

**A Brief History of  
Workforce Development in Kansas**

**Update Through June 2007**

Prepared by



*June 2007*





632 S.W. Van Buren, Suite 100, Topeka, Kansas 66603  
(785) 296-1460 • fax (785) 296-1463  
www.kansasinc.org • ksinc@ink.org

**Stan Ahlerich, *President***

This update to *A Brief History of Workforce Development in Kansas* provides information on the workforce development occurrences across the state from the last few years. It covers a few initiatives from 2005 not included in the previous report and continues through June 2007. Please note that most 2005 initiatives appear in the original report and the ones included here are additional. Some of the entries are annual reports and others are one-time studies or initiatives, most are relevant statewide, however, a few are regionally concentrated.

This publication seeks to provide ongoing details regarding: workforce development research, recommendations, initiatives, and changes to the workforce development system in Kansas. The previous report, *A Brief History of Workforce Development in Kansas* can be found online at [www.kansasinc.org](http://www.kansasinc.org). Hardcopies of reports can be obtained by contacting Kansas, Inc. at [ksinc@ink.org](mailto:ksinc@ink.org) or 785-296-1460.

Workforce development is a complex issue that spans many agencies and program. An effort was made to include the most relevant and pertinent information for workforce development initiatives over the past few years. This report will be updated periodically as significant changes occur within the workforce development system in Kansas.

We hope you will find this publication to be of value to you in the course of your work.

Respectfully,

Stan R. Ahlerich  
President

*Paid for with taxes or public funds*



## **EXECUTIVE SUMMARY**

---

This report is an update to *A Brief History of Workforce Development in Kansas*, published in June 2006. It includes ongoing details regarding workforce development research recommendations, initiatives, and changes to the workforce development activities in Kansas. The update contains information from 2005 and continues through the present (June 2007). Some of the publications and events included occur annually, whereas others are one-time studies or initiatives. Though most of the entries apply statewide, a few are region specific initiatives.

A few of the highlights in this update include:

Investments in Major Projects and Comprehensive Training (IMPACT) – This Kansas Department of Commerce program continues to be used to promote business expansion and location within the state. Several changes have been made to this program to make it less restrictive including allowing for a larger percentage of withholdings tax to be used for major project investments.

Kansas Technical Schools – The **Kansas Technical College and Technical School Commission** was formed in 2006 and recommended an increase in funding, change in the funding formula and governance changes in their report to the 2007 Legislature. The Commission was extended until December 2008. By recommendation of the Commission, the **Postsecondary Technical Education Authority** was created to coordinate and review existing programs and funding and to develop benchmarks and accountability indicators for postsecondary technical education programs.

Statewide Discussions – Two statewide discussions were held in conjunction in January of 2007. The **Kansas Workforce Summit**, sponsored by over 20 Kansas organizations, made several recommendations regarding improving workforce development in Kansas. The Midwestern Higher Education Compact's multi-state initiative held the **Kansas Education to Workforce Roundtable** where they discussed the linkage of education systems and providers to the current and future workforce.

Workforce Investment Act (WIA) – In September of 2006, the **Kansas Legislative Post Audit, Workforce Development: Reviewing the Use of Workforce Investment Act Moneys in Kansas**, was released. It made several recommendations regarding expenditures and monitoring efforts. The Joint Committee on Economic Development encouraged the Department of Commerce to solicit help on the federal level to make needed improvements to WIA, as well as improve on various local and state fronts. The **WIA State Plan** was renewed for the period July 1, 2007 through June 30, 2009 with few minor changes from the previous strategic plan.

Workforce Innovations in Regional Economic Development (WIRED) – The U.S. Department of Labor grants are used to assist in building a globally competitive and prepared workforce. They were awarded to the **Greater Kansas City Area** during 2006 in the amount of \$15 million and to the **Wichita** area during 2007 in the amount of \$5 million.

## **INTRODUCTION**

---

Kansas, Inc. was created by the 1986 Legislature to provide economic development research and analysis with the goal of crafting policies and recommendations to ensure the state's ongoing competitiveness for economic growth. Kansas, Inc.'s serves an advisory role to the Governor, members of the Legislature, the Secretary of Commerce and the general public. In concert with these goals, *A Brief History of Workforce Development in Kansas* was published to meet a perceived need to have further information and resources on the current workforce development system. This update continues with information through June 2007.

The previous report, *A Brief History of Workforce Development in Kansas*, published June 2006, concluded with an explanation of the new organizational structure of the Kansas Department of Commerce. Kansas 1<sup>st</sup> was the term used to describe the major shift of programs from the Kansas Department of Human Resources to the Department of Commerce. The shift in structure caused a shift in focus from supply side (employee-related) to demand side (employer-related) programs. The initiative strove to create an integrated, seamless, and market driven workforce development system.

Since that time, the Kansas 1<sup>st</sup> terminology has been phased out in its use to define the organizational unit of workforce development. These same programs are now housed under the Workforce Development Division of the Kansas Department of Commerce.

## **TIMELINE AND INVENTORY OF WORKFORCE DEVELOPMENT INITIATIVES IN KANSAS**

---

### **2005 – Kansas Career and Technical Education Resource Center (KCTERC) – *The Top Health Care Job Opportunities in Kansas***

The publication outlines the top health care profession jobs that require training equivalent to one year of postsecondary training up to graduate degree qualifications. It includes the hourly

and annual wages, the employment projections and annual job openings. It also lists opportunities in Kansas for training in health care occupations.

### **2005 – Kansas Career and Technical Education Resource Center (KCTERC) – *Job Opportunities in Kansas***

The publication contains information on 60 occupations that receive above average annual wages and do not require a baccalaureate degree. Additional criteria included projected increase of greater than 10 percent or 100 new jobs by 2010 and specificity of job function.

### **2005 – Kansas Department of Commerce – Investments in Major Projects and Comprehensive Training (IMPACT)**

The following legislative changes were made to the IMPACT Program:

- Include job retention as a qualifying business factor
- Increase from 90 percent to 95 percent allowable reinvestment of withholdings tax generated through a retention or expansion project over a 10-year period
- Allow projects to be located outside of a metropolitan area
- Decrease job retention requirement from 250 jobs to 100 jobs
- Eliminate the \$50.0 million capital investment requirement
- Allow for financing to be obtained by the Kansas Development Finance Authority without approval by the Governor's Council on Workforce Training and Investment
- Remove the restriction on the Secretary of Commerce to offer incentives for major project investments until July 1, 2006

### **2005 – Kansas Prosperity Summit**

The Summit brought together business leaders, policymakers, legislators and scholars with the goal of identifying ways to stimulate the Kansas economy, receive feedback from current programs and policies, and to strengthen regional

activities using partnerships with state resources.

The recent state accomplishments and initiatives included the Department of Commerce, Board of Regents, Local Workforce Investment Boards and other interested parties collaborating to produce an integrated market-driven system. The new system would create a single point of contact for businesses; address the workforce needs of businesses; integrate programs to promote job creation, retention and attraction; and ensure that all Kansans have meaningful employment opportunities.

**2006 – U.S. Department of Labor, Employment & Training Administration – OneKC Workforce Innovation in Regional Economic Development (WIRED) Grant**

In February of 2006, the Greater Kansas City Area was awarded a \$15 million WIRED grant payable over three years from the U.S. Department of Labor, Employment & Training Administration. The WIRED Initiative is designed to bring together local, state and federal entities, academic institutions, investment groups, foundations, business and industry to address the challenges associated with building a globally competitive and prepared workforce. The grant money was awarded to the OneKC regional economic development effort that was formed in 2003 by the Kansas City Area Economic Development Council and its partners in the 18-county bi-state area. The OneKC WIRED Initiative will coordinate economic and workforce development programs that are currently running independently into an integrated system that meets the regions current and future workforce needs.

The WIRED Initiative creates the OneKC Regional Workforce Advisory Committee that is comprised of business leaders, educational administrators, and representatives from the seven Local Workforce Investment Boards that encompass the bi-state Greater Kansas City Area. The coordination is aimed to form a common platform and brand to recruit and create a highly skilled regional labor market.

**2006 – Kansas Department of Commerce – Investments in Major Projects and Comprehensive Training (IMPACT)**

A legislative change was made to IMPACT that removes the restriction on the Secretary of Commerce to offer incentives for major project investments until July 1, 2008. The Act also gave the responsibility to promote and evaluate workforce development to the legislative economic development committees.

**2006 – Kansas Career and Technical Education Resource Center (KCTERC) – Promoting Non-Traditional Career Options and Opportunities**

This document addresses how to overcome traditional gender roles in the work place. It includes strategies for young women to gain access to and have success in non-traditional occupations. Sections include: outreach to female students, career information and advising, training teachers and counselors and preparing employers.

**2006 – Kansas Department of Commerce – Older Kansans Strategic Plan**

The mission of the Older Kansans Employment Program is to strengthen families and communities by providing disadvantaged and older individual's opportunities to learn, work, and serve others. The Older Kansans Strategic Plan will be updated on a semi-annual basis in order to review past accomplishments and identify measurable outcomes that can be pursued in the next calendar year. The plan describes the strategies and tactics to be used while addressing each of the following areas:

- Use of resources to ensure workforce development for every older Kansan
- Minimum planned expenditures for older Kansans' workforce development
- Examples of programs for implementation
- Criteria used for measuring program effectiveness
- Designated target areas for funding and source of funding
- Programs provided and in development
- Marketing plan for services

**2006 – Kansas Legislative Division of Post Audit – Workforce Development: Reviewing the Use of Workforce Investment Act Moneys in Kansas**

The report sought to determine if Workforce Investment Act (WIA) activities complied with federal requirements in the areas of: total expenditures, administration expenditures, competitiveness of contracts awarded and level of coordination between WIA programs and other workforce development programs throughout the state.

Using the definition of workforce development provided by the Joint Committee on Economic Development, three main categories were identified for workforce development. An addendum to the report includes an extensive listing of these programs including: state and federally funded programs; training partnerships between business and postsecondary educational institutions; and numerous associates degrees, certifications, and short courses.

The recommendations made from the Audit included: ensure the Workforce Network of Kansas fulfill its responsibilities as the state WIA Board; the Department of Commerce improve its monitoring efforts and remove itself from its role of monitoring itself in Local Areas 3 and 5; ensure that contracts are granted competitively; and improve coordination among various workforce development programs.

**2006 – Joint Committee on Economic Development – Workforce Development**

The Department of Commerce, Local Workforce Investment Boards, Kansas Department of Social and Rehabilitation Services (SRS), and the Kansas Board of Regents responded to the Legislative Post Audit, *Workforce Development: Reviewing the Use of Workforce Investment Act Moneys in Kansas* and provided an update on workforce development programs. A roundtable discussion was held with stakeholders to discuss various topics including better integration and partnering among the workforce development entities and programs throughout the state.

Specific recommendations and conclusions of the Committee were:

- Request a letter be sent by the Chairman regarding the reauthorization and needed changes for WIA to the Congressional delegation; National Association of State Legislators (NCSL); the Council of State Governments (CSG); and American Legislative Exchange Council (ALEC)
- Request a meeting between the legislators and the staff from the office of the Kansas U.S. Senators to discuss problems with WIA
- Ask the Secretary of Commerce partner with other states in order to get needed Congressional changes for the reauthorization of WIA
- Request the Workforce Network of Kansas modify the bylaws to allow for the Governor to remove any WIA State Board member after two consecutive absences
- Request the Department of Commerce provide local boards a marketing and implementation plan, and that Commerce report the progress to the Legislature
- Direct the Department of Commerce to create a framework for training of local and state WIA Board members and staff
- Request a uniform evaluation for WIA contracts be implemented for use by local boards
- Request Kansas, Inc. review the Workforce Investment Act and make recommendations for its improvement to the Legislature

**2006 – Joint Legislative Educational Planning Committee – Career and Technical Education**

The following entities provided testimony for the Committee: Kansas Department of Education, Kansas Advisory Committee on Career and Technical Education, Kansas Board of Regents, and the Kansas Association of Technical Schools and Colleges.

The following problems were identified with technical education in Kansas as viewed by the Kansas Advisory Committee on Career and Technical Education:

- Workforce is aging and will need to be replenished
- Educational system is steering youth away from technical education
- Very little career counseling is provided
- Budgetary constraints have forced many schools to eliminate career and technical education classes

Recommendations made by the Committee:

- Consider the proposals made to the Committee by the various entities as well as any other related proposals
- Add funding of \$34.0 million for FY 2008 and another \$34.0 million for FY 2009 for technical institutions.
- Pre-file a bill to extend the Technical College and Vocational School Commission an addition two years and require that the Commission report annually

### **2006 – Kansas Department of Labor/Kansas Department of Commerce – 2006 Job Vacancy Survey**

This survey highlighted the unfilled jobs in Kansas, providing a useful tool for workforce development, educational professionals, and Kansas businesses. The information within the report is integral to workforce development planning as well as educators and job seekers, as it can show industries that are hiring across the state and region.

### **2007 – Kansas Workforce Summit**

The following reported outcomes and directions were developed by the attendees of the Kansas Workforce Summit:

- Enhance public awareness of and sense of urgency concerning workforce development
- Technical education must be a statewide initiative

- Integrating “real world, real work” literacies into the current educational curriculum
- “Blurring the lines” between the educational silos (enhance inter-connectivity among educational systems)
- Creating a culture of “lifetime learning” (work, jobs, careers, wealth creation, entrepreneurship, etc., are a journey, not a destination)
- Extending/leveraging the productive work-life of the soon to retire boomer/military populations
- Creating communities (housing and amenities) that will attract and retain the younger worker
- Reducing the “cycle time” of getting young people ready for work

### **2007 – Midwestern Higher Education Compact – Education to Workforce Roundtable**

Kansas held a statewide Education to Workforce Roundtable to discuss Kansas’ unique circumstances. This roundtable is one in a series being held by states in the Midwestern Higher Education Compact as part of a larger initiative.

The Midwestern Education to Workforce Policy Initiative, Seamless Development of Talent for the 21<sup>st</sup> Century is designed to advance regional educational and economic development. The Education to Workforce (E2W) Initiative consists of three phases, first a Policy Summit was held with all areas to discuss demographics, economy, global contexts, education systems and workforce development. The second phase consists of statewide roundtable discussions to get local inputs and develop action plans given each state’s unique characteristics. The third phase will be a series of publications issued regarding outcomes for all of the individual states.

**2007 – Center for Economic Development and Business Research – Wichita State University – *Effects of Training Programs: Associated Wage Gains and the Impact on the Kansas Economy***

The study analyzes the wage gains realized and economic impact created by those who had completed post-high school training. It compares the full-time wage salaries from the Bureau of Labor Statistics with the number of completers of programs for the academic year. The importance of this information can be directly related to the continual investment made by the public into educational programs.

**2007 – Kansas Department of Commerce – Investments in Major Projects and Comprehensive Training (IMPACT)**

Previously under the IMPACT program provided by the Department of Commerce, 20 percent of a two percent employee withholdings tax could be used for major project investments. An exception was granted until July 1, 2008 so that the entire two percent withholdings could be used. The Legislature removed the July 1, 2008 sunset so the entire two percent of employee withholdings can continue to be used for major project investments.

**2007 – Kansas Technical College and Vocational School Commission – *Final Report to the 2007 Kansas Legislature***

The Kansas Technical College and Vocational School Commission was created by the 2006 Legislature to study the mission, governance, and funding of Kansas technical colleges and vocational education schools. The Commission is comprised of eight members that represent Kansas businesses and representatives from government and educational institutions.

The Commission made the following recommendations regarding the mission, funding and governance of technical colleges and vocational schools:

Mission should be responsive to the needs of businesses and provide an educated workforce including technical training, customized training and continuing education. It should also pro-

vide students the ability to obtain their education goals including an integrated system where students can matriculate from high school through certificate, associate, and baccalaureate programs.

Governance for all postsecondary institutions receiving state funded postsecondary aid for technical education, a merger or affiliation with a postsecondary education institution or an independent governing board should be required. Also, a Postsecondary Technical Education Authority should be created.

Funding should increase \$38.5 to \$41.5 million for technical education in FY 2008. This will be used for: new funding methodology (that accounts for cost differentials for various classes), additional enrollments, technology and equipment funding, start-up for new initiatives, business and industry training, and strengthened state level support for technical education.

**2007 – Kansas Department of Commerce – Workforce Development Annual Report**

The Act requires a report be submitted annually on or before January 15 regarding any problems within workforce development activities, compliance with federal and state requirements and any other matters concerning workforce development which they deem appropriate. The Monitoring Unit of the Division of Workforce Development within the Department of Commerce will prepare this report.

**2007 – Kansas Technical College and Technical School Commission and Postsecondary Technical Education Authority**

The Act reestablishes the Kansas Technical College and Technical School Commission to conduct hearings on the governance, funding, and mission of Kansas technical schools and colleges and to report its activities and recommendations to the Legislative Educational Planning Committee. The Commission will expire on December 31, 2008.

A Postsecondary Technical Education Authority is established until June 30, 2014. The Author-

ity will: coordinate postsecondary technical education programs and contract training; review existing programs; review and make recommendations for state funding; benchmark and serve as accountability for programs; and conduct studies to maximize resources in order to meet the needs of Kansas business and industry. A Vice-President of Workforce Development is to serve as the executive director of the Authority.

It also mandates that several technical schools merge or affiliate with a postsecondary education institution or become an accredited technical college with an independent governing board by July 1, 2008. These institutions are:

- Northeast Kansas Technical College
- Kansas City Area Technical School
- Kaw Area Technical School
- Salina Area Technical School
- Southwest Kansas Technical School

**2007 – Workforce Network of Kansas – Kansas Strategic Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act for the period of July 1, 2007 – June 30, 2009**

The WIA State Plan was modified for the period July 1, 2007 through June 30, 2009. The plan is a living document so updates may be made by the Workforce Network of Kansas Board Taskforce. Substantive changes that were made from the previous plan include:

- Delete references to Kansas 1<sup>st</sup> and job Service language
- Integrate the Governor’s On-TRACK Initiative (see Conclusion for details)
- Incorporate the vision, mission and guiding principles of the Kansas Department of Commerce Workforce Development Division
- Include updated information on the Economic and Labor Market
- Include descriptions of the new Youth Programs and Initiatives made possible by the Youth Services Coordinator
- Include SHARE Network and Disability Program Navigator System, two U.S. Department of Labor initiatives

- Include an introduction of proposed State policies to enhance the role of the State Workforce Board and provide enhanced collaboration among WIA partners

**2007 – U.S. Department of Labor, Employment & Training Administration – South Central Kansas Workforce Innovation in Regional Economic Development (WIRED) Grant**

The ten counties of South Central Kansas that surround the Wichita Metropolitan Area were awarded a \$5 million WIRED grant payable over three years from the U.S. Department of Labor, Training and Employment Administration. The goal of the initiative is to “accelerate economic growth and transformation in the region by fostering innovation and talent development critical to both the aircraft and health-care industries.” To accomplish this goal they plan to:

- Coordinate and leverage education and workforce development resources and encourage life-long learning practices
- Catalyze innovation and entrepreneurship through research and development in composite sciences, and extend the technologies to other economic sectors
- Create a Composite Center of Excellence

## CONCLUSION

---

Workforce development is a complex issue, as is evident by the extensive amount of legislation, initiatives and studies that have been generated over the years and will continue to be produced. The ever changing economy and industry needs will continually trigger changes in the workforce development system, whether it be minor adjustments or major overhauls.

Several projects are currently in the works that may or may not cause some significant adjustments in the workforce development system.

During 2007, Governor Sebelius initiated the On-TRACK Initiative. On-TRACK, an acronym for Training, Recruitment and Careers in Kansas was designed to help businesses in Kansas to attract and retain skilled employees for long-term employment. Components include: state sponsored sign-on bonuses; a teacher shortage initiative (targeted to science, math, and special education in rural and high-poverty areas); partnering with Kansas employers to promote our state image; promoting employer-based child care; and promoting statewide certification of workforce credentials. The initiative is aimed at the critical industries of aviation and advanced manufacturing, communications, health care, energy, biofuels and renewable resources, bioscience with an emphasis on animal health, military careers, and teaching (math, science, and special education). Though the initiative did not receive funding from the 2007 Legislature, the perceived importance resulted in its inclusion in the WIA State Plan.

A study entitled *Aligning Postsecondary Education and Training to Meet the Needs of the Business Community* is currently being conducted and scheduled for release Fall of 2007. It is funded by the Workforce Network of Kansas, the Kansas Department of Commerce, the Kansas Board of Regents and Kansas, Inc. It will include identification of industries, critical occupations, skill shortages, and the alignment of the supply and demand of workers. Also, it will review and compare innovative and effective policies, programs, and practices across the country and assess postsecondary education and training programs alignment with employer needs.

Whether the Governors On-TRACK Initiative gains traction or if significant changes occur due to the *Aligning Postsecondary Education* study, it is certain that more changes will be made to the workforce development system in Kansas. This report will be updated periodically to reflect the most recent occurrences within workforce development in Kansas.





## KANSAS, INC.

Created by the Legislature in 1986, Kansas, Inc. is an independent, objective, and non-partisan organization designed to conduct economic development research and analysis with the goal of crafting policies and recommendations to insure the state's ongoing competitiveness for economic growth. To attain our mission, Kansas, Inc. undertakes these primary activities: 1) Identifying, building, and promoting a Strategic Plan for economic development efforts in the State of Kansas; 2) To complement the Strategic Plan, Kansas, Inc. develops and implements a proactive and aggressive research agenda, which is used to identify and promote sound economic development strategies and policies; 3) Through collaboration and outreach with economic development entities and other potential partners, Kansas, Inc. conducts evaluation reviews and provides oversight of economic development programs to benchmark development efforts in the State of Kansas.

Co-Chaired by the Governor, Kansas, Inc. is governed by a 17-member Board of Directors. Board members, as mandated by legislation, include four members of Legislative leadership, a representative from the Board of Regents, the Secretary of Commerce, the Commanding General of the Kansas Cavalry, a representative from labor, and eight other members from the private sector representing key Kansas industrial sectors. Private sector members are appointed by the Governor and confirmed by the Kansas Senate.

Through analysis and open dialogue, Kansas, Inc. identifies policy options and builds the consensus essential for concerted action on vital economic issues. Kansas, Inc. is designed to be a public-private partnership with expectations that state investments are leveraged with other funds to maintain a strong research portfolio.

### BOARD OF DIRECTORS

#### CO-CHAIRS

**Governor Kathleen Sebelius**  
Topeka

**Gene Argo**  
American Rodeo Company, Hays

#### MEMBERS

**Patti Bossert**  
Key Staffing, Topeka

**Rep. Tom Burroughs**  
State Representative, Kansas City

**Rep. Lana Gordon**  
State Representative, Topeka

**Donna Johnson**  
Pinnacle Technology, Lawrence

**Sen. Laura Kelly**  
State Senator, Topeka

**Secretary David Kerr**  
Kansas Department of Commerce, Topeka

**Wil Leiker**  
AFL-CIO, Topeka

**Lawrence L. McCants**  
First National Bank, Goodland

**Sen. Stephen Morris**  
Senate President, Hugoton

**John Pilla**  
Spirit AeroSystems, Wichita

**Reginald Robinson**  
Kansas Board of Regents, Topeka

**Donald P. Schnacke**  
Donald P. Schnacke, P.A., Topeka

**Stephen L. Waite**  
Kansas Cavalry, El Dorado

### KANSAS, INC. STAFF

**Stan R. Ahlerich**  
President

**Jacquelyn Koehler**  
Policy Analyst

**Debby Fitzhugh**  
Director of Operations

**Daniel Korber**  
Sr. Research Analyst



632 SW Van Buren, Suite 100  
Topeka, KS 66603  
(785) 296-1460  
(785) 296-1463 (fax)  
**[www.kansasinc.org](http://www.kansasinc.org)**  
[ksinc@ink.org](mailto:ksinc@ink.org)