step 1: The Local WIB develops a written One-Stop Operator certification process and submits it to the NYS Department of Labor as staff to the State WIB. The local certification process may be transmitted for review prior to OR at the time of application for State certification of the local One-Stop System/Center Operator(s). Technical assistance will be provided as requested.

Step 2: The Local WIB submits an application for State certification of locally certified One-Stop System/Center Operator(s) to the state.

Applications will be accepted on a continuous basis and may be submitted for individual One-Stop Center Operators as they become locally certified or may be submitted for a One-Stop System Operator overseeing more than one One-Stop Center. In either case, all One-Stop Centers under the responsibility of the One-Stop Operator must be locally certified prior to submitting an application for State certification.

The application package must include:

- copy of local certification process (unless previously submitted)
- completed State certification application form
- signed Attestation page asserting that One-Stop Operators have met local criteria
- signed Non-Compliance Policy stating local WIB Chair has read and understands consequences of non-compliance
- copy of local WIB/One-Stop Operator Agreement

Step 3: Once an application has been reviewed, a site visit will be scheduled to include members of the local Board, the One-Stop

Operator and other individuals as appropriate. Site visits will be conducted by a team consisting of staff to the State Board and state agency workforce development partners. Generally, site visits will cover the areas listed below; however, more specific information will be given prior to the actual visit:

- Customer flow
- Administrative systems
- Service and resource integration
- Information technology systems
- Business services
- Quantitative and qualitative measures
- Financial systems
- Facility

Step 4: The site visit team will provide written feedback to the local WIB which will result in either Certification or provision of technical assistance.

Step 5: The site visit team will make annual visits to assist the local WIB in identifying improvement opportunities, training and technical assistance needs. These visits will be prearranged with local WIB Chairs. In addition, unannounced, "secret shopper" visits will take place randomly during the term of certification in order to gauge performance from a customer's point of view. Local WIB Chairs will receive a written feedback report after both the pre-arranged visits and the secret shopper visits. Additional details will be distributed to Local Board Chairs regarding how the secret shopper reviews will be conducted, the components the shoppers will focus on, and the evaluation process that will be used.

Step 6: A local WIB may apply for recertification of its system/center operator(s) six months prior to expiration of State certification. Local WIBs must ensure that all operators seeking recertification have continued to meet or exceed the local level certification criteria.

Action Step	
Alphabet Soup	
Description	
<p>The use of acronyms in many government systems has become a confused jumbled mess of letters leading to confusion and the creation of exclusive languages; the workforce system is no exception.</p> <p>When a system's purpose is to serve clients, be they business and industry leaders, or workers who are un or under-employed, communications must be inclusive and employ terms which can be quickly and clearly understood by all.</p> <p>All communications intended for public or customer consumption should be free of all but the most common abbreviations and acronyms, such as USA, GED, IRS. In no instance shall system acronyms appear in a communication with a client, electronic or printed, without a definition of the acronym upon first reference.</p> <p>The following acronyms may be common to those engaged with the workforce system on a daily basis, but are not within the basic lexicon of our clients and should be avoided in their abbreviated form: UI, TANF, WIA, WIB, DOL, ETA (unless you mean estimated time of arrival), DW, TABE, AE, ATC, OET, OCTE, OFB, OVR, NEG, etcetera.</p>	
Strategic Benefit	
<p>Increases understanding by clients</p> <p>Simplifies online services and focus on innovative user-friendly applications</p> <p>Reduces confusion and information overload for those unfamiliar with the system</p>	
Nature of Change	Cost
Change will require scrubbing of all existing online resources and monitoring of all new communications tools	None
Implementation Timing	Responsible Party(ies)
This will be an on-going effort but can begin immediately.	Everyone who writes or approves any communication material for client or public consumption.

Consequences of No Action

As more programs are added to the system, so too the number of acronyms increase exponentially. Currently, levels of frustration by clients, the public and even those within the system will lead to missed opportunities because of poor communications.

Benefit to Local Areas/Clients

Better understanding should lead to better results in performance as well as participation by volunteer board members, who may not have the interest or time to learn a new language.

With a better understanding of programs and funding tools communicated in plain English, clients will have better opportunities for success.

Potential Obstacles

Old habits are hard to break
Partner organizations should be encouraged to buy-in to this approach as well.

Transparency/Accountability

State and local review of materials prior to publication or posting.

Additional Comments



Office of Origin: A/LM/OPS
Announcement Number: 2007_02_047
Date of Announcement: February 6, 2007

Washington Logistics Center Division - Name Changes and New Office Acronyms

Effective immediately, the Office of Logistics Management's Washington Logistics Center Division (A/LM/OPS/WLC) will be known as the Secure Logistics Division (A/LM/OPS/SL).

The Washington Distributions Branch (A/LM/OPS/WLC/WDB) will be known as the Warehouse Branch (A/LM/OPS/SL/W). The Motor Vehicle Branch acronym is now A/LM/OPS/SL/MV and the Management Operations Branch acronym is A/LM/OPS/SL/MO.

Please direct any questions to A/LM/OPS/SL's customer service office via email at SpringfieldWarehouse@state.gov.

This is an actual memo from the state department redefining its acronyms.

According to acronymfinder.com, there are more than 8 million acronyms in use throughout the world.

The site lists 34 possible meanings for UI, 14 for WIA, 142 for ATC, and 8 for OET (not one of which is our Office of Employment and Training).

Action Step	
Partner for Success	
Description	
<p>Within the Kentucky Department of Workforce Investment there are four offices that have meeting the needs of employers, individual training and job placement as a primary focus. There are also opportunities to partner effectively with agencies outside the Department as well, including adult education, housing, economic development, etc.</p> <p>This initiative will establish an Achieving Success Together team to identify areas of common services and complementary services. This team will be composed of individuals from all levels of the Department's organization. Once those critical services have been identified, this internal group will look at ways to increase efficiency and effectiveness by simplifying service delivery driven by the employer customer and the individual consumer vantage points. This is expected to impact reporting, monitoring and performance outcomes as well.</p> <p>Some early opportunities for collaboration are being explored such as the Microsoft Information Technology Academy, career coaches in the Area Technology Centers, and Work Now Kentucky. This could pave the way for state level memorandums of understanding for infrastructure costs for state agencies in One-Stops, solutions-based approach to business services, joint policy guidance to the field, integrated case management and cross-training of staff.</p>	
Strategic Benefit	
<p>Moves the Commonwealth from a confederated set of agencies to a unified system focused on investment in workforce. Streamlines service delivery to employer and individual customers. Leverages resources and shares credit for outcomes. Provides opportunities for individuals at all levels of the system to take ownership in the vision, direction and return on investment made by the department.</p>	
Nature of Change	Cost
Policy, administrative and operational changes.	Expenses - \$10,000
Implementation Timing	Responsible Party(ies)
Identify the team (1 mo) Conduct a department summit (3 mo) Develop the action plan (1 mo) Begin implementing the action plan (6 mo)	Commissioner of Workforce Investment Agency Heads Achieving Success Together Team

Consequences of No Action	
Continued examples of disjointed policy and service delivery in the Commonwealth for employer and individual customers will limit the opportunity to achieve a better return on investment.	
Benefit to Local Areas/Clients	
More efficient and effective service delivery based on employer and individual customer feedback. A greater sense of teaming among one-stop based staff will provide customers with a more unified, goal-oriented seamless system.	
Potential Obstacles	Transparency/Accountability
Myths around the ability to leverage resources as well as turf issues.	

<p>Action Step Beyond Measure: Statewide Reserve Investments</p>	
<p>Description</p> <p>Establish conditions for access to statewide reserve funding that encourage implementation of strategic priorities by local workforce boards and partner agencies, promise an increased return on investment, and promote innovation in the delivery of services to customers of the system.</p> <p>A policy statement developed by the Kentucky Workforce Investment Board and approved by the Governor will focus on smart investment of these limited resources on financing projects and programs that align with the state's goals. The policy will outline the purpose of the funding, eligibility requirements, application contents and criteria, and create a competitive process to level the playing field and focus each investment.</p> <p>Additionally, when statewide administration funds are used to make improvements which benefit local facilities and service delivery, criteria to assure these investments are also in alignment with state strategic goals should also be employed.</p>	
<p>Strategic Benefit</p> <p>Reduce ad-hoc decisions by creating a strategic process for investment of statewide funding</p> <p>Incentive for local and partner buy-in that is not tied to the common performance measures for program funds</p>	
<p>Nature of Change</p> <p>An administrative policy statement will define the criteria for access to statewide reserve funding.</p>	<p>Cost</p> <p>None</p>
<p>Implementation Timing</p> <p>This is a short-term implementation step and should be accomplished in 2010.</p>	<p>Responsible Party(ies)</p> <p>Governor's Office Kentucky Workforce Investment Board Education and Workforce Development Cabinet</p>
<p>Consequences of No Action</p> <p>Investment decisions made on an ad-hoc basis without established criteria tied to strategic goals will limit the ability of Kentucky to implement its strategic vision and</p>	

achieve the best return on investment for our clients.

Benefit to Local Areas/Clients

Each local area and partner organization will be assured of a level playing field as they compete for funds. Awards from the statewide reserve will be made on the basis of established criteria that support the realization of the vision.

Potential Obstacles

Political will to adhere to the requirements of the policy

Transparency/Accountability

Criteria established will include reporting requirements.

Recommendations for investment decisions will be made by a committee that includes subject matter experts, technical staff and representatives of the private sector.

Action Step	
Case Management	
Description	
<p>One of the cornerstone elements that local workforce directors agree should be part of the branding architecture for Kentucky’s workforce system is a consistent approach to case management. To achieve this level of service and unify the approach across the system, case managers will be required to attend training and professional development on a continuing basis.</p> <p>Training should be developed which will elevate case management principles and approaches akin to those used in the private sector by employment search firms. This training is foundational to specific programmatic training for each service discipline.</p> <p>Case management staff should be trained, and possibly credentialed, through a training provider to be contracted by the Office of Employment and Training. This training should be available for frontline staff of partner organizations as well.</p>	
Strategic Benefit	
<p>Transforms the identify of the “unemployment office”</p> <p>Reduces confusion and information overload for those unfamiliar with the system</p> <p>Increases communication among all service delivery points</p>	
Nature of Change	Cost
<p>This change to the system will require buy-in at the local and individual levels in order to produce a team of case workers who provide consistent approaches to service across the system</p>	<p>Phase 1 of Training - \$50,000</p>
Implementation Timing	Responsible Party(ies)
	<p>Office of Employment and Training One Stop Managers</p>
Consequences of No Action	
<p>Case management throughout the system will remain inconsistent and not contribute to the implementation of the state’s vision. Rebranding efforts will lack the foundational support of consistent service delivery required for success.</p>	

Benefit to Local Areas/Clients

Clients will receive case management services delivered with consistency by trained professionals.

Potential Obstacles

Funding and time commitments required for training and continuing education/professional development

Transparency/Accountability

Case managers will be required to receive training and professional development/continuing education

Action Step

High Performing Local Workforce Investment Boards

Description

In order to assure the effectiveness of local workforce boards and enhance the strategic nature of these boards, a technical assistance and recognition program will be developed based on an assessment of the following:

- The LWIB is effectively using current information to guide policy and investments.
- The LWIB is investing resources to promote the development of skills and career ladders in the commonwealth's High Priority Occupations.
- The LWIB has developed partnerships in key targeted industry sub-clusters and is developing innovative approaches to improve their competitiveness.
- The LWIB has a clear strategic direction and has aligned relevant regional resources to that direction.
- The LWIB has both a broad-based and a targeted cluster-linked integrated business services plan.
- The LWIB is ensuring that its One-Stops provide excellent and fully accessible services to both employers and job seekers.
- The LWIB has established a youth strategy aligned with the regional and the commonwealth's high priority occupations.
- The LWIB maintains sound fiscal practices, develops the budget with Board member's input and the budget process ensures that WIA investments are aligned with the strategic direction established by the Board.
- The LWIB is in compliance with the negotiated requirements of the quantitative and qualitative measures in the commonwealth.
- The LWIB is structured, staffed, and funded so that it can carry out its oversight and strategic roles in the local area. The Board itself is industry driven and the membership composition is reflective of vital existing and emerging industries.

A consultant will provide an initial high-performance analysis. A technical assistance and recognition program will be developed based on those findings.

<p>Strategic Benefit</p> <p>Local boards are in direct control of a large percentage of the workforce investment resources, assuring that they are active and engaged in assuring the desired return on that investment will help realize the Commonwealth's vision.</p>	
<p>Nature of Change</p> <p>This is a new initiative to provide direct assistance to local boards and staff</p>	<p>Cost</p> <p>Assessment and development of the certification program - \$200,000</p> <p>Technical assistance to be provided as required and funded by Local Workforce Boards on a fee basis.</p>
<p>Implementation Timing</p> <p>Initial analysis and report by outside consultant in 2010</p>	<p>Responsible Party(ies)</p> <p>Kentucky Workforce Investment Board Local Workforce Investment Boards Department of Workforce Investment</p>
<p>Consequences of No Action</p> <p>Local boards will continue to operate with no clear level of performance expectations from the state. Some will operate efficiently and effectively, while others will languish and have little direction for making important investment decisions.</p>	
<p>Benefit to Local Areas/Clients</p> <p>Local areas will have a tool to use to measure their effectiveness and provide guidance for strategic direction. Following the best practice model described above will help assure local customers that investment decisions are based on defined strategies and sound data.</p>	
<p>Potential Obstacles</p> <p>Less effective boards may resist or reject findings of constructive criticism and recommendations for improving investment performance.</p>	<p>Transparency/Accountability</p> <p>This action step in and of itself is a means of helping local boards establish their accountability for directing the investment decision within their regions.</p>
<p>Additional Comments</p> <p>This action item is intended as a tool to improve performance.</p>	

Action Step		Eligible Trainers	
Description			
Overhaul the Eligible Trainer Provider List process and eligibility criteria to reinforce priorities around high demand occupations, sustainable wages and career ladder goals.			
Strategic Benefit			
Ensure the training dollars provided meet the needs of business and industry, provide a livable wage for workers and support the regional and state economy.			
Nature of Change		Cost	
Develop a new statewide eligible training provider policy and redesign the state and local process to support that policy.		Programming - \$10,000	
Implementation Timing		Responsible Party(ies)	
Examine best practices around the process (1 month) Draft the new policy for KWIB review and approve (1 month) Retool the process (3 months) Train state and local staff (3 months)		Kentucky Workforce Investment Board Office of Employment and Training Division of Workforce and Employment Services	
Consequences of No Action			
Training resources may not be strategically invested based on state and regional business needs or economy demands. Job seekers may not be trained in high demand, high growth occupations limiting their economic potential.			
Benefit to Local Areas/Clients			
Individuals that receive training will be equipped to meet employers' needs in their regional economy.			
Potential Obstacles		Transparency/Accountability	
Resistance to an expanded state role in the Eligible Trainer Provider List process.		Ensure that taxpayer resources are being invested in high demand, high growth occupational training	