

Approved: 03 / 31 / 93  
Date

## MINUTES OF THE HOUSE COMMITTEE ON APPROPRIATIONS.

The meeting was called to order by Chairman Rochelle Chronister at 7:00 a.m. on March 26, 1993 in Room 514-S of the Capitol.

All members were present except:

Committee staff present: Alan Conroy, Legislative Research Department  
Laura Howard, Legislative Research Department  
Jim Wilson, Revisor of Statutes  
Jerry Cole, Committee Secretary  
Sharon Schwartz, Administrative Assistant

Conferees appearing before the committee:

Rep. Kent Glasscock, co-sponsor of HB 2534  
Rep. Joan Wagon, co-sponsor of HB 2534/2540  
Secretary Donna Whiteman, Department of Social and Rehabilitation Services (SRS)  
Johnnie Cartledge, Cessna Corporation  
Sue Pearlmother, citizen  
Bernie Koch, Wichita Area Chamber of Commerce  
David DePue, Kansas Council on Vocational Education  
Secretary Susan Seltsam, Department of Administration  
Jim Wilson, Revisor of Statutes  
Alan Conroy, Legislative Research Department  
Nancy Echols, Department of Administration  
Brad Avery, Kansas Association of Public Employees  
Bob Becker, Adult Education of Ottawa

Others attending: See attached list

Rep. Kline gave a report on the recommendation of the Joint Committee on State Building Construction for **HB 2493** in striking section 2 from the bill. Rep. Kline made a motion to amend and favorably recommend the bill. Rep. Pottorff seconded the motion and it carried.

Chairman Chronister opened the hearing on **HB 2534**. Rep. Kent Glasscock, co-sponsor, briefed the committee on some of the bill's concepts. (See Attachment 1). Rep. Joan Wagon, co-sponsor testified in support of the bill and spelled out some purposes, functions and recent revisions of the KanWork Act. She offered three strong points contained in the legislation: (1) strong outcome measures, (2) provision for community flexibility and (3) benefits from case management implementation. Secretary Donna Whiteman, testified in support of the bill as per SRS amendments, (See Attachment 2), and offered recommendations in the form of those amendments (See Attachment 2a). Secretary Whiteman provided other information about KanWork to the committee. (See Attachments 2b - 2d). Johnnie Cartledge, the 21st Street project, a joint venture of the Cessna Corporation and KanWork, testified in support of the bill and said the program had been very successful thus far in the Wichita area. (See Attachment 2e). Sue Pearlmother, citizen, cited her past work with a similar program in Missouri. She said she was concerned with local planning councils and the lack of leadership in the proposed councils. Ms. Pearlmother also mentioned that the program wasn't fully supportive of instilling self sufficiency and that expertise now exists in the KanWork program. Bernie Koch, Wichita Area Chamber of Commerce, testified as a proponent to a portion of the bill and suggested minor amendments. (See Attachment 3). David DePue, Kansas Council on Vocational Education, opposed passage of the bill and told the committee that the services offered were duplicative in nature. (See Attachment 4).

Rep. Joan Wagon, sponsor of **HB 2540**, spoke to the committee on a proposed balloon amendment. (See Attachment 5). Secretary Susan Seltsam, Department of Administration, testified as an opponent to the bill in

## CONTINUATION SHEET

MINUTES OF THE HOUSE COMMITTEE ON APPROPRIATIONS, Room 514-S Statehouse, at 1:30 p.m. on March 26, 1993.

saying that existing procedures under SKILL should be retained. (See Attachment 6). After examining the proposed balloon she withdrew opposition. David DePue, Kansas Council on Vocational Education, suggested further study of the issue prior to passage of the bill. Bob Becker, Director of Adult Education in Ottawa, Kansas advised the committee not act on the bill until it had been further studied.

Jim Wilson, Revisor of Statutes, and Alan Conroy, Legislative Research Department, testified to the committee on some proposed amendments contained in **Substitute for HB 2192**. (See Attachments 7, 7a and 7b). Nancy Echols, Department of Administration, testified on some concerns her division had about the bill. (See Attachment 8). Brad Avery, Kansas Association of Public Employees, opposed the proposed bill and recommended approving it as the Governor had originally drafted it. (See Attachment 9). Chairman Chronister advised the committee that Secretary Donna Whiteman, SRS, had supplied written testimony to the bill. (See Attachment 10). She adjourned the meeting at 8:57 a.m.

The next meeting is scheduled for March 29, 1993 at 11:00 a.m.



# GUEST LIST

	NAME (Please print)	ADDRESS	COMPANY/ORGANIZATION
1	Dana L. Whitman	Topeka	SRS
2	Jess Palmer	Topeka	KAFE
3	Paul Shelly	Topeka	KAFE
4	Paul Shelby	"	OJA
5	Dave DePue	"	Voc Ed Council
6	Willis Lewin	"	SRS
7	Helma Hunter Gordon	"	SRS
8	Dodie Lacey	"	Ks Children's Service Org.
9	Marty Kennedy	"	DOB
10	Art Grogg	"	Dept. of Adm.
11	Johnnie Cartledge	Cessna Aircraft 2101 E. 21 <sup>st</sup> St. Wichita	Cessna 21 <sup>st</sup> Street Training Facility
12	Forest Swab	Room 526 N	Legislature
13	Pat Petty	Topeka	Legislature
14	Ellen Samuels	Topeka	Legislature
15	Penny Schau	Baldwin	citizen
16	Gae Pearlmuter	Kansas City	citizen
17	Bernie Rock	Wichita	Wichita Chamber of Commerce
18	Denny Burgess	Topeka	KAFE
19	Bill Caton	Topeka	KDFA
20	Carde Moreau	Topeka	Ks Dept. Commerce & Housing
21	Jack Ruskerson	Topeka	SRS
22	Quay R. Ruzan	"	Doc
23	Steve Jack	Topeka	Ks Dept. of Commerce & Housing
24	Luigi Gilliam	"	W of A
25	Linda Ramirez-Caton	Topeka	KDHR
26	Katia Krider	Topeka	KDHR
27	Suzanne Clarke	Leg. Research Topeka	Leg. Research
28	Allan Foster	Topeka	Leg. Post Audit
29	John Wagon	Topeka	Leg.
30	Allan Davidson	Topeka	KDOT
31	Bob Becker	1418 S. Main Ottawa	Adult Basic Educ.
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TOPEKA

HOUSE OF  
REPRESENTATIVES

HOUSE BILL 2534

**Background**

The KanWork program was initiated as a result of a 1987 interim study. This Committee recommended the introduction of H.B. 2644, which was enacted by the 1988 Legislature. Subsequent to the passage of the KanWork Act, Congress passed the Family Support Act of 1988, which included the Job Opportunity and Basic Skills (JOBS) program. The stated purpose of this program was to "assure that needy families with children obtain the education, training, and employment that will help them avoid long-term welfare dependence." This language has been interpreted to mean the goal of the program is self-sufficiency. States are mandated under JOBS to provide a comprehensive JOBS program in geographic areas where 75 percent of the state's AFDC recipients reside, and a more minimal program elsewhere. KanWork was approved by the federal government as a qualifying comprehensive JOBS program. Federal regulations also require targeting of 55 percent of expenditures on certain population groups, particularly young parents and long-term recipients.

**KanWork Audit Report**

An October, 1992 Legislative Post Audit report Examining the Effectiveness of the KanWork Program, found the following shortcomings:

- o Abuse of the "holding system" and inadequate review of clients on hold to determine participation ability
- o The program was providing only minimal levels of education and training
- o Participants are earning more than nonparticipants, but not sufficient amounts to go off public assistance
- o Deficient management of case information in assessing both the effectiveness of the program and the progress of the client through the program
- o Poor coordination, particularly at the state upper management level, between SRS and the Department of Human Resources, is hindering program development and client service

## **Other Studies and Evaluations**

Other evaluations and discussions among state policymakers and administrators has revealed the following general consensus as to problems with the current program:

**UNDEFINED PROGRAM OUTCOMES AND OBJECTIVES**

**POOR COORDINATION AND INVOLVEMENT WITH EMPLOYERS**

**LACK OF TARGETING OF RESOURCES**

**POOR INFORMATION SYSTEMS AND DATA MANAGEMENT**

**LACK OF COMMITMENT TO EDUCATION AND TRAINING NEEDS**

**POOR INITIAL CLIENT ASSESSMENT**

**ROLE OF KANWORK IN STATE'S WORKFORCE TRAINING STRATEGY  
UNDEFINED**

## **The New KanWork Model**

Legislation recommended for introduction by the House Appropriations Committee reflects the following KanWork Mission:

To assist in empowering cash assistance recipients to become economically self-sufficient through further education and enhanced skills so that they may acquire and retain employment.

Major changes in operations from the existing program include the following:

1. The program will serve **volunteers** as the first priority, and will serve those persons on a first-come, first-serve basis.

2. The service delivery system will shift from the state level to the local level. Local planning councils are mandated and will submit local KanWork plans to SRS for review and approval. These councils will include diverse membership from the public, private and non-profit sectors, including education. The local plan is intended to identify and bring together key community resources which, in concert with state moneys and federal JOBS funds, would provide coordinated services to clients and eliminate current duplication of effort. The plan would be required to have four parts: **I.** A proposal to remove barriers to employment; **II.** A proposal for placement of clients in jobs; **III.** A proposal for job development activities; and **IV.** A proposal for follow-up and evaluation.

3. Involvement by and with employers is stressed. This legislation makes KanWork first and foremost a jobs program, and secondly, a social services program.

4. An ongoing advocate (case manager) for the client at the local level. This advocate will remain with the client until the client ends the association.

5. Ongoing data collection, evaluation and measurement activities are mandated to measure the success of the program in meeting the program's stated goal. Contracts or grants to local councils would also require reporting of certain results information, and job retention and client characteristics information would be collected and analyzed over a 24-month period.

6. The new program assumes a lesser number of participants will be served, but that they will be afforded the skills and education necessary to acquire jobs leading to self-sufficiency.

7. The plan stresses involvement by communities, businesses and employers, participants, their families, and the state.

8. A key piece in this new model is flexibility to adapt to local situations and needs.



**KANSAS DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES**  
Donna L. Whiteman, Secretary

**Testimony before the House Appropriations Committee**  
**H.B. 2534 - KanWork Model**  
**March 26, 1993**

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**SRS MISSION STATEMENT**

"The Kansas Department of Social and Rehabilitation Services empowers individuals and families to achieve and sustain independence and to participate in the rights, responsibilities and benefits of full citizenship by creating conditions and opportunities for change, by advocating for human dignity and worth, and by providing care, safety and support in collaboration with others."  
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Thank you for the opportunity to present this testimony regarding changes to the KanWork Program. The Department of Social and Rehabilitation Services (SRS) wishes to express support for this bill. The intent of the KanWork program, as articulated in the mission statement included in this legislation, is basically consistent with the department's philosophy. The strength of the KanWork Model is that it will give the Department the flexibility to contract for employment services within the KanWork communities. Strong community support for KanWork is essential to our participants' success. We are also pleased that the need for intensive case management has been recognized. The Manpower Demonstration Research Corporation (MDRC) study of the California GAIN program indicated that strong case management with JOBS participants resulted in a higher number of AFDC recipients leaving the system. By capping the caseloads at 50 participants for each case manager, we can expect higher numbers of employments and improved job retention.

**HISTORY OF KANWORK**

The 1988 Kansas Legislature passed the KanWork Act (HB 2644) which included the necessary benefits of child care, education and training, transportation, medical, and transitional services. Its purpose was to insure job preparation, placement, and retention to help individuals on public assistance become gainfully employed. Implemented in four counties (Sedgwick, Barton, Finney, and Shawnee), the pilot program was designed to reach 35% of the public assistance population in Kansas. Shortly after the implementation of KanWork in Kansas, the Family Support Act of 1988 was approved by Congress and signed by the President in October of 1988. The Act provides for the replacement of the existing Aid to Families with Dependent Children (AFDC) program with a new Family Support Program which emphasizes work, child support, and need-based family support supplements and creates the Job Opportunities and Basic Skills Training Program (JOBS). When Kansas implemented JOBS in October, 1989, KanWork became the complete JOBS program and replaced the Work Incentive Program (WIN) in effect at the time. Kansas operates a minimal JOBS program in non-KanWork counties.



## CHANGES RESULTING FROM NEW LAW

The Family Support Act called for stiffer penalties for non-compliance and redefined the exemptions from participation. Recipients of public assistance are referred to the KanWork Program as a condition of eligibility, if they are not exempt under the law. Exemption and penalty criteria vary. Recipients required to participate may lose all or part of their benefits for failure to cooperate with these programs. Persons not required to participate may volunteer to participate without penalty for failure to cooperate.

Another change due to federal requirements was movement away from targeting volunteers and toward targeting specific groups of AFDC recipients as defined by federal law. To maximize the federal funding available, the state must expend 55% of the JOBS funds on the federally-mandated target group which includes:

- a) Families in which the custodial parent is under age 24 and has not completed high school, or is not enrolled in high school or an equivalent course;
- b) Families in which the custodial parent is under age 24 and has worked less than 6 months in the last 12 months;
- c) Families in which the youngest child is within two years of being ineligible for assistance because of age; and
- d) Families who have received assistance for more than 36 months during the preceding 60 month period.

## PRIORITY GROUPS

First priority is given to the target group population; volunteers are second in priority. Teenage parents with a high school or equivalent education and more than six months work experience in the preceding 12 months are given third priority and AFDC-Unemployed Parent program recipients are given fourth priority.

## KANWORK PILOT PROJECT

The KanWork Pilot Project allowed the state to have a head start on the federal requirements and included the same provisions of child care, medical assistance, transportation, training, education, job search and transitional services. As a result of designating the KanWork Pilot as the federal JOBS program in Kansas, the state was able to access federal matching funds. In order to continue receiving these funds, the state must continue to meet certain requirements, including participation rates and statewideness. The statewideness regulation required each state to have a comprehensive JOBS program available to at least 75% of the adult AFDC population by October 1, 1992. Kansas expanded the KanWork program to 24 counties in FY '92 and FY '93 and met this mandate.

The operation of AFDC work programs under the WIN program was a dual responsibility shared by SRS and the Department of Human Resources (DHR). Under



the Family Support Act, the state IV-A agency (SRS) became solely responsible for implementing and operating the new AFDC work program, JOBS.

### **CURRENT OPERATIONS**

SRS, as of October 1, 1992, provides comprehensive KanWork services in 24 Kansas counties. These counties include: Atchison, Barton, Butler, Cherokee, Cowley, Crawford, Douglas, Finney, Ford, Geary, Harvey, Johnson, Labette, Leavenworth, Lyon, Miami, Montgomery, Reno, Riley, Saline, Sedgwick, Seward, Shawnee, Wyandotte.

### **ASSESSMENT AND INDIVIDUAL SELF-SUFFICIENCY PLANS**

Some KanWork services are provided directly by the SRS KanWork staff. These services include an initial assessment and completion of an individualized self-Sufficiency Plan formulated with and signed by the client and the sharing of information about opportunities available through KanWork. The Plan is developed based upon the individual's situation and takes into consideration the participant's specific barriers to employment. The plan addresses appropriate steps to be taken in the employment seeking effort and identifies responsibility for those steps. Plans toward self-sufficiency should build upon the participant's strengths and should clearly document the Employment Goal.

### **JOB CLUB AND SURVIVAL SKILLS WORKSHOPS**

KanWork staff also conduct Job Club workshops designed to sharpen job search skills; Survival Skills workshops are conducted and provide group support and information about the following:

<b>Assertiveness</b>	<b>Self-Advocacy</b>
<b>Personal Health</b>	<b>Legal Rights</b>
<b>Nutrition</b>	<b>Crisis Management</b>
<b>Parenting</b>	<b>Community Resources</b>
<b>Money Management</b>	<b>Employment</b>

### **CASE MANAGEMENT**

Each client has a KanWork case manager who serves as a coordinator of services and the primary point of contact and support for the client throughout the program. Caseloads average between 90 to 120 per case manager. However, many clients have attributed their success in KanWork to the support of their case managers. Staffing of case managers has been modified to make use of the team approach using both IM Workers and Social Workers.

### **COMMUNITY REFERRALS**

KanWork case managers make many referrals to other agencies and providers for many client services. Referrals are made to services which assist in removing barriers to program participation, as well as to appropriate training and specialized assessments. Referrals include but are not limited to:



Vocational Training  
Literacy  
Adult Basic Education  
General Education Development (GED)  
Specialized Assessments (learning disabilities, drug and alcohol addiction, functional skills)  
Personal/Family Counseling  
Emergency Assistance

Assisted Job Search  
Vocational Counseling  
Local Job Market Information  
On-the-Job Training  
Direct Job Placement  
Child Care  
Addictions Counseling  
Housing  
Transportation

#### STATE COORDINATION

Close coordination with other agencies is essential to the success of KanWork. Both local area office staff and central office staff coordinate closely with community and state agencies to maximize resources, prevent duplication of services, and ensure comprehensive quality services for KanWork clients. SRS is coordinating with the Department of Human Resources and the Kansas State Board of Education to use and promote the Kansas Competency System as an educational assessment system that can be used and understood as a common frame of reference by adult education centers and local and state agencies. SRS coordinates with Job Training Partnership Act (JTPA) Private Industry Councils in the development of contracts and in the delivery of some services. SRS and JTPA have held several joint meetings to prevent possible duplication of services and to determine how services can be coordinated to better serve KanWork/JTPA participants. Coordination provides improved services and establishes guidelines for providing services to clients who are eligible for both programs.

#### LOCAL COORDINATION

At the local level, SRS KanWork makes referrals to and coordinates with:

Adult Education Centers  
Community Colleges  
Area Vocational Technical Schools  
Mental Health Facilities  
Transportation Companies  
Universities

Job Service Centers  
DHR KanWork (Barton, Finney, Sedgwick, Shawnee)  
JTPA  
Local Community Service Organizations

Recent innovations include having an SRS KanWork staff person on-site part-time at places where clients receive services from providers. For example, Topeka is exploring the possibility of having a KanWork staff member conduct on-site Survival Skills workshops at the adult education sites for the benefit of clients enrolled in GED and other adult education programs. Wichita has a KanWork staff member available part-time at the adult education center to learn of absences immediately and to answer questions from clients and center staff. Exploring absences immediately and providing services to remedy problematic situations such as loss of child care or other crisis, greatly enhance the chances of absent students returning to class and completing studies.

The Hutchinson SRS KanWork recently entered into an agreement with the South



Central Kansas Area Agency on Aging Housing Authority to provide the Family Self-Sufficiency Program to eligible KanWork participants. This program establishes an escrow account for each eligible family. Following employment of each participant, an escrow account is credited a portion of the increase of rent paid that otherwise would result from increases in earned income during the time the family is in the program. The amount in a participating family's account in excess of any amount owed the Public Housing Authority may be paid to the eligible participant after the participant completes the KanWork Self-sufficiency Plan and certifies that no immediate family member any longer receives any public assistance for housing.

### BUSINESS AND INDUSTRY PARTNERSHIPS

For KanWork to be truly successful, business and industry must be involved. Pilot projects are under way with business and industry for the training and hiring of KanWork participants. One project involves the Diversified Educational, Training & Manufacturing Company (DETAMC) of Wichita, a minority-owned for-profit company; SRS KanWork and the Job Training Partnership Act (JTPA). SRS KanWork refers clients to the project. The company provides thirteen weeks of basic academic education and work skills training and then moves clients to on-the-job training. After six months of on-the-job training with wages paid by JTPA, the company hires the trainees or places them in entry-level jobs with other companies. Wichita also has the **Wichita/Sedgwick County Emergency Dispatch (911) Project** which provides eleven weeks of intensive technical training with opportunity for full-time permanent employment following training. SRS KanWork refers clients; JTPA pays for the on-the-job training wages.

Please see the attachments which illustrate the interrelationships between KanWork and the community within Wyandotte, Shawnee, and Cherokee counties.

### CHALLENGES

The greatest challenge for the agency will be coordinating all the changes within the required timeframes indicated by the KanWork Bill. KanWork has been in the developmental stage for four years and it will be a monumental task to change a program of such magnitude in a short period of time. Other states are reporting one to two years of planning time before they even introduce legislation of this importance. Based on the experience in Missouri with their FUTURES program, we anticipate it would take at least one year, possibly two years, to fully implement the proposed model. The KanWork model is a sound idea but we already have over 7,000 people involved in the JOBS program in Kansas in our current program. A commonly heard statement is that the Family Support Act is like a new sapling. It gets planted but someone keeps yanking it up to look and see if it's growing and then putting it back into the ground and wondering why it doesn't grow! We'd like to see our many active KanWork participants continue on with their growth toward self-sufficiency without undue disruption.

### CHALLENGE 1 - Transition

The massive information exchange from the SRS operated program to community



agencies will provide a challenge in terms of training needs, site visits and consultation, state plan development, and maintenance of federal program compliance.

It will be necessary for services to continue to participants in the current KanWork program as we attempt to transition to a new program. To stay within the federal regulations regarding the JOBS program it is estimated SRS would need the existing 120 field staff positions to provide KanWork case management services at the ratio of 50 participants clients for a total of 6,000 KanWork participants statewide. All case management salaries will be re-allocated to the local planning councils by 1-1-95. It is estimated that 10% will be re-allocated in FY 1994 and the remainder in the first six months of FY 1995. 120 SRS case managers will be layed off or reduced through attrition. The remaining field costs (204.5 positions) would continue to be administered by SRS in order to operate the JOBS/Balance of State, MOST, and Child Care programs and to provide technical assistance and traning to the local councils and providers, monitor and evaluate the programs, collect data, and operate the Community Work Experience Program (CWEP) and grant diversion programs.

## CHALLENGE 2 - CASE MANAGEMENT

The Department of SRS believes the contracting for Case Management is something that can be done, however, we do not believe sufficient community organizations exist that could provide this service within the time frame outlined in this legislation. During 1994 the legislation permits SRS to provide case management directly, but prohibits SRS from providing case management after January 1, 1995. We believe contracting for case management should be explored on a small scale with contracts which require compliance with performance indicators and outcome measures. To initiate this statewide, when current agencies are not providing this service to any significant degree, does not appear feasible. We would propose contracting for case management be pilot tested before statewide implementation be required.

The Kansas City, Missouri, FUTURES Program provides a model where the Department of Family Services staff serve as client advocates (Case Managers). FUTURES has just initiated contracts for five mini-FUTURES programs to explore the effectiveness of contracting with private organizations for case management. These are three year projects which will be compared to a control group. We believe this type of evaluation is essential and should be conducted before requiring a wholesale statewide change in the current KanWork Program.

Diane Patrick, FUTURES Western Region Program Manager states:

"I would suggest you consider starting with a base utilizing state staff, acquiring program experience prior to experimenting with any large scale contracting out of [case management] positions. A key decision in the formation of our program was the case management model and staff training plan. Our program results are outstanding..... It would have been much more difficult to start the program with [case managers] being non-state employees housed in community organizations.....To contract out [case manager] positions to community organizations requires an intense training



and monitoring effort to ensure program goals are met. Staffing positions to monitor private programs are also necessary.....Our approach is to evaluate the results of both our current FUTURES program and the mini programs to determine future program development."

We do support the limitation placed on caseloads. We believe the current KanWork program with caseloads between 90-120 has been compared to programs such as FUTURES which has caseloads of 35 clients for each case manager. We could guarantee KanWork could be as successful as FUTURES if caseloads were reduced to 35. The level of service that can be provided and the type of community linkages which can be developed are phenomenal at the FUTURES caseload level. Client success in contingent upon lower caseloads.

### **CHALLENGE 3 - LOCAL COUNCIL DEVELOPMENT**

The local KanWork planning council which requires the involvement of a variety of local providers is a positive element which will allow for local ownership of the KanWork program, however, the length of time for implementation is insufficient to allow for good collaborative effort and development of a plan by these councils. The local councils will only be responsible for a portion of the work programs participants in Kansas. KanWork, which is the comprehensive federal JOBS program in Kansas, will operate in 24 counties in FY 1994 which will allow the program to be in compliance with the JOBS participation mandates. To remain in compliance with the JOBS statewide mandates which state that a minimal JOBS program must be available to 95% of the adult AFDC population, the JOBS/Balance of State program must continue to operate. JOBS/Balance of State will serve 1050 participants in the remaining counties. SRS staff will provide case management services for JOBS/BOS, the Food Stamp Employment and Training Program (MOST), and the Child Care Program.

### **CHALLENGE 4 - FISCAL IMPACT**

It is assumed that no extra funds would be available for implementing this proposed bill, and that existing projected costs would be shifted from SRS to local councils for a fiscally neutral effect. However, SRS notes that the cost for the extra annual evaluation would need separate additional appropriation along with costs for computer system modifications.

SRS recently paid \$100,000 for an evaluation of KanWork operations in 4 counties, so it is assumed that an evaluation of 24 counties would cost approximately \$600,000 which has not been projected for in budget planning.

SRS will have paid approximately \$6,500,000 for the KsCares case management computer system by December 1993. In order to carry out the requirement of this bill, either a totally new system will have to be developed or extensive enhancements to KsCares will have to be implemented. It's likely that the requirement for all entities involved in workforce preparation and training activities to develop common data collection and reporting mechanisms will force the need for an entirely new system. The cost estimate is \$12,000,000. Please see the attachment regarding KsCares.



## CHALLENGE 5 - CONTRACTING

The procurement/contracting process will be complex and extensive and could result in a large proportion of KanWork/JOBES allocations being awarded by contract. Additional central office and area staff will be needed to write requests for proposals, procure services, write contracts, and monitor contract performance. Central Office Employment Preparation Services has only one contract specialist on staff. Since very few SRS staff are trained in procurement, contracting, and monitoring, the training need upfront and the lead time for new staff to learn this complicated process will be extensive. Of the present twenty-four KanWork counties, only three (Barton, Sedgwick, and Shawnee) have much experience with contracting. Seven to ten other KanWork counties are in the beginning stages of learning about the contracting process. The remaining counties have been hiring staff and dealing with start-up program requirements and haven't begun the contracting process. Thorough training and hands-on experience in learning the procurement and contracting process and procedures will be essential if the program is to be consistent and is to comply with federal and state statutes and regulations.

Other states have proven that contracting on a large scale can be done. However, considering 1) that KanWork is still a new program in the majority of KanWork areas, 2) the lack of experience in service procurement and contracting of KanWork staff, 3) the length of time that has been necessary for KanWork program start-up, and 4) the extensive training and time required for staff to learn procurement and contracting, the probability of successfully completing this process to the extent mandated by the bill within the specified time frames seems highly speculative.



**KSCARES**  
**Required changes to comply with proposed KanWork Model legislation**

**CURRENT SYSTEM**

KsCares is an automated, case-based system which will perform eligibility determination, payment, and case management functions for the Kansas Department of Social and Rehabilitation Service's Employment Preparation Services (EPS) section. EPS provides services for Work Programs and Child Care; both of these components will be fully supported by KsCares.

**Automated referrals** will be produced and sent to WP for each client who is referred by IM to WP. It will contain eligibility information and a priority rating for the case. The system will provide for the **determination of eligibility** for all EPS components/activities. Eligibility for **payment** may be determined based on a client's previous payment history and current income information. **Automated notices** will be created and sent with some capacity for worker free-format entry. Client assistance history, education history and employment information will be available for assessment purposes. In addition, the KsCares automated system will compile and maintain the necessary information to fulfill **Federal and State reporting** requirements. The system will also produce the necessary State reports for Work Programs and Child Care.

**KANWORK MODEL REQUIREMENTS**

There is a lot of data described in HB 2534 that is not in KsCares at this point, specifically around program information management, program evaluation effectiveness, and outcome measurements. This data would have to be designed and built in to a single system. A single system for DHR, SRS and others would be a major project for telecommunications staff with a major expenditure for equipment in order to get all hooked up to this single system. It also appears with all of the need for employment information and followup with participants that enhancement to or replacement of the Kansas Employment Security (KES) system will be necessary as KES does not collect or provide the necessary information on job retention that is requested. If, again, we are talking about a single system for DHR and SRS and others, this adds to the major project status.

The bill also talks about capturing total costs for all clients from all sources which indicates there needs to be a single system for all concerned. The bill talks about local delivery of services which includes making payments to clients, providers, and vendors. If we don't have a single system to do this we can't capture total costs. Finally, the bill talks about its hook with other initiatives, specifically welfare reform and getting rid of disincentives. While this does not affect KsCares it does affect the budgeting process in KAECSSES. We are not sure of the impact with KAECSSES but there will be an impact. We believe that, in order to implement this model, KsCares would have to be drastically changed or totally redesigned and we would have to start over. We do not consider the needs of other groups or agencies in KsCares nor do we provide local flexibility with the automated collection of data. KsCares at best would be a shell of what would be needed for "a single system" to meet these needs.



State of Kansas  
Department of Social and  
Rehabilitation Services

Attachment A.1  
Self-Sufficiency Plan

EP-4305  
Rev. 7-92

1. NAME Jane Doe	2. SOCIAL SECURITY NUMBER -----	3. CASE NUMBER -----	TYPE OF PLAN	INITIAL REVISION #	X
4. CASEHEAD Same	5. OCCUPATIONAL GOAL LPN				
6. PLAN OF ACTION	TASKS TO BE ACCOMPLISHED	PERSON(S) RESPONSIBLE	TARGET DATE	COMPLETED DATE	
Non-Participation Status	Complete drug treat-	Jane	1/31/92		
	ment plan.				
Education	Enroll in GED classes	Jane	2/1/92 - 6/92		
	at the Adult Learning				
	Center - attend 20 hrs				
	per week then take GED				
	test - turn in time-				
	sheets.				
Survival Skills	Attend February	Jane	2/92		
	workshops - 12 hrs/wk.				
Job Skills Training	Enroll in VoTech LPN	Jane	7/92-8/93		
	program - 40 hrs/wk.				
I HAVE AN ACTIVE ROLE IN COMPLETING THE SELF-SUFFICIENCY AGREEMENT. I WILL KEEP IN CONTACT WITH THE EPS WORKER THROUGHOUT THE PROGRAM. I HAVE BEEN MADE AWARE THAT FAILURE TO PARTICIPATE MAY AFFECT MY FOOD STAMPS AND/OR CASH ASSISTANCE CASE.			I HAVE AN ACTIVE ROLE IN COMPLETING THIS SELF-SUFFICIENCY AGREEMENT AND I AGREE TO PROVIDE ALL AVAILABLE AND NECESSARY SERVICES AS INDICATED FOR ENTRY INTO EMPLOYMENT, FUNDS PERMITTING.		
Jane Doe		12-22-92		EPS Worker	
PARTICIPANT'S SIGNATURE		DATE		12-22-92	
				DATE	
DISTRIBUTION: WHITE, CASE FILE; YELLOW, CLIENT THIS FORM SUPERSEDES ALL PREVIOUS EDITIONS.					

2-10



State of Kansas  
Department of Social and  
Rehabilitation Services

Attachment A.2  
Self-Sufficiency Plan

EP-4305  
Rev. 7-92

1. NAME Jane Doe	2. SOCIAL SECURITY NUMBER -----	3. CASE NUMBER -----	TYPE OF PLAN	INITIAL REVISION #	X
4. CASEHEAD Same	5. OCCUPATIONAL GOAL LPN				
6. PLAN OF ACTION	TASKS TO BE ACCOMPLISHED	PERSON(S) RESPONSIBLE	TARGET DATE	COMPLETED DATE	
Job Skills Training (Con't)	Attend classes	Jane			
	beginning 8/92.				
Job Club	Attend 2 week workshop	Jane	9/93		
	20 hrs/wk.				
Job Search/	Search for Employment	Jane	9/93-11/93		
Referral to DHR	8 weeks - 20 hrs/wk	EPS Worker/ DHR KanWork			
Transportation	Review need for each	EPS Worker			
	component for GED and				
	Survival Skills - 6mth		2/92-6/92		
Child Care	Will authorize payment	EPS Worker			
	and review at 6 months		2/92-6/92		
Employment - Self	find and accept suit-	Jane/EPS Worker	11/93		
I HAVE AN ACTIVE ROLE IN COMPLETING THE SELF-SUFFICIENCY AGREEMENT. I WILL KEEP IN CONTACT WITH THE EPS WORKER THROUGHOUT THE PROGRAM. I HAVE BEEN MADE AWARE THAT FAILURE TO PARTICIPATE MAY AFFECT MY FOOD STAMPS AND/OR CASH ASSISTANCE CASE.			I HAVE AN ACTIVE ROLE IN COMPLETING THIS SELF-SUFFICIENCY AGREEMENT AND I AGREE TO PROVIDE ALL AVAILABLE AND NECESSARY SERVICES AS INDICATED FOR ENTRY INTO EMPLOYMENT, FUNDS PERMITTING.		
Jane Doe	12-22-92	EPS Worker	12-22-92		
PARTICIPANT'S SIGNATURE	DATE	EPS WORKER	DATE		
DISTRIBUTION: WHITE, CASE FILE; YELLOW, CLIENT THIS FORM SUPERSEDES ALL PREVIOUS EDITIONS.					

11-28



State of Kansas  
Department of Social and  
Rehabilitation Services

Attachment A.3  
Self-Sufficiency Plan

EP-4305  
Rev. 7-92

1. NAME Jane Doe	2. SOCIAL SECURITY NUMBER -----	3. CASE NUMBER -----	TYPE OF PLAN	INITIAL REVISION #	X
4. CASEHEAD Same	5. OCCUPATIONAL GOAL LPN				
6. PLAN OF ACTION	TASKS TO BE ACCOMPLISHED	PERSON(S) RESPONSIBLE	TARGET DATE	COMPLETED DATE	
Employment / Self-Sufficiency	able employment.	Jane/EPS Worker	11/93		
Transitional Services	Assess need for trans-	EPS Worker	11/93		
	portation child care				
	or special employment				
	allowances.				
Follow-up	Personal contact at	EPS Worker			
	30, 60, and 90 days				
	following employment				
	to offer services to				
	promote employment				
	retention.				
I HAVE AN ACTIVE ROLE IN COMPLETING THE SELF-SUFFICIENCY AGREEMENT. I WILL KEEP IN CONTACT WITH THE EPS WORKER THROUGHOUT THE PROGRAM. I HAVE BEEN MADE AWARE THAT FAILURE TO PARTICIPATE MAY AFFECT MY FOOD STAMPS AND/OR CASH ASSISTANCE CASE.			I HAVE AN ACTIVE ROLE IN COMPLETING THIS SELF-SUFFICIENCY AGREEMENT AND I AGREE TO PROVIDE ALL AVAILABLE AND NECESSARY SERVICES AS INDICATED FOR ENTRY INTO EMPLOYMENT, FUNDS PERMITTING.		
Jane Doe	12-22-92	EPS Worker	12-22-92		
PARTICIPANT'S SIGNATURE	DATE	EPS WORKER	DATE		
DISTRIBUTION: WHITE, CASE FILE; YELLOW, CLIENT THIS FORM SUPERSEDES ALL PREVIOUS EDITIONS.					

2-12



# INTERRELATIONSHIPS BETWEEN TOPEKA AREA KANWORK AND THE PUBLIC AND PRIVATE SECTOR

Kansas Department of Health and Environment  
 EFNEP - Shawnee County Extension    Battered Women's Task Force  
     Everywomans Resource Center    Housing and Credit Counseling  
 Kansas Commission on Disability Concerns    Kansas Department of Human Resources  
     Mayor's Commission on Literacy    Shawnee County Health Department  
 Kansas Department of Transportation    Kansas Head Injury Association  
     Parent Child Learning Centers    Assist Moms Program  
     Adult Learning Center    Catholic Social Services  
     Career Assistance Network    Community Action Center  
     Community Churches    Heartland Share  
     Family Service and Guidance    Food Coop of Topeka  
 Highland Community College    Hill Burton Funding  
     Chamber of Commerce    Kansas State University  
 Parental Stress Hotline    Legal Aid Society  
 Kansas Legal Services    Social Security  
     Rescue Mission    Job Corps  
     KCCTO    Project Mend  
     YWCA    Al-Anon  
                     AYUDA  
                     Let's Help  
                     YMCA  
                     Local Employers  
                     Cornerstone  
                     Stormont Vail Hospital  
                     Washburn University  
                     Topeka Public Library  
                     Topeka Housing Authority  
                     Topeka Technical School  
                     University of Kansas  
                     Community Resources Council  
                     Topeka Community Foundation  
                     Guaranteed Student Loan Program  
                     Mother to Mother Program  
                     Kansas Competency System  
                     Incest Survivor's Anonymous  
                     Kansas State Board Of Education  
                     Menninger Community Service Office  
                     Shawnee County Mental Health  
                     Private Industry Council  
                     Pell Grant Program  
                     Kansas Advisory Commission on Hispanic Affairs

City of Topeka  
     Doorstep  
 United Way  
     Red Cross  
     Marian Clinic  
     Headstart  
 Job Service Center  
     The Salvation Army  
     Topeka Youth Project  
     Women's Recovery Center  
 Volunteer Center of Topeka  
     Vocational Rehabilitation  
     Topeka Day Care Association  
     National Council on Alcoholism  
     Kansas Children's Service League  
 Public Assistance Coalition of Kansas  
     300 Child Care Providers  
     Job Training Partnership Act  
     Kaw Valley Area Vo-tech School  
     Services for Alcohol Related Problems  
         Alcoholics Anonymous  
     Community Work Experience Sites  
         Kansas

TOPEKA  
 AREA  
 KANWORK



INTERRELATIONSHIPS BETWEEN CHEROKEE COUNTY KANWORK AND THE PUBLIC AND PRIVATE SECTOR

2-14

	Southeast Kansas Functional Skills Workshops	
Department of Commerce and Housing		Southeast Kansas Community Action Program
Job Training Partnership Act		Child Support Enforcement
Department of Human Resources		Guaranteed Student Loan Program
Kansas Board of Education		Basic Skills Advisory Board
County Extension Office		Cherokee County Commissioners
Adult Basic Education	CHEROKEE	Youth and Adult Services
Class Limited	COUNTY	City of Weir
Income Maintenance	KANWORK	Rehabilitation Services
Private Industry Council		Kansas Competency System
Child Care Providers		Pell Grant Program
Job Corps		City of Galena
Area Agency on Aging		Mental Health Services
City of Columbus		City of Baxter Springs
SE Kansas Area Vo-Tech School		Community Work Experience Sites
Cherokee County Coalition		Department of Corrections
Chamber of Commerce Economic Development Committee		



## INTERRELATIONSHIPS BETWEEN KANSAS CITY KANWORK AND THE PUBLIC AND PRIVATE SECTOR

2-15

K.C.K. Community College Adult Learning Advisory Board		
Community Service Center Teen Parent Program		Metropolitan Lutheran Ministry Emergency Service
Wyandotte Area Vocational Technical School		Employment Assistance Resource Network
Community Outreach Counseling Program		Community Service Refugee Center
Vocational Rehabilitation Services		SRS Youth and Adult Services
Guaranteed Student Loan Program		Economic Opportunity Foundation
Housing and Urban Development		National Council on Alcoholism
Kansas Competency System		Child Support Enforcement
SRS Income Maintenance		Reverse Commute Committee
Local High Schools		Pell Grant Program
Salvation Army		University of Kansas
El Centro	KANSAS CITY AREA	Social Security
Yates	KANWORK	KCCTO
Crosslines	PROGRAM	Job Corps
Project Eagle		Donnelly College
30 CWEP worksites		Education Talent Search
Private Industry Council		Women in Community Service
Associated Youth Service		St. Mary's College
Bethel Neighborhood Center		Central Avenue Betterment
Penn Valley Community College		Johnson County Community College
Mid-America Regional Council		Kansas City Kansas Community College
Wyandotte County Literacy Council		University United Methodist Church
Special Education Transition Committee		Early Childhood Development Advisory Board
Women's Employment and Training Consortium		Job Training Partnership Act
Heart of America Family Service		Child Care Referral Service



## HOUSE BILL No. 2534

By Committee on Appropriations

3-18

8 AN ACT concerning the KanWork act; establishing local KanWork  
9 planning councils; providing for administration and implementa-  
10 tion of the KanWork act; amending K.S.A. 1992 Supp. 39-7,101,  
11 39-7,102, 39-7,103, 39-7,104, 39-7,105 and 39-7,107 and repealing  
12 the existing sections; also repealing K.S.A. 1992 Supp. 39-7,106  
13 and 39-7,108.  
14

15 *Be it enacted by the Legislature of the State of Kansas:*

16 Section 1. K.S.A. 1992 Supp. 39-7,101 is hereby amended to  
17 read as follows: 39-7,101. (a) This act shall be known and may be  
18 cited as the KanWork act.

19 (b) *It is the intent of the legislature that the mission of the*  
20 *KanWork program is to empower cash assistance recipients to become*  
21 *economically self-sufficient through further education and enhanced*  
22 *skills so that they may acquire and retain employment. It is the*  
23 *intent of the legislature that the following principles be applied to*  
24 *the implementation of the KanWork program: The program should*  
25 *encourage and support clients to obtain a level of education and*  
26 *training sufficient to provide skills and proficiencies necessary to*  
27 *acquire jobs that lead to self-sufficiency; the program must dem-*  
28 *onstrate community involvement and establish relationships with em-*  
29 *ployers and businesses; the program must encourage cooperation*  
30 *among, and investments by, participants, families, the community,*  
31 *the business sector and the state; the program must have adequate*  
32 *flexibility to meet and identify local needs; and the program must*  
33 *place clients in jobs that allow them to become economically self-*  
34 *sufficient.*

35 Sec. 2. K.S.A. 1992 Supp. 39-7,102 is hereby amended to read  
36 as follows: 39-7,102. As used in the KanWork act, unless the context  
37 clearly requires otherwise:

38 (a) "Committee Council" means the KanWork interagency co-  
39 ordinating committee human resources investment council estab-  
40 lished under K.S.A. 1992 Supp. 39-7,108 and amendments  
41 thereto state law.

42 (b) "KanWork program" means the work experience and training  
program for public assistance recipients established under the

2a  
ATTACHMENT



1 KanWork act.

2 (c) "Local KanWork planning council" means a council estab-  
3 lished under section 3 and amendments thereto.

4 (e) (d) "Participant" means a public assistance recipient who par-  
5 ticipates in the KanWork program.

6 (d) (e) "Secretary" means the secretary of social and rehabilitation  
7 services.

8 (e) (f) "State child care center" means a child care center licensed  
9 under K.S.A. 65-501 *et seq.* and amendments thereto.

10 (f) (g) The terms defined in K.S.A. 39-702 and amendments  
11 thereto and used in the KanWork act have the meanings provided  
12 by K.S.A. 39-702 and amendments thereto.

13 New Sec. 3. (a) A local KanWork planning council shall be es-  
14 tablished in each county or multicounty area of this state in which  
15 a KanWork program has been established. In other areas of the  
16 state, as specified by the secretary of social and rehabilitation serv-  
17 ices, a local KanWork planning council shall be established before  
18 the KanWork program is extended to such areas. A local KanWork  
19 planning council may be organized as a corporation under the laws  
20 of this state with a governing board of not more than 21 members,  
21 or it may be an ad hoc council formed to develop collaborative  
22 relationships and to implement the KanWork program. The govern-  
23 ing board or ad hoc council shall include but not be limited to  
24 representatives from the following groups when represented within  
25 the service area: The local social and rehabilitation services area  
26 office; the local job service center staff of the department of human  
27 resources; job training partnership act; private industry councils; local  
28 government elected officials; adult basic education centers; com-  
29 munity colleges; vocational education institutions; colleges and uni-  
30 versities; local chambers of commerce; area employers; social service  
31 organizations; and current or former participants in the KanWork  
32 program.

33 (b) An entity organized in accordance with the provisions or sub-  
34 section (a) may apply to the secretary of social and rehabilitation  
35 services, in such form and manner as may be prescribed by the  
36 secretary, to administer the KanWork program within the local area  
37 to be served by the KanWork program. If the applicant is not a  
38 corporation, then the ad hoc council shall designate one of its mem-  
39 bers to act on behalf of the ad hoc council to receive and administer  
40 funds, enter into contracts and subcontracts and otherwise act on  
behalf of the ad hoc council. The secretary of social and rehabilitation  
services shall consider all applications for this purpose and shall enter  
into an annual contract with the applicant the secretary determines

delete or  
change wording  
from "administer"  
to "operate"

2a-2



1 to be best qualified for administration of the KanWork program. The  
2 applicant awarded such contract shall constitute the local KanWork  
3 planning council for the area of the state designated in the contract.

delete or change  
wording from "administration"  
to "operation"

4 (c) The local KanWork planning council shall develop ~~a program~~  
5 ~~and an~~ implementation plan for the area to be served by the council  
6 which shall ensure that training and education services provided in  
7 the KanWork program reflect local needs and resources and that  
8 supportive services are provided to program participants. Existing  
9 local arrangements and resources should be utilized wherever poss-  
10 sible. The ~~program and~~ implementation plan should be developed  
11 with a strategy for meeting the purposes of the KanWork program  
12 as specified under K.S.A. 1992 Supp. 39-7,101 and amendments  
13 thereto. The implementation plan developed by the local KanWork  
14 planning council shall include the following: (1) A proposal to re-  
15 move barriers to employment; (2) a proposal for placement of clients  
16 in jobs; (3) a proposal for job development activities; (4) a proposal  
17 for follow-up and evaluation of participants; and (5) a proposal for  
18 tracking client outcomes. In addition, the implementation plan  
19 should identify and bring together community resources which, in  
20 connection with state moneys and federal funds which may be avail-  
21 able, would provide services instrumental in realizing the purposes  
22 of the KanWork program. The implementation plan should coordi-  
23 nate resources to the maximum extent possible to avoid unnecessary  
24 duplication. The implementation plan should identify specific desired  
25 measurable results and provide outcome measures for effective eval-  
26 uation of success in meeting the stated mission. The implementation  
27 plan should also include a mechanism for client and employer follow-  
28 up, ~~and for ensuring ongoing case management.~~

delete

delete

delete

29 (d) The local KanWork planning councils shall provide services  
30 for participants under the implementation plan established in ac-  
31 cordance with this section and approved by the secretary of social  
32 and rehabilitation services either by directly providing such services  
33 or by providing such services through contracts with service pro-  
34 viders, or both directly and through contracts with such service  
35 providers. Services provided through local KanWork planning coun-  
36 cils shall include, but shall not be limited to, the following: Client  
37 assessment, goal setting through self-sufficiency plans, social services  
38 to remove barriers to employment, supportive and transitional serv-  
39 ices, education, job skills training and placement, supervised and  
40 unsupervised job search, employment counseling, case management  
41 with a caseload not to exceed 50 clients, volunteer assistance through  
42 mentors, follow-up services with clients and employers. The local  
43 KanWork planning councils shall provide reports to the secretary of

delete

2a-3



2a-4

social and rehabilitation services concerning the implementation and operation of the KanWork program and implementation plan as may be requested by the secretary of social and rehabilitation services.

(e) Prior to the approval of an application submitted under subsection (b), the secretary of social and rehabilitation services shall consult with the human resources investment council to obtain the recommendations of the council concerning whether the application and the implementation plan submitted with the application would be feasible to administer, contains the elements specified under this section for an implementation plan and includes appropriate local community participation and resources. If the secretary of social and rehabilitation services finds that the application and implementation plan are consistent with the provisions of this section and meet other applicable criteria established by the secretary, the secretary of social and rehabilitation services shall enter into a contract with the applicant as provided under this section.

delete

The contract with the local KanWork planning council shall provide for a phased-in implementation period and planning period prior to January 1, 1994. The human resources investment council shall oversee the planning activity. The local KanWork planning councils would be operationally effective January 1, 1994. If an applicant fails to submit an acceptable application and implementation plan under subsection (b), [the] secretary of social and rehabilitation services may either contract with individual service providers including the department of human resources or, prior to January 1, 1995, provide services directly through the department of social and rehabilitation services. If the secretary of social and rehabilitation services contracts with individual service providers or provides services through the department of social and rehabilitation services, such services shall be provided pursuant to an implementation plan developed in accordance with the guidelines for such a plan established under this section and shall provide the same services as a local KanWork planning council is authorized to provide under this section. On and after January 1, 1995, services may no longer be provided directly through the department of social and rehabilitation services.

July 1, 1994

delete

July 1, 1994

The

delete

On and after January 1, 1995, services may no longer be provided directly through the department of social and rehabilitation services.

by local planning councils.

delete

(f) The human resources investment council shall assist the secretary of social and rehabilitation services in developing criteria for decisions on local plan approval, evaluation measures and client assessment tools. In addition, local staff of the department of human resources may serve on local KanWork planning councils and may provide services to the local councils. Where a local KanWork planning council has not been approved, the secretary of social and rehabilitation services may contract with the department of human

Insert

Individual service provider contracts may be routed through local planning councils for review and recommendations to the Secretary of Social and Rehabilitation Services prior to approval.

delete



resources for job training and placement services.

(g) The secretary of social and rehabilitation services shall report to the joint committee on children and families during November, 1993, on the progress of planning for the ~~transition to~~ a local KanWork planning ~~council delivery system~~, and annually thereafter on the achievement of program goals, including client outcomes.

implementation of  
councils

(h) This section shall be part of and supplemental to the KanWork act.

New Sec. 4. (a) The human resources investment council, in addition to any other duties specified by law, shall evaluate implementation plans of the local KanWork planning councils and shall advise the secretary of social and rehabilitation services concerning these plans; shall review client assessment mechanisms recommended by the secretary of social and rehabilitation services; shall make recommendations to the secretary of social and rehabilitation services with respect to such assessment mechanisms; shall review the criteria established by the secretary of social and rehabilitation services to determine program effectiveness and make recommendations to the secretary of social and rehabilitation services with respect to such criteria; and shall provide general oversight of the KanWork program to ensure cooperation at all levels of government and among the private sector to avoid duplication among agencies and programs and advise the secretary of social and rehabilitation services with respect to such cooperation and duplication.

(b) This section shall be part of and supplemental to the KanWork act.

Sec. 5. K.S.A. 1992 Supp. 39-7,103 is hereby amended to read as follows: 39-7,103. (a) The secretary of social and rehabilitation services shall be responsible for the planning, integration and coordination of employment and related services for public assistance recipients. All appropriate state and local agencies shall cooperate with the secretary in the planning, integration and coordination of employment and related services as provided under the KanWork act.

(b) Within the limits of appropriations therefor, the secretary shall establish and administer the KanWork program for recipients of public assistance which shall consist of the following components: Evaluation for eligibility and services; job preparation; training and education; support services; and transitional services.

reinsert

(c) (b) The secretary ~~shall~~ adopt rules and regulations which establish KanWork program requirements for eligibility for the receipt of public assistance and which establish penalties to be imposed

may

2a-5



1 on an assignment under a KanWork program requirement is not  
2 completed without good cause. In establishing eligibility for partic-  
3 ipation in the KanWork program, volunteers shall be accorded first  
4 priority. Cash assistance recipients shall apply to participate in the  
5 KanWork program and shall receive services on a first-come, first-  
6 serve basis, except that selection of participants must take into ac-  
7 count any relevant federal mandate concerning targeted populations.  
8 The secretary shall establish specific procedures to recruit members  
9 of targeted populations as participants and to recruit volunteer ap-  
10 plicants to the program. The secretary may adopt rules and regu-  
11 lations establishing exemptions from any such KanWork program  
12 requirements, except that no person shall be exempt solely because  
13 such person provides care for a child three years of age or older  
14 unless federal law or rules and regulations specifically provide that  
15 such a person be exempt and a waiver of such requirement cannot  
16 be obtained. Requirements, exemptions and penalties established  
17 under this subsection (c) shall be consistent with the provisions of  
18 any state or federal law, rules and regulations or waiver granted  
19 under federal law or rules and regulations which relate thereto.

20 {d} (c) In carrying out the duties specified under the KanWork  
21 act, the secretary shall seek the advice of and consult with the  
22 KanWork interagency coordinating committee human resources  
23 investment council. The secretary may enter into contracts as may  
24 be necessary to carry out the provisions of the KanWork act.

25 {e} (d) The secretary shall monitor and evaluate periodically the  
26 KanWork program and shall track job retention rates of participants  
27 for not more than 15 months after a participant is employed  
28 and is no longer eligible for cash assistance. The secretary shall  
29 consult with the department of human resources and other entities  
30 involved in workforce preparation and training activities to develop  
31 common data collection and reporting mechanisms. The secretary  
32 shall develop reporting criteria for use by local KanWork planning  
33 councils in monitoring and tracking program results. Data collection  
34 at the local level shall be uniform based upon such reporting criteria.  
35 Data collection shall be sufficient to allow a two-year tracking of  
36 job retention statistics. The human resources investment council shall  
37 oversee the development of data collection and measurement pro-  
38 cedures. In addition to the development of uniform data collection,  
39 the secretary shall establish mechanisms to determine total expen-  
40 ditures from all sources for serving KanWork clients, including re-  
41 sources and expenditures in addition to those budgeted to the  
42 department of social and rehabilitation services for the KanWork  
43 program. The secretary also shall collect usable and relevant infor-

20-6



ation on client demographics. As part of the uniform data collection reporting design, the secretary shall develop a mechanism to allow the comparison of KanWork and nonKanWork control groups. Within the limits of appropriations therefor, the secretary may enter into contracts for marketing and publishing information concerning the KanWork program and may enter into contracts for assistance in monitoring and evaluating the KanWork program and in tracking job retention rates of applicants.

(e) The secretary of social and rehabilitation services shall establish specific criteria to determine the KanWork program's effectiveness measured against the goals of the program established under K.S.A. 39-7,101 and amendments thereto. The secretary shall work with the human resources investment council in establishing these criteria. The secretary shall establish reporting forms and data collection requirements for local KanWork planning councils to use in reporting such information to the secretary. Contracts or grants to local KanWork planning councils or local service providers shall require follow-up assessments and reporting of measurable results. Measurable results must reflect variations in services included in local plans. Job retention statistics and client characteristics shall be collected and analyzed for a twenty-four-month period. The secretary shall compile and analyze the measurable results obtained from information provided to the secretary under this section and shall provide annually on or before December 31 of each year a report of such information to the human resources investment council, the local KanWork planning councils, the governor and the legislature. In addition, commencing after December 31, 1995, and annually thereafter, the secretary shall provide for an independent, outside program evaluation of the KanWork program.

delete

(f) The secretary may seek waivers from program requirements of the federal government as may be needed to carry out the provisions of the KanWork act and to maximize federal matching and other funds with respect to the programs established under such act.

Sec. 6. K.S.A. 1992 Supp. 39-7,104 is hereby amended to read as follows: 39-7,104. (a) The secretary of social and rehabilitation services shall provide for the evaluation of public assistance recipients to determine whether such persons are required eligible to participate in the KanWork program. All public assistance recipients not required eligible to participate in the KanWork program shall be encouraged to participate in such program. The secretary also shall provide for the evaluation of KanWork participants to assess the appropriate level of services needed by such participants under the KanWork program; shall provide initial employability

reinsert

add "or contract out" following "provide" and before "for"



screening, goal setting, identification of support service needs  
 and development of timelines for completion of activities; and  
 shall establish and enter into with such participants written  
 contracts of participant self-sufficiency. A case manager shall be  
 assigned to each KanWork participant. ~~Local service providers~~ In  
 assessing social service, education and employment needs of a  
 KanWork participant ~~shall use uniform assessments which have been~~  
 developed by the secretary of social and rehabilitation services in  
 conjunction with the human resources investment council. If the  
 initial evaluation by the secretary or the assessment by the local  
 service providers, or a subsequent assessment, reveals barriers that  
 render a public assistance recipient unable to benefit from KanWork  
 services at the time of the assessment, the public assistance recipient  
 shall be referred to other services.

reinsert

delete

In

delete

insert "shall be used"

(b) The secretary of social and rehabilitation services and  
 the secretary of human resources shall enter into an agreement  
 which provides that all recipients of aid to families with de-  
 pendent children who are required to register under the  
 KanWork program and who are determined by the secretary of  
 social and rehabilitation services to be job-ready shall initially  
 be referred to the secretary of human resources for the follow-  
 ing services: Determination and provision of employment oc-  
 cupational assessment, goal setting and training services and  
 such other services as the secretary may deem appropriate  
 within the provisions of this act.

(c) KanWork participants may bring grievances and appeal  
 decisions of the secretary, ~~local KanWork planning councils or other~~  
~~contract service providers~~ under the KanWork program in accor-  
 dance with grievance and appeal procedures established by the sec-  
 retary by rules and regulations.

delete

Sec. 7. K.S.A. 1992 Supp. 39-7,105 is hereby amended to read  
 as follows: 39-7,105. (a) Within the limits of appropriations there-  
 for and to the extent allowed under any applicable federal law  
 or rule and regulation adopted pursuant thereto, the secretary  
 shall establish and make available to eligible public assistance  
 recipients the job preparation, training and education compo-  
 nent of the KanWork program.

may

reinsert

(b) The job preparation element of the job preparation,  
 training and education component includes, but is not limited  
 to, the following:

(1) Unsupervised job search, in which the participant in-  
 dividually seeks work and makes periodic progress reports to  
 the secretary or an agency contracting with the secretary.

8-22



(2) Supervised job search which includes, but is not limited to, access to telephones to contact prospective employers, job orders, direct referrals to employers, or other organized methods of seeking work which are overseen, reviewed and critiqued by the secretary or an agent of the secretary. The amount and type of activity required during this supervised job search period shall be determined by the secretary and the participant, based on the participant's employment history and need for supportive services and shall be consistent with rules and regulations adopted by the secretary.

(3) Job club workshops, including group or individual training sessions, where participants learn various job finding and job retention skills. Workshops shall be conducted by persons trained in employment counseling. The skills taught in job clubs shall include preparation of an application, writing a resume, interviewing techniques, understanding employer requirements and expectations, telephone canvassing for job leads, proper dress and conduct on the job and ways to enhance self-esteem, self-image and confidence.

(4) Job referral and placement services.

(5) Employment counseling to assist persons to reach informed decisions on appropriate employment goals.

(e) The training and education element of the job preparation, training and education component includes, but is not limited to, the following:

(1) Job training which includes, but is not limited to, training in industry-specific job skills in a classroom or onsite setting, including training provided by private industry, universities, community colleges, state and local agencies and school districts.

(2) Community work experience for a public or nonprofit agency that provides the participant the opportunity to develop basic work skills, practice and improve existing skills and acquire on-the-job experience established in accordance with the provisions of subsection (g) of K.S.A. 39-708 and amendments thereto or subsection (d)(B)(3) of K.S.A. 39-709 and amendments thereto, or both such sections.

(3) Work experience through a grant diversion program which The secretary is hereby authorized to implement *work experience through a grant diversion program* in which an employer receives a wage subsidy from money diverted in accordance with law from public assistance grants. Grant diversion shall be implemented through a contract entered into by the secretary and the

Reinsert

may

629



employer.

(4) Remedial education, which shall include adult basic education, high school completion and general equivalency diploma instruction.

(5) College and community college education, when that education provides sufficient employment skills training which can be expected to lead to employment based on a labor market needs assessment.

(6) Vocational training in a community college, vocational technical school or local school district program which can be expected to lead to employment based upon a labor market needs assessment.

(7) English language instruction for non-English speaking participants.

(8) Other programs that may be made available through federal legislation authorizing employment and training programs for public assistance recipients.

(d) Workers assigned to state agencies under the KanWork program may participate in classified civil service examinations equivalent to the position occupied, as well as any other civil service examination for which the participant is qualified, and experience in the position occupied by the participant shall be included in determining whether the participant meets the experience requirements for the particular position under the Kansas civil service act.

(e) The secretary may enter into contracts with community service providers for job development and service provision.

Sec. 8. K.S.A. 1992 Supp. 39-7,107 is hereby amended to read as follows: 39-7,107. (a) Within the limits of appropriations therefor and to the extent allowed under any applicable federal law or rule and regulation adopted pursuant thereto, the secretary shall provide in accordance with the KanWork act through local KanWork planning councils or otherwise the transitional service component components of the KanWork program to facilitate public assistance recipient movement toward self-sufficiency and employment retention.

(b) Transitional services shall include, but not be limited to, the following:

(1) Child care. Except as otherwise provided in this subsection (b)(1), extended child care services shall be provided for a maximum of six months after a participant becomes employed and is no longer eligible for child care services under subsection (b) of K.S.A. 1992 Supp. 39-7,106 and amendments

Reinsert

Substitute

and with the review and recommendations of local kanwork planning councils

Reinsert

2a-10



thereto if such services are needed to assist in employment retention. The secretary may adopt rules and regulations to extend child care services beyond such six-month period if such extension is consistent with the purposes of the KanWork program. The participant receiving such services shall contribute to the payment for such services through a sliding fee scale based upon ability to pay established by rules and regulations of the secretary.

(2) Medical care. Extended medical care services shall be provided for not to exceed 12 months after a participant becomes employed and is no longer eligible for cash assistance unless the participant is otherwise covered by health benefits. The participant covered for such services shall contribute to the payment of the cost for such coverage as established annually by the secretary by rules and regulations. The secretary shall seek a waiver from the federal department of health and human services to allow federal matching funds for extended medical care service coverage beyond that currently allowed by federal law.

(3) Transportation assistance. Transportation expenses in the monthly amount established by the secretary under subsection (b) of K.S.A. 1992 Supp. 39-7,106 and amendments thereto may be continued for six months after a participant becomes employed and is no longer eligible for transportation expenses under subsection (b) of K.S.A. 1992 Supp. 39-7,106 and amendments thereto if such transportation expenses are needed to assist in employment retention. The amount of such transportation expenses under this subsection (b)(3) may be reduced in accordance with rules and regulations of the secretary.

(4) Special needs allowances. The secretary may provide participants special one-time allowances for clothing or uniform requirements, car repairs, special tools, books or other special need costs which are barriers to employment and which are not otherwise covered at the time when the participant becomes employed.

(e) Nothing in the KanWork act shall be construed to preclude a participant transitioning from the KanWork program toward self-sufficiency and employment retention from utilizing existing state or federal assistance programs.

Sec. 9. K.S.A. 1992 Supp. 39-7,101, 39-7,102, 39-7,103, 39-7,104, 39-7,105, 39-7,106, 39-7,107 and 39-7,108 are hereby repealed.

Reinsert

2a-11



- 1     Sec. 10. This act shall take effect and be in force from and after
- 2     its publication in the statute book.

2a-12



JOAN FINNEY, GOVERNOR OF THE STATE OF KANSAS

KANSAS DEPARTMENT OF SOCIAL  
AND REHABILITATION SERVICES

DONNA WHITEMAN, SECRETARY

March 26, 1993

Ms. Gloria M. Timmer, Director  
Division of the Budget  
State Capitol Building, Rm. 152-E  
Topeka, KS 66612

Dear Ms. Timmer:

This letter is in response to proposed Kansas House of Representatives Bill No. 2534 concerning the KanWork Act.

1. ANALYSIS OF HB 2534

This bill establishes the mission of the KanWork program.

This bill proposes to change the KanWork Program by establishing local KanWork planning councils to operate the program. A planning council will be established in each county or multicounty area in which a KanWork program has been established. This council may be organized as a corporation with a governing board of not more than 21 members or it may be an ad hoc council formed to develop collaborative relationships and to implement the KanWork program. The following groups should be included on the councils: the local social and rehabilitation services area office; local job service center staff of the Department of Human Resources; job training partnership act; private industry councils, local government elected officials; adult basic education centers; community colleges and universities; local chambers of commerce; area employers; social service organizations; and current or former KanWork participants.

The planning council may apply to the Secretary of Social and Rehabilitation Services (SRS) to administer the KanWork program within the local area. The Secretary of SRS shall enter into an annual contract with the best qualified applicant. If an applicant fails to submit an acceptable application, the Secretary of SRS may either contract with individual service providers including the Department of Human Resources or prior to January 1, 1995, provide services directly. Services may no longer be provided directly by SRS after January 1, 1995.

The planning council will develop a program and implementation plan. The council may directly provide services to KanWork participants or may contract with service providers. Case management caseloads are not to exceed 50 clients.

915 SW HARRISON STREET, TOPEKA, KANSAS 66612

ATTACHMENT 2 b



The KanWork interagency coordinating committee has been eliminated and replaced with the human resources investment council. This state level council will review applications from the local KanWork planning councils. This council also shall assist in developing criteria for decisions on local plan approval, evaluation measures and client assessment tools; review criteria established by the Secretary of SRS to determine program effectiveness and make recommendations regarding this criteria; provide general oversight of the program and ensure cooperation and avoid duplication; and oversee the development of data collection.

The Secretary of SRS shall report to the Joint Committee on Children and Families during November, 1993, regarding the progress of the transition to a local KanWork planning council delivery system.

The Secretary will develop reporting criteria for use by local KanWork planning councils in monitoring and tracking. Data collection will be sufficient to allow a two-year tracking of job retention statistics. The Secretary will also establish mechanisms to determine total expenditures from all sources for serving KanWork participants and collect information on client demographics.

The Secretary will establish criteria to determine the effectiveness of the KanWork program and provide a report annually to the human resources investment council. The Secretary shall also provide for an annual independent, outside program evaluation of the KanWork Program, after December 31, 1995.

KanWork participants may bring grievances and appeal decisions of the Secretary, local KanWork planning councils, or other contract service providers.

## 2. SRS OPERATIONAL CHANGES REQUIRED

Operation of KanWork and other Employment Preparation Services (EPS) programs will change extensively at both the Central Office and Area Office level. Case management staff salaries will be re-allocated over time to the local planning councils and 120 SRS case managers will be layed off or reduced by attrition by 1-1-95. According to Diane Patrick, FUTURES Program Manager in Missouri, "to contract out [case management] positions to community organizations requires an intense training and monitoring effort to ensure program goals are met." KanWork field staff that remain in the area offices will perform administrative tasks such as providing technical assistance to the local councils and providers, monitoring and evaluation, data collection, and operating the Community Work Experience Program (CWEP) and grant diversion programs. The remaining field staff will provide operation and supervision of JOBS/BOS (Job Opportunities and Basic Skills Program/Balance of State), the Food Stamp Employment and Training Program (MOST - More Opportunities for Self-Sufficiency and Training), and Child Care. Central Office staff will be re-aligned and expanded (currently one staff person) to provide for increased contracting, data management, monitoring, and training needs in addition to policy/program administration.

The local planning councils will be responsible for only the KanWork program which is the comprehensive federal JOBS program in Kansas. KanWork will serve 6000 participants in 24 counties in FY 94 which will allow the program to be in compliance with the JOBS participation mandates. To remain in compliance with the JOBS statewideness mandates which state that a minimal JOBS program must be available to 95% of the adult AFDC population, the JOBS/Balance of State (BOS) program must continue to operate. JOBS/Balance of State will serve 1050 participants in the remaining counties. SRS staff will provide case management services for JOBS/BOS, MOST, and the Child Care Program.

The greatest challenge will be in coordinating all the changes within the timeframes indicated by the bill. SRS is currently implementing an EPS computer system, KsCares, which will not collect the data required in the proposed statute. Other impacts to KsCares include the need for staff training, system enhancements, security measures, and new terminals and hookups. It's likely that the requirement for all entities involved in workforce preparation and training activities to develop common data collection and reporting mechanisms will force the need for a entirely new computer system.

The massive information exchange from the SRS operated program to community agencies will provide a challenge in terms of training needs, site visits and consultation, state plan development, and maintenance of federal program compliance.

The procurement/contracting process will be complex and extensive and could result in a large proportion of KanWork/JOBS allocations being awarded by contract. Additional central office and area staff will be needed to write requests for proposals, procure services, write contracts, and monitor contract performance. Central Office Employment Preparation Services has only one contract specialist on staff. Since very few SRS staff are trained in procurement, contracting, and monitoring, the training need up front and the lead time for new staff to learn this complicated process will be extensive. Of the present twenty-four KanWork counties, only three (Barton, Sedgwick, and Shawnee) have much experience with contracting. Seven to ten other KanWork counties are in the beginning stages of learning about the contracting process. The remaining counties have been hiring staff and dealing with start-up program requirements and haven't begun the contracting process. Thorough training and hands-on experience in learning the procurement and contracting process and procedures will be essential if the program is to be consistent and is to comply with federal and state statutes and regulations. Close coordination with the Department of Administration and the intricate and lengthy procedures involved with that department's procurement process also will be essential to ensure fair and equitable procurement and contract awards.

Other states have proven that contracting on a large scale can be done. However, considering 1) that KanWork is still a new program in the majority of KanWork areas, 2) the lack of experience in service procurement and contracting of KanWork staff, 3) the length of time that has been necessary for KanWork program start-up, 4) the extensive training and time required for staff to learn procurement and contracting, and 5) the time required to



develop a revised information system, the probability of successfully completing this process to the extent mandated by the bill within the specified time frames seems highly speculative.

### 3. FISCAL EFFECT

The effects of this proposed bill would impact three state fiscal years. The present fiscal year (1993) would require planning for the changes to be effective January 1, 1994, but would not see any direct fiscal effect. Fiscal year 1994 would be a transitional phasing out of state operations (i.e. administrative field costs) for the January 1, 1995 full non-state operation deadline and transfers of monies pursuant to contracts. Fiscal year 1995 would see the first full state fiscal year of non-state operation. While a similar "phased-in" implementation occurred in the development and expansion of KanWork, this approach presents statistical reporting difficulties because the calendar year deadlines and state fiscal year parameters do not match.

FY 1994 Governor's Budget Recommendation (GBR) projects financial need through fiscal year 1994 of \$9,049,266 in field staff costs (for all programs administered by Employment Preparation Services within SRS, not just KanWork/JOBS), and \$19,223,254 in KanWork/JOBS costs for client-specific services (\$12,260,904 is for child care). Furthermore, the agency's administrative budget includes the costs for the KsCares project, which is the automated case management system currently approaching the pilot stage of implementation.

The proposed bill carries the requirement that an annual evaluation of the program be performed. The additional money, \$600,000, for this requirement would need to be appropriated in FY 1995 and each year thereafter in addition to planned operating expenditures.

It is assumed that no extra funds would be available for implementing this proposed bill, and that existing projected costs would be shifted from SRS to local councils for a fiscally neutral effect. However, SRS notes that the cost for the extra annual evaluation would create the need for an additional appropriation. An additional cost involves computer system modifications to operate a computer system in non-SRS sites by non-SRS personnel, to link with all other local non-SRS computer systems such as exist or are proposed to exist in other state agencies, and to enhance the existing case management computer system by adding a management information system. These costs would be considerable. These costs are excluded from the FY 1994 GBR.

### 4. ADDITIONAL STAFF AND EXPENDITURES

See Fiscal Impact for additional expenditures.



## 5. FISCAL IMPACT - ASSUMPTIONS

- A. Staff and client services costs are based on an average cost of \$4,358 per client.
- B. It is estimated that 120 field staff positions will be necessary to provide KanWork case management services at the ratio of 50 clients for a total of 6,000 KanWork clients statewide.
- C. All case management staff salaries will be re-allocated to the local planning councils by 1-1-95. It is estimated that 10% will be re-allocated in FY 1994 and the remainder in the first six months of FY 1995. One hundred twenty SRS case managers will be laid off or reduced through attrition.
- D. The remaining field costs (204.5 positions) would continue to be administered by SRS in order to operate the JOBS/BOS, MOST, and Child Care programs and to provide technical assistance and training to the local councils and providers, monitor and evaluate the programs, collect data, and operate the CWEP and grant diversion programs.
- E. SRS will have paid approximately \$6,500,000 for the KsCares case management computer system by December 1993. In order to carry out the requirement of this bill, either a totally new system will have to be developed or extensive enhancements to KsCares will have to be implemented.
- F. It is estimated there will be a 3.5% increase each year after FY 1994 for case management staff salaries and benefits.
- G. OOE (other operating expense) is figured at \$3,601 per employee per year with 4% inflation per year after 1994. OOE consists of rent, utilities, supplies, communication, travel, etc.
- H. SRS recently paid \$100,000 for an evaluation of operations in 4 counties, so it is assumed that an evaluation of 24 counties would cost approximately \$600,000 which has not been projected for in budget planning.



6. FISCAL IMPACT - FY 1994

		<u>FY 1994</u>	<u>GBR</u>	
	<u>*** Local</u>	<u>SRS</u>	<u>SRS</u>	<u>Additional</u>
	<u>Contracts</u>	<u>KanWork</u>	<u>JOBS/BOS</u>	<u>Funds</u>
				<u>Needed</u>
Local Case Management Staff	33,120			
SRS Case Management Staff		3,278,880	579,600	
Transportation	18,000	1,782,000	315,000	
Special Allowances	15,000	1,485,000	262,500	
Education/Training*	31,500	3,118,500	551,250	
Employment**	18,480	1,829,520	323,400	
Child Care	1,453,800	13,084,200	2,544,150	
Computer System Enhancements				12,000,000
TOTAL FUNDS	1,569,900	24,578,100	4,575,900	12,000,000
TOTAL FY 1994 GBR FOR CLIENT SERVICES COSTS -				\$30,723,900
SGF	627,960	9,831,240	1,830,360	6,000,000
TOTAL FY 1994 SGF FOR CLIENT SERVICES COSTS -				\$12,289,560

\*Includes GED, Adult Basic Ed (ABE), remediation, job skills training.

\*\*Contracted Employment Services - includes Survival Skills, vocational counseling, Career Exploration Workshops, vocational testing, OJT, job development/placement, job search, Job Club.

\*\*\*This is the estimated 10% of case management salaries and client services that will be re-allocated to the local planning councils in FY 1994.



## 7. LONG RANGE FISCAL IMPACT

	FY 1995	FY 1996	FY 1997
Local Case Management Staff	3,278,880	3,512,418	3,635,353
Transportation	1,782,000	1,782,000	1,782,000
Special Allowances	1,485,000	1,485,000	1,485,000
Education/Training*	3,118,500	3,118,500	3,118,500
Employment**	1,829,520	1,829,520	1,829,520
Child Care	13,084,200	13,084,200	13,084,200
<u>Independent Evaluation***</u>		600,000	600,000
TOTAL FUNDS	24,578,100	25,411,638	25,534,573
SGF	9,831,240	10,164,655	10,008,260

\*Includes GED, Adult Basic Ed (ABE), remediation, job skills training.

\*\*Contracted Employment Services - includes Survival Skills, vocational counseling, Career Exploration Workshops, vocational testing, OJT, job development/placement, job search, Job Club.

\*\*\*The independent evaluation is required after 12-31-95

Sincerely,

Donna L. Whiteman  
Secretary

DLW:JKS:cjd

cc: Rita L. Wolf, Director, Management Services  
Janet K. Schalansky, Director, WorkForce Development



# Client Volume

for SFY '93 as of January

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- ▶ Over 6000 Clients have been Referred to KanWork / JOBS
- ▶ Over 3000 Clients have been Assessed by KanWork / JOBS
- ▶ Over 1000 Clients have found Employment through KanWork / JOBS

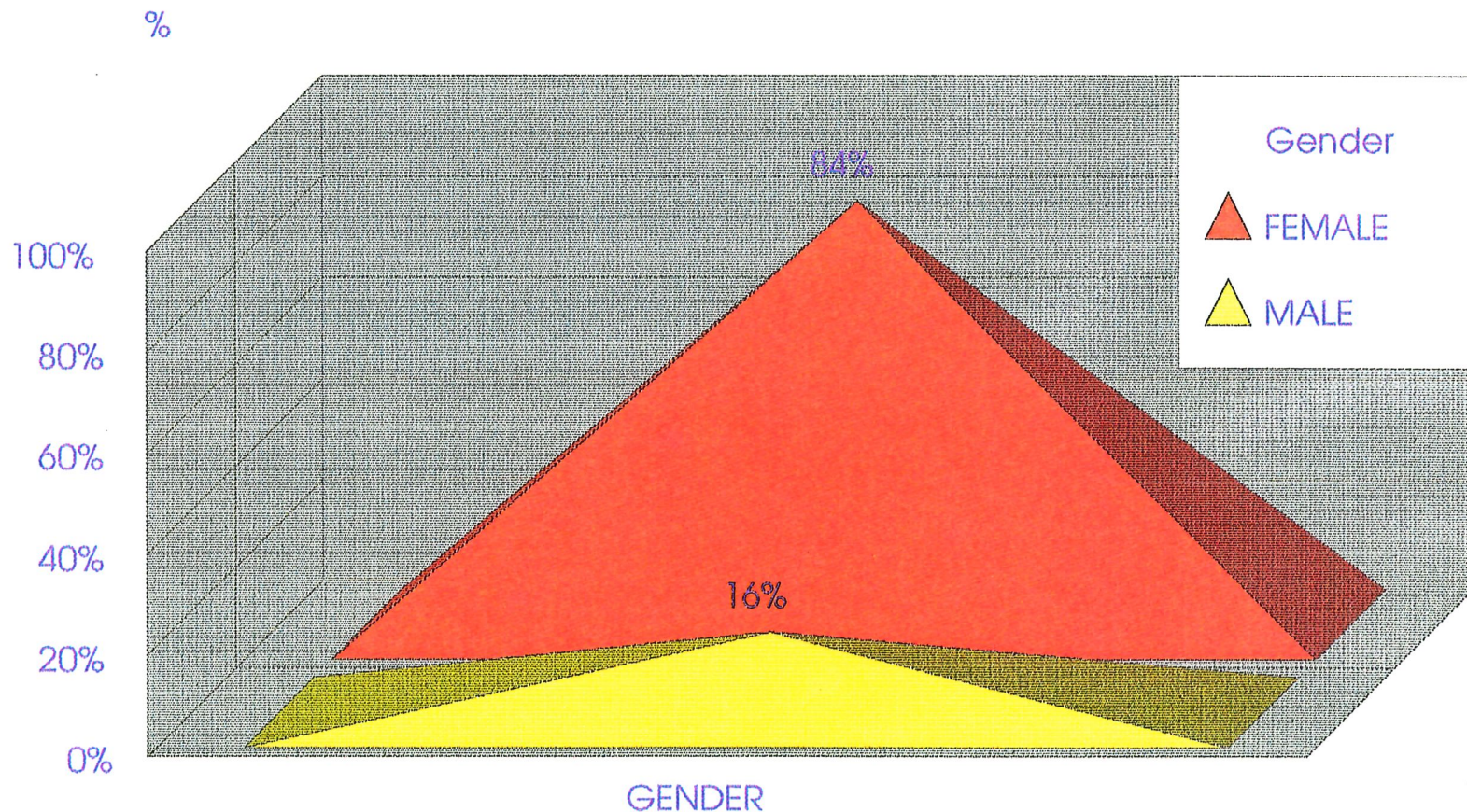
Source: KS Dept. of SRS/EPs/Fiscal/23-Mar-93





# CLIENT DEMOGRAPHICS

## DISTRIBUTION BY GENDER



2c-2

Source: KS Dept. of SRS/EPF/Fiscal/23-Mar-93

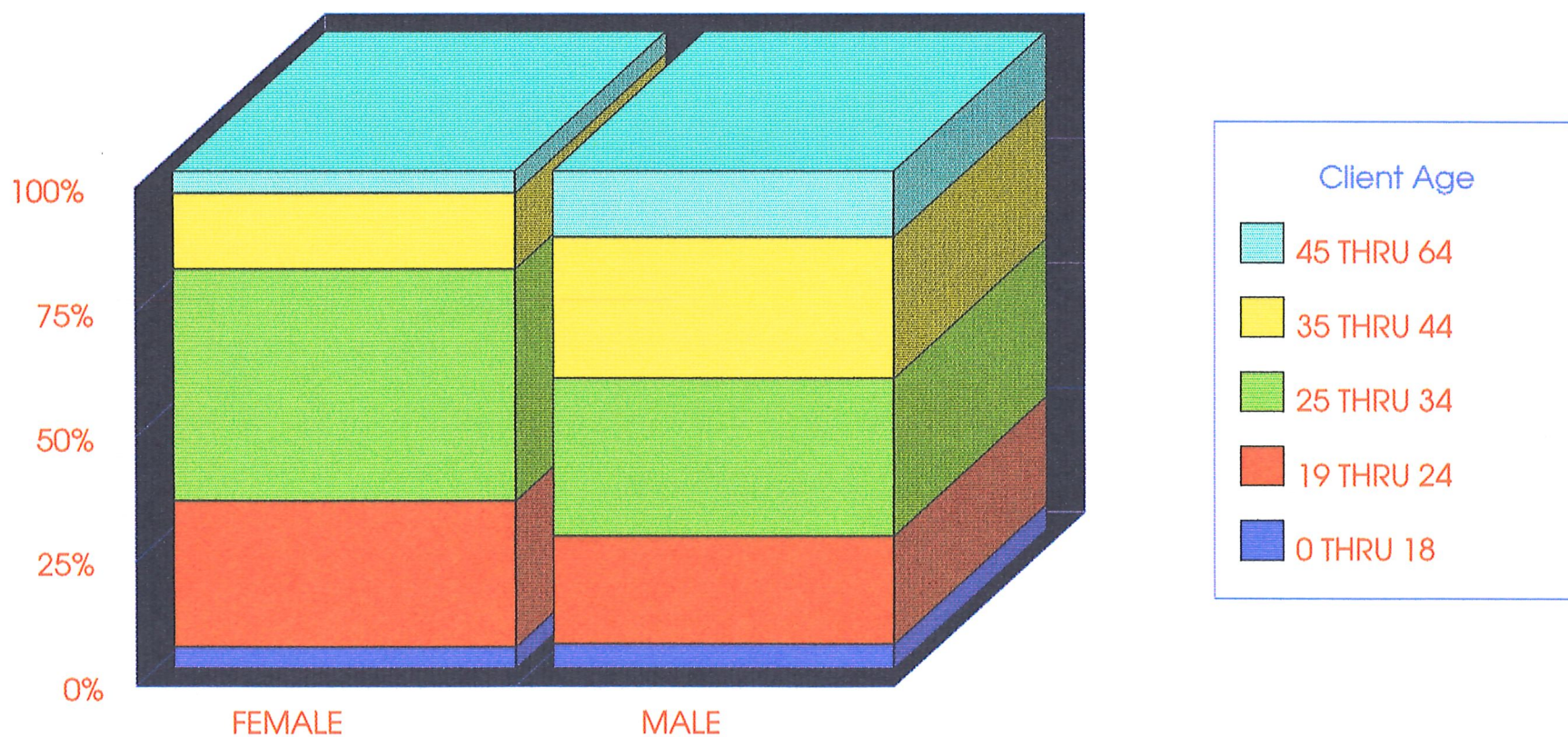
**KANWORK**

AN EDUCATION. A GOOD JOB. A BETTER WAY OF LIFE.



# CLIENT DEMOGRAPHICS

## AGE DISTRIBUTION BY GENDER



Source: KS Dept. of SRS/EPF/Fiscal/23-Mar-93

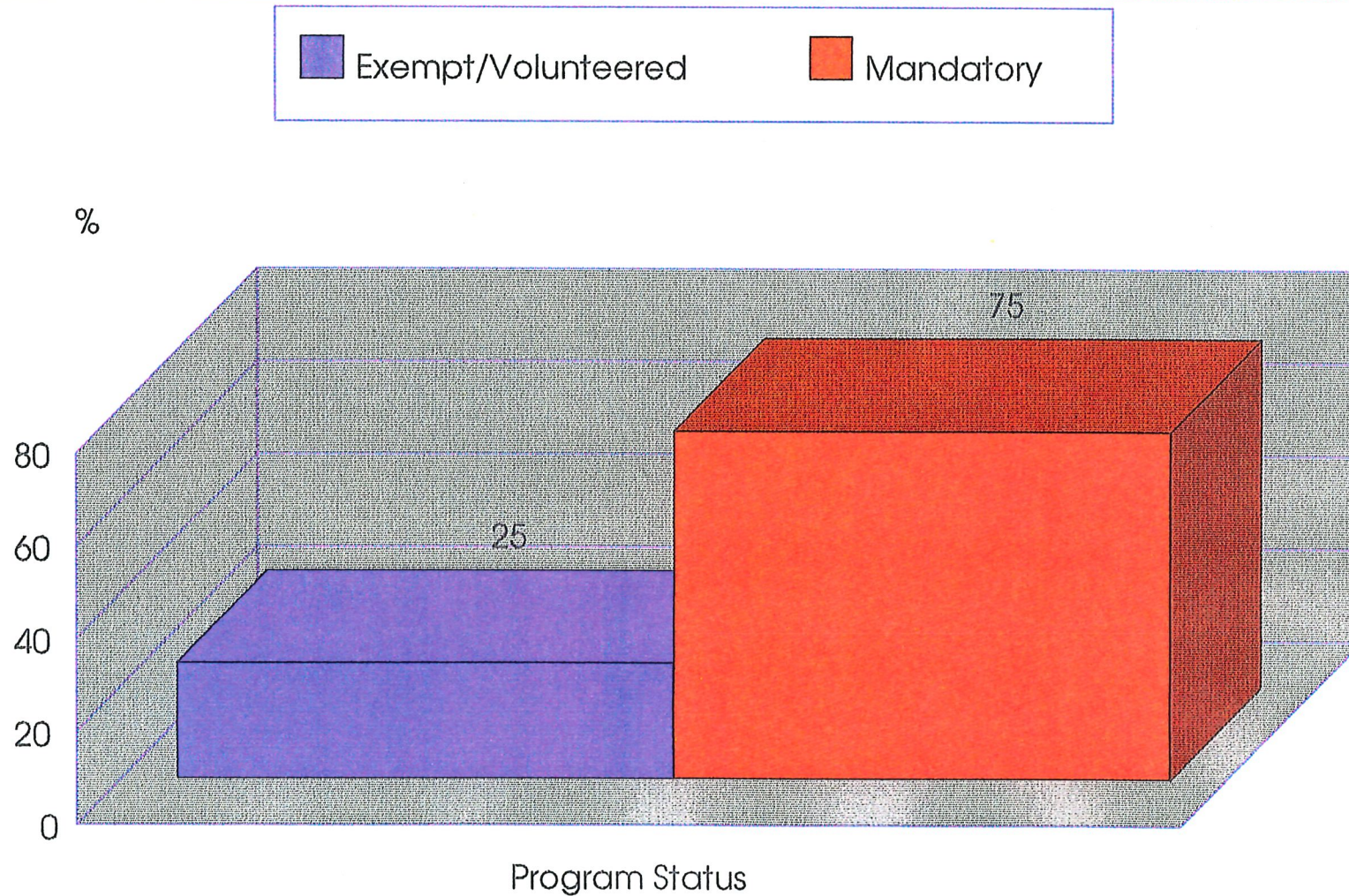
**KANWORK**

AN EDUCATION. A GOOD JOB. A BETTER WAY OF LIFE.



# CLIENT DEMOGRAPHICS

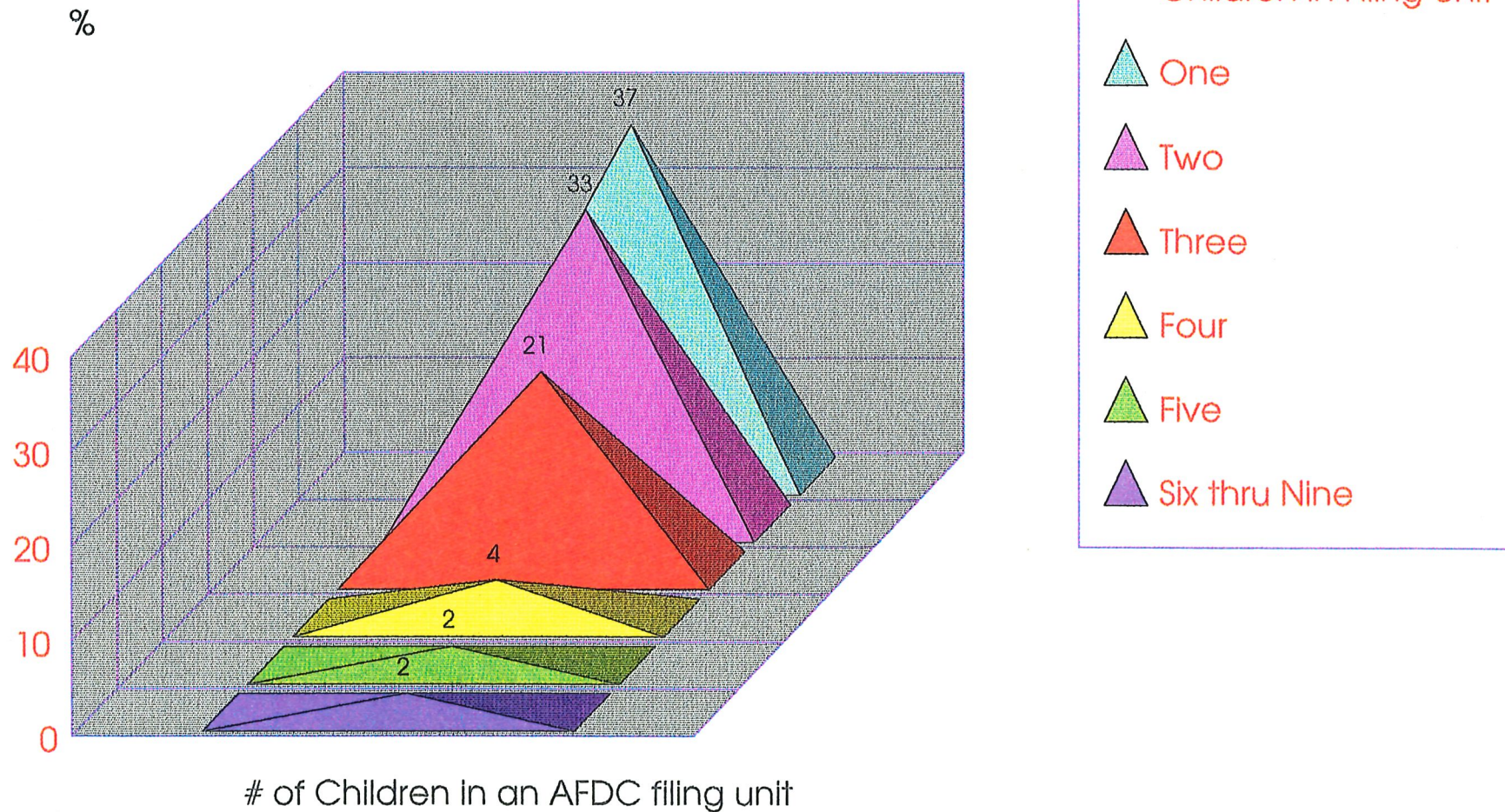
## Distribution by Program Status





# CLIENT DEMOGRAPHICS

# of Dependent Children in AFDC Filing Unit

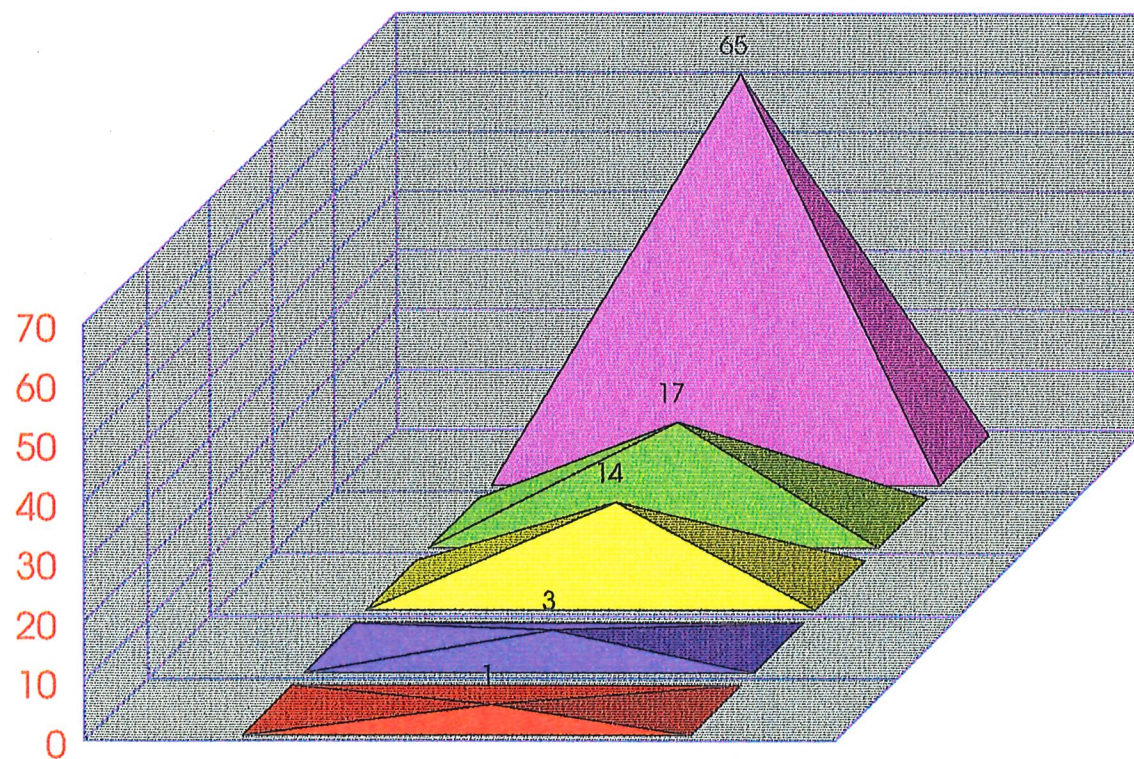




# CLIENT DEMOGRAPHICS

# of Dependent Children Receiving Child Care

%



Children Receiving Child Care

Children in Family Receiving Child Care

- Zero
- One
- Two
- Three
- Four

Source: KS Dept. of SRS/EPF/Fiscal/23-Mar-93

**KANWORK**

AN EDUCATION. A GOOD JOB. A BETTER WAY OF LIFE.

2c-6



# Service Activity

Component utilization for SFY '93 as of January

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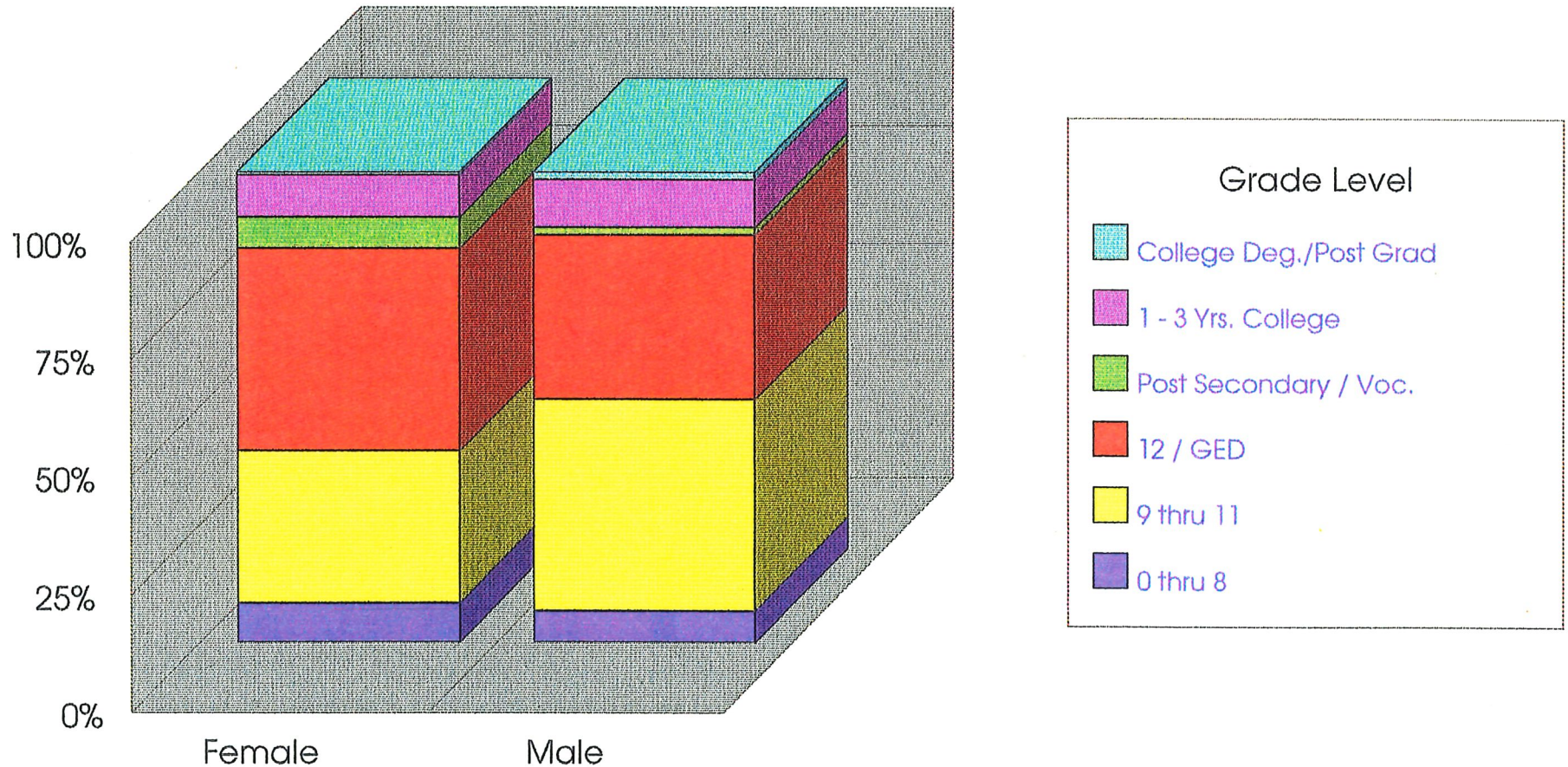
- ✓ 823 Clients have become Job Ready
- ✓ 1543 Clients have entered an Education Component
  - 102 in Literacy
  - 70 in English as a Second Language
  - 271 in Adult Basic Education
  - 157 in Remediation
  - 847 in GED (General Education Development)
  - 96 in High School
- ✓ 798 Clients utilized Transitional Services

Source: KS Dept. of SRS/EPS/Fiscal/23-Mar-93



# CLIENT DEMOGRAPHICS

## Education Level by Gender



2e-8  
Source: KS Dept. of SRS/EPF/Fiscal/23-Mar-93



# Training Activity

During SFY '93 through January

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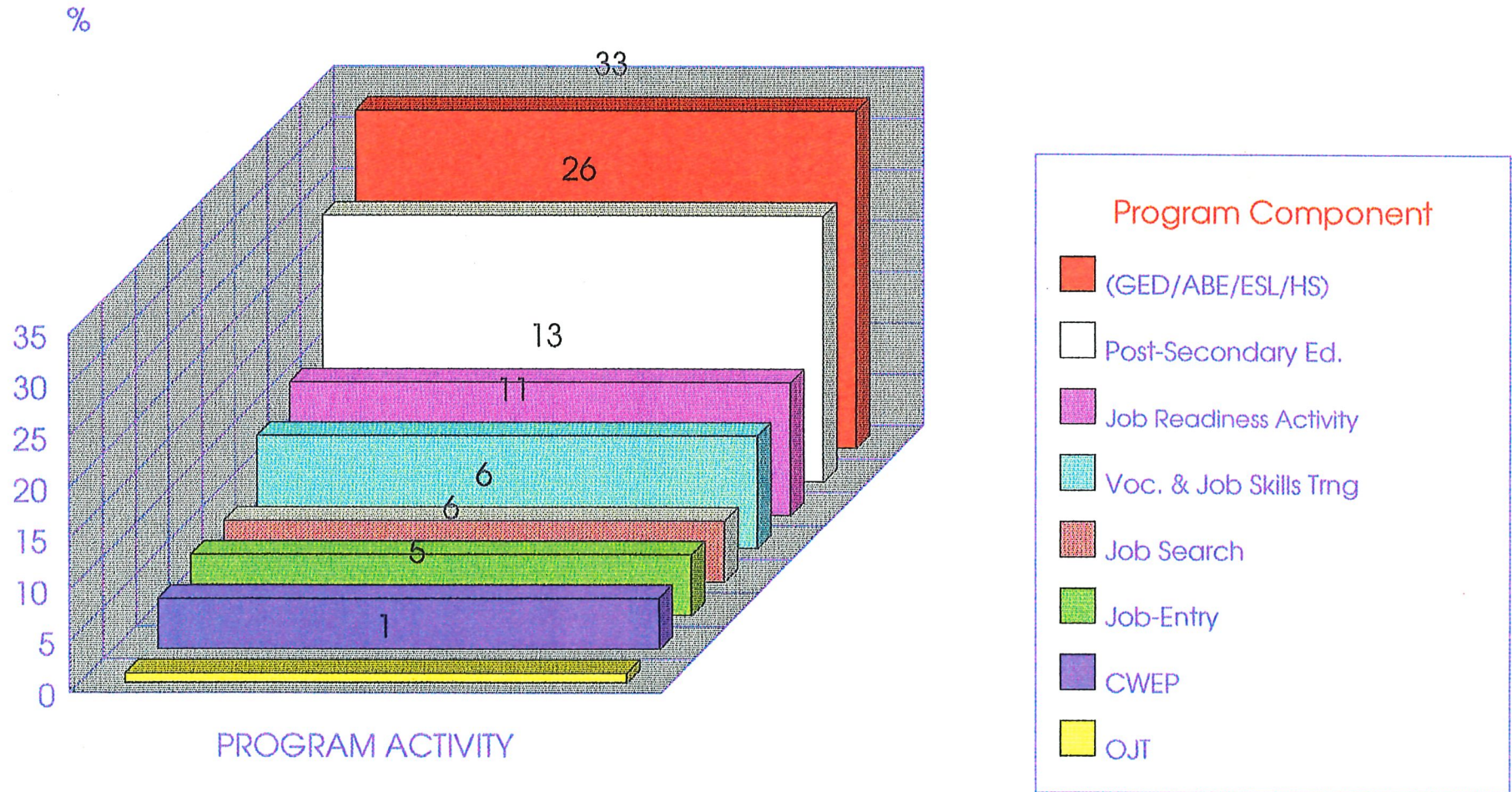
- Over 1400 Clients have entered Training
- Over 200 Clients have completed Training

Source: KS Dept. of SRS/EPF/Fiscal/23-Mar-93



# CLIENT DEMOGRAPHICS

## Distribution by Program Component



Source: KS Dept. of SRS/EPF/Fiscal/23-Mcr-93



# Client Recidivism

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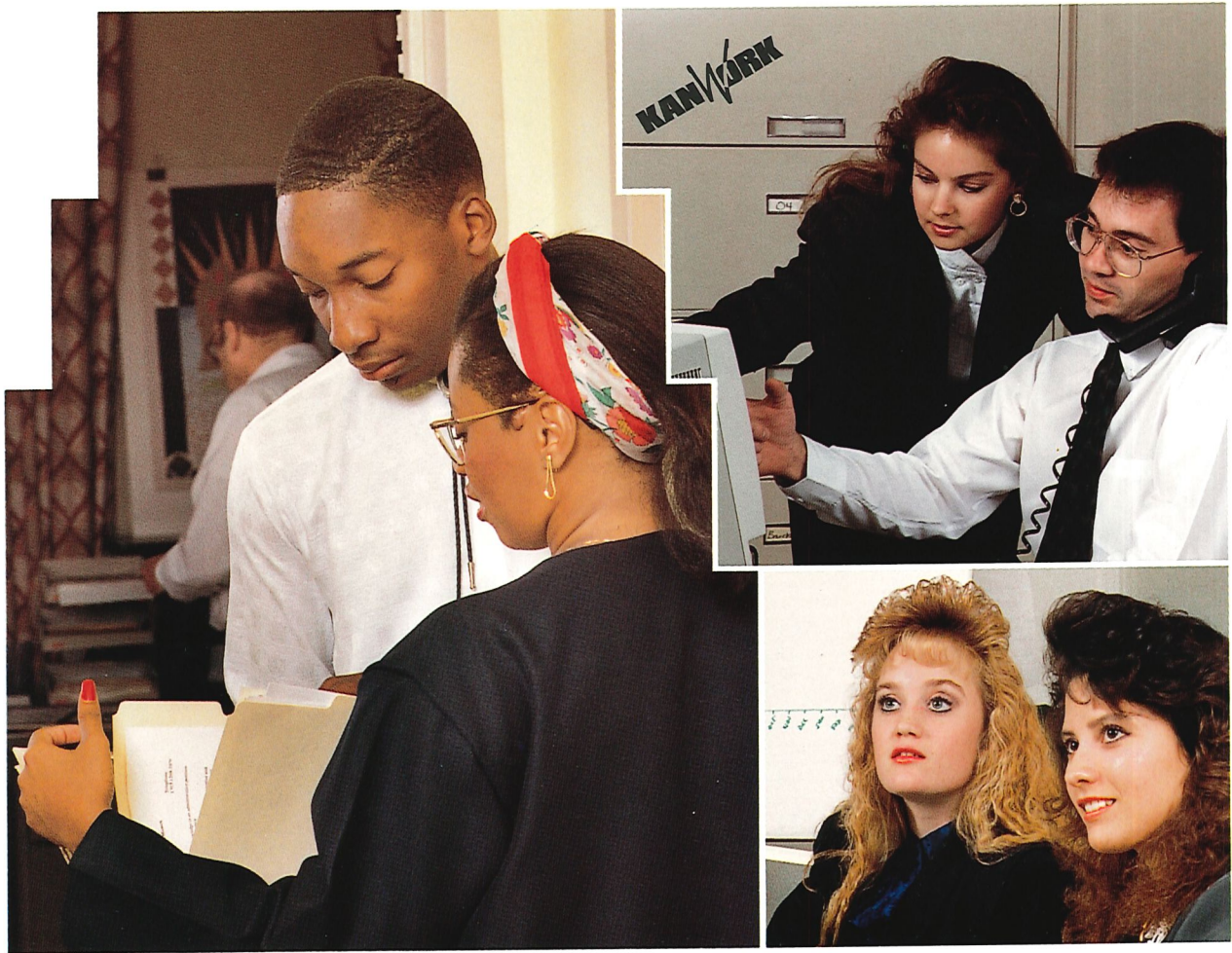
47% of the JOBS / KanWork participants who obtained employment and left assistance during September, 1991, have not returned to the cash assistance rolls as of February, 1993.

Source: KS Dept. of SRS/EPF/Fiscal/23-Mar-93



2C-11





***Our work force really works***

*Kansas department of social and rehabilitation services*



# *Need someone special for that job?*

## *SRS may have just the right person.*

**and . . .** not only may SRS have the right employee for the job you are trying to fill, but there are other benefits in joining the growing list of businesses that hire dependable, competent SRS Employment Preparation participants. The following are a few of these many advantages:

- ☛ ***SRS will start and tailor projects*** to fit an employer's needs.
- ☛ ***SRS will provide job applicants*** qualified to meet an employer's needs now and in the future.
- ☛ ***A tax credit*** for the employer of as much as \$2,400.00 for each employee's first year on the job.
- ☛ ***SRS will pre-screen participants*** to ensure the best person for a job.
- ☛ ***Support services for participants*** of the KanWork program may include child and medical care for as long as one year after cash assistance stops.
- ☛ ***Reimbursement*** for up to 50 percent of your new employees' wages for the initial training period.

**and . . .** there are no forms to fill out



SRS Employment Preparation Participants range all the way from entry level to professionals. One thing they all have in common - *they want to work*. They have taken time to learn skills and work habits that employers look for in an employee. They can meet the varied needs of your business and make it even more successful! Here is what some employers have to say about the program:

☐ *He is hard working, will do anything and makes an honest effort. Nowadays, you don't always find just anybody who works like he does . . .*

Joe Finney, Supervisor

Bartlett and Company, grain elevator, Moscow

*continued overleaf*





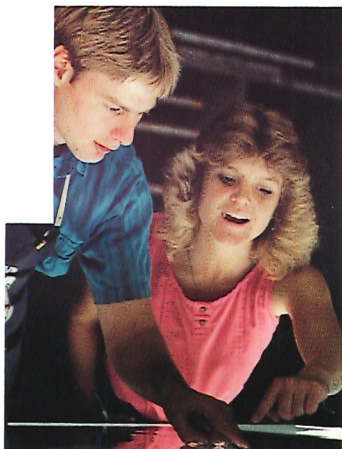
**CAUTION**

Por Favor Usar Siempre Cables de Seguridad  
No Tocar Nunca el Cable  
Cable Siempre en Posición de Seguridad  
No Tocar Nunca el Cable de Seguridad  
Keep Always Use Safety Cables

**GOSS**

Community





☐ *We are very enthusiastic and appreciative . . . She worked out very well for us. The system worked for her and for us, too. We benefited monetarily and personally also.*

Chris Woods, real estate broker and owner  
Century 21, Garden City

☐ *We have hired several employees through the KanWork program. One of those employees completed on-the-job training approximately 6 months ago and is now a permanent employee . . .*

C.J. Jones, President  
Midwestern Metals, Inc., Topeka

☐ *KanWork has provided Cessna with an applicant pool of motivated individuals who are ready and willing to work. Plus, KanWork offers support services to help insure an individual's success.*

Teresa Clark, Counselor  
Cessna Aircraft Company, Wichita

## ***Our work force KanWork for you, too . . .***

KanWork offers participants the opportunity to become effective and productive employees and taxpayers. Without your support, these success stories would not be possible. Help us help you find the right person to make your business even more competitive and prosperous. Find out how you can help your company by hiring a KanWork participant. It could be the best business investment you will ever make. If you are interested in additional information about hiring an SRS Employment Preparation participant, please write or telephone the local office of your Kansas Department of Social and Rehabilitation Services.





RESPONSE TO HOUSE BILL NO. 2534

I support the recommended House Bill No. 2534. The Bill provides for local councils to oversee and administer the KanWork Program; I feel this will provide the much needed flexibility as each county/area is different.

The Bill also allows for volunteers to receive first priority in being allowed to enter the KanWork program. The "back to self sufficiency" programs are very difficult to complete and they require a lot of personal sacrifice. An individual who is forced into a program, such as this, doesn't have a high probability of success.

I feel the requirements to evaluate and measure the effectiveness of the local council are needed. This will establish a point of reference for future years and future programs.

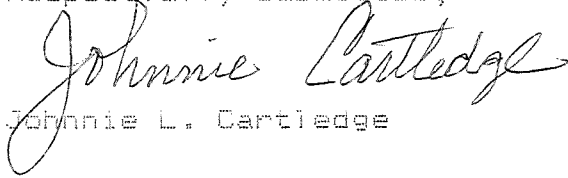
I observed that stipulations for the transitional services were removed and replaced with "components of the KanWork program to facilitate public assistance recipient movement toward self-sufficiency and employment retention". I am assuming the new wording will allow the councils to exceed the former stipulated transitional services and extend the services that are required for the respective areas.

Finally, I have a concern about the S.R.S. being removed as a service provider. In my experience, they have been an outstanding service provider. They have worked well with the Cessna training program and there is a wealth of experience within S.R.S.



As a new organization, local councils will have to go through a learning curve as a service provider. In my opinion, the removal of S.R.S. as a service provider would stymie the progress of the Kanwork program for at least one year.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Johnnie Cartledge". The signature is written in dark ink and is positioned above the printed name.

Johnnie L. Cartledge



TESTIMONY ON HB 2534  
HOUSE APPROPRIATIONS COMMITTEE  
MARCH 26, 1993

Representative Chronister, members of the committee, I'm Bernie Koch with the Wichita Area Chamber of Commerce, appearing on House Bill 2534. Thank you for the opportunity to make comments.

I don't profess to be well versed in KanWork or this bill, but I have discussed it with one of our economic development people who works extensively with job training, Jim Schwartzenberger.

I believe the overall goal of this bill is worthwhile. We support efforts to improve KanWork through the flexibility to meet and identify local needs. Including the business sector as an integral part of the planning process on the local KanWork Planning Councils will go a long way to accomplishing that.

However, I do have a suggestion. On page 2, line 30, local chambers of commerce are included on planning councils. I would add, "or local leading economic development organizations," or similar phrasing.

In some communities, chambers of commerce are not as extensively involved in job training issues or workforce needs as some other entity. In Sedgwick County, the Wichita/Sedgwick County Partnership for Growth, of which my chamber is a member, has much more expertise.

There are two other cautions I will put forward for your consideration, based on my conversations with Mr. Schwartzenberger about this bill.

One has to do with the provision for local KanWork Councils to contract for services. This could be more cumbersome for some communities, while streamlining the system for others. For example, my understanding that in Sedgwick County, there can be a long wait for the arrangement of transportation expenses to allow a KanWork client to travel to and from work. I'm not sure if contracting will be more or less efficient.

The other issue is contained on page 8, beginning on line 9. If there are barriers that cause a public assistance recipient to benefit from the program, they shall be referred to other services. The term I've heard associated with this is "creaming," or picking the cream of the crop. I think this could be a major policy issue.

Businesses who work with social agencies try to seek



the best qualified people, while social agencies are required or feel compelled to work with all of their clients. This is a continuing source of tension between employers and social agencies, which this change may help alleviate. However, it's a policy change you may want to discuss further.

Thank you for the opportunity to appear before you today.





**KANSAS COUNCIL ON  
VOCATIONAL  
EDUCATION**

**1020 S. KANSAS AVE • TOPEKA, KANSAS 66612-1300  
SUITE 250  
(913) 296-2451 FAX (913) 296-0622**

Gary Withrow, Chair  
Employee Relations Manager  
Morton Salt  
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International Assn. of Machinists  
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Executive Committee Member  
Dean of Community Services  
Colby Community College  
Colby

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State Representative  
Education Consultant  
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Market & Survey Research Analyst  
Johnson Co. Community College  
Overland Park

Eddie Estes, Ph.D.  
President, Western Kansas  
Manufacturers Association  
Dodge City

Allene Knedlik  
Acting Dean of Academic Affairs  
Tech Prep Coordinator  
Coffeyville Community College  
Coffeyville

Janis Lee  
State Senator  
Farmer/Rancher  
Kensington

Carol Nigus  
Director, Brown County Kansas  
Special Education Cooperative  
Hiawatha

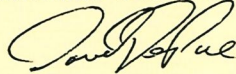
Mitch Sexton  
Manager of Training & Quality Programs  
Jostens School Products Group  
Topeka

Dennis K. Shurtz  
Shurtz Commodity Trading, Inc.  
Agribusiness Owner  
Arkansas City

Robert Thiry,  
Coordinator KS Carpentry  
Apprenticeship  
Perry

David L. DePue, Ph.D.  
Executive Director

Virginia Charbonneau, CPS  
Executive Secretary

TO: Chairperson Chronister and Committee Members  
FROM: David L. DePue   
SUBJECT: Testimony on HB 2534  
DATE: March 26, 1993

Thank you for the opportunity to address this issue. The State Council on Vocational Education serves the U.S. Congress providing policy advice and oversight on vocational education and training programs in Kansas. Each of our 13 appointed members represents one of the constituents of these programs. This includes "customers"--business, industry, labor, and agriculture. Our "customers" also include students who are targeted for emphasis--those who are seeking gender equity, those with a disability, the economically disadvantaged, those with English as a second language, and minorities.

#### DUPLICATION

The system purposed under this legislation essentially duplicates the job training system under KDHR which is funded wholly with federal monies under JTPA. Virtually all their clients must be economically disadvantaged. This bill also duplicates most of the functions currently working in our vocational education system. In fact federal funds under the Perkins Act are targeted to special populations such as those who are economically disadvantaged. **Please do not set up a third system to serve the education and training needs of the economically disadvantaged.**

Here is an example of how a welfare-to-work program should work. The success of our National Student of the Year for Special Populations can serve as a model. In 1990, Tina Douglas was a single parent of two preschoolers, living in the slums on \$297 a month from welfare. In 1992, she is living in a "nice" neighborhood, working for a Fortune 500 Company in a high-pay, high-skilled job. How did this happen? Her welfare caseworker sent Tina to the community college for assessment. The college put her in a program according to her aptitude. The state and county funded this part. Federal JTPA funds covered her books, transportation, and childcare. State welfare funds took care of her living expenses and medical card. Federal Perkins Vocational Funds covered her tuition and help with study skills.

The orchestrated system described above should be our goal. Let's use our vocational education system to prepare people for occupations/careers. No more quick training for another production job that soon is phased out, requiring another quick training program.

DLD:vdc  
Attachments



# COMMUNITY COLLEGE TIMES

January 26, 1993

The American Association of Community Colleges

Vol. V, No. 2

## Thinking About T Alumni of the Year Honorees Represent Spectrum of Success Stories



Gary Brookins



Tina Douglas



Charles Fleming



Carol Guzy



Elizabeth Wetzel

AACC's 1993 Community College Alumni of the Year Award recipients come from varied backgrounds and circumstances, but all have in common the solid foundation of a community college education.

The honorees have built on that base and gone on to make outstanding contributions in their chosen fields at the national or international level. Alumni are nominated by their college presidents in recognition of the role their respective college played in shaping their lives.

Selected for 1993 honors are Gary Brookins, editorial cartoonist and graduate of Gulf Coast Community College, FL; Tina Douglas, university student and graduate of Alamance Community College, NC; Charles Fleming, St. Lucia Ambassador to the United Nations and

graduate of Bronx Community College, NY; Carol Guzy, Pulitzer-prize winning photographer and graduate of Northampton Community College, PA; and Elizabeth Wetzel, physician and graduate of Richland Community College, IL.

The 1993 Alumni of the Year will be recognized during the 1993 AACC annual convention in Portland, OR, April 28 to May 1.

### Gary Brookins

The perceptions, attitudes, and opinions of Gary Brookins reach across the country through the 300 newspapers in which his syndicated cartoons appear weekly through the NAS/King Features. Through newspapers including the New York Times, the Toronto Sun, the Los Angeles Times, and The Wash-

ington Post, Brookins' prize-winning pictorial stances on politics, the economy, and society reach into hundreds of thousands of American homes.

A 1970 graduate of Gulf Coast Community College, FL, Brookins received his bachelor's degree from the University of West Florida. He also worked for Gulf Coast Community College as a graphic artist before moving to the Richmond, VA, Richmond Times-Dispatch in 1979.

Brookins credits Gulf Coast Community College for getting him started in art and for providing him with the kind of broad-based education necessary for a career as an editorial cartoonist. "You don't need just political science," he explained. "The cartoonist needs to understand the arts, science, sports, and

society — the whole range of the liberal arts." He says that an important lesson he learned was that at any level, "you still have to do the homework."

### Tina Douglas

Tina Douglas enrolled at Alamance Community College, NC, hoping for what she called "one last chance" to realize her hopes and dreams. A welfare mother of three young children, she wanted to make a better life for her family.

Taking an average of 18 credits per quarter, she maintained a 4.0 average and still made time to join Phi Beta Lambda, an organization for students interested in the business world, and to work with the local Head Start program.

Continued on page 4

APPLICATION TO MAIL  
SECOND CLASS POSTAGE  
RATES IS PENDING AT  
WASHINGTON, DC AND  
ADDITIONAL MAILING OFFICES



# lumni of the Year

*Continued from page 1*

Her involvement in Phi Beta Lambda led her to represent North Carolina in national competition. After graduating from Alamance Community College with honors in 1991, she was selected as the outstanding student from a special population by the National Association of State Councils on Vocational Education.

"After I started Alamance Community College, my life changed. I had no real career goals in the beginning. I started out in business administration only because it didn't seem to be too specific and I didn't know yet what I wanted to be," Douglas explained. "But because of the wonderful staff at ACC, I was on the right track by the second quarter. When I took accounting I'd found my niche in life."

"My life has changed dramatically in the last two years," she explained. "February 1990: I was a single mother of three living in an impoverished neighborhood, no education, no job experience, receiving a total of \$297 a month from welfare, and only 21 years old. February 1992: I am a single mother of three living in a nice neighborhood, graduated in August 1991 with a 4.0 and a AAS in accounting technology."

She is now pursuing her bachelor's degree at Greensboro College, NC, and works full time at Roche Biomedical Laboratories.

"Needless to say," she explains, "I am very happy with the way my life has changed."

## Charles Fleming

Charles Fleming was forced to leave school at age 14 because secondary school education was reserved for a select few in his adopted home of Barbados. He spent the next several years as an itinerant seaman, going from port to port in the Caribbean. But he never gave up on the idea of an education.

In 1971, at age 23, he decided to again pursue that dream and jumped ship in the U.S. Virgin Islands. He eventually ended up in New York City. With no home and no family, he supported himself through odd jobs, eventually getting steady work as a cab driver.

Finally, with a steady job and time to pursue his dream, he was able to pursue his goal of getting an education, and Bronx Community College, NY, started him on that path. He continued his education at the City College of the City University of New York, where he was awarded a bachelor's degree, then a

master's in international relations. Fleming received his doctorate in international relations in 1985.

Although raised in Barbados, Fleming was born in St. Lucia. When St. Lucia became an independent nation, Fleming was a natural choice for diplomatic duties. He became a counselor in the Mission in 1980, Charge D'Affaires four years later, and is now St. Lucia's permanent Ambassador to the United Nations.

## Carol Guzy

Carol Guzy attended the nursing program at Northampton Community College, PA, to make sure she would have a career to fall back on if her first love, photography, didn't pan out.

Now a Pulitzer Prize-winning photographer, her career goals are assured. But her time at Northampton Community College was not put to waste. Guzy credits her nursing education with giving her photography a special perspective.

"My time in Northampton's Nursing Program was an incredible growing experience. The nursing program gave me more than a degree, it helped me gain an understanding of human suffering and an incredible sensitivity to it. I know that without this background, my photography would have a totally different edge. Another important factor is it allowed me to pursue photography aggressively because I had a reliable profession to fall back on, if I wasn't successful."

Guzy went on to the Art Institute of Fort Lauderdale, FL, to study photography after graduating from Northampton and was hired by the Miami Herald soon after. On assignment for the Miami Herald to cover the 1985 Columbia volcano eruption that killed 25,000, she and co-prize winner Michel Ducille did the work that brought them the Pulitzer Prize.

Guzy was the first woman to win the Pulitzer Prize for news photography. She was also the first woman named Newspaper Photographer of the Year by the National Press Photographers Association.

Now a staff photographer for The Washington Post, Guzy spent 1991 in Russia, covering civil war in Georgia, racial hatred in Azerbaijan, and faith healing in Siberia. Last summer was spent photographing migrant workers on Maryland's Eastern Shore and the devastation of Hurricane Andrew in Florida.

## Elizabeth Wetzel

Elizabeth Wetzel started a trend. After seeing her success at Richland Community College, IL, 11 of her family member followed her example and attended the college.

Wetzel attended Richland as the first step in her goal to become a doctor. Now an emergency room physician at St. Elizabeth Medical Center, IL, she credits her start at Richland with much of her success.

"Attending Richland my first two years of college was a very positive experience for me," Wetzel said.

"The variety of the students—in terms of age, race, interests, lifestyles, and majors made life interesting and enlightening. I particularly remember being inspired by the older adults who would come to class after an eight-to-12 hour work day after taking care of their children and household chores and were still aching the class. They reminded me that going to school is not the goal; getting an education is."



## Job Retraining Linked Closely to Employers Works in Cincinnati

Students Get a Fresh Start Firms Get Technicians Who Are Clearly Eager

Few Programs for Managers

By RALPH T. KING JR.

Staff Reporter of THE WALL STREET JOURNAL

More and more Americans lack the kind of skills they need to get or keep high-paying jobs as employers react to foreign competition, labor-saving technologies and other forces of rapid change. Roger Miles could have been one of them. Mr. Miles, who is 36, spent the first 14 years of his working life attaching hoods and doors to Camaros and Firebirds at a General Motors Corp. assembly plant near Cincinnati. A high-school graduate, he earned \$14 an hour, vacationed every year with his wife and children in Florida and planned to retire with a cushy pension at age 48. Then, in 1987, GM closed the plant, laid off 4,600 employees and wrecked his dreams. "I was devastated," he says.

Today, Mr. Miles works as a nurse in an intensive-care hospital ward earning \$12 an hour, a wage that could rise to more than \$18 an hour as he gains experience. Soon, his wife will be able to cut back to working just part time and, for the first time in years, the family will take a spring trip to Florida.

What re-launched Mr. Miles — and thousands of unemployed and underemployed people in the Cincinnati area — is a form of job preparation known as cooperative education. Conceived by a Cincinnati university professor in 1966, cooperative education here links job-related instruction in the classroom and paid work experience, usually in alternating terms for two to four years. Five institutions in the Cincinnati area offer such programs.

### A Stream of Technicians

The result is a steady stream of technicians calibrated to the needs of the area's employers. Mr. Miles' alma mater is Cincinnati Technical College, a two-year state school that finds skilled jobs for 88% of its co-op students (and where only 11% of the graduates don't get jobs in their chosen trades). Despite some big layoffs, the region's jobless rate, at 5.5%, is significantly below the 7% national average.

"This is one of Cincinnati's best-kept secrets," says William Hoch, an executive at Cincinnati Milacron Inc., which offers permanent jobs to some of the students who excel in the machinery maker's 72 co-op positions.

The key to Cincinnati's success is something that is lacking in most state and federal job-training programs: an intimate, symbiotic relationship between local businesses that have jobs to offer and the educational institutions that are preparing workers for them. Forging a new middle class of technicians from this relationship is considered America's best bet for offsetting the enormous displacement of workers by global competition, automation, industry shrinkage and corporate downsizing, according to experts such as Robert Reich, the Labor Secretary.

These trends, the four horsemen of the workplace, are displacing military personnel, defense workers, other blue-collar types and low-level white-collar employees such as secretaries, as well as the former elite—middle managers and professionals such as engineers and chemists.

### Emphasis of Programs

But the most successful training programs are overwhelmingly tilted toward the lower-paid factory and office workers. They identify a growing number of jobs that require a couple of years of technical training, not advanced degrees, because the new breed of worker is often linked to a smart machine or computer. For instance, the two-year chemical engineering technology program at Kansas State University-Salina College of Technology can't meet demand for its yearly handful of graduates, who operate instruments that perform chemical analysis, mainly for environmental monitoring.

Ironically, the combination of such tools and technicians helps put higher-paid professional engineers out of work. What's worse, there are few retraining programs for such professionals — or for the middle managers who once performed staff functions for big companies — mostly because generalized instruction is rarely relevant to their next jobs, says Anthony Carnevale, chief economist at American Society for Training and Development in Washington, D.C.

The key thing a staff manager lacks is a deep understanding of his next employer's culture and industry, and that can be gained only through years of on-the-job experience. Any new skills a technical veteran needs can be taught in a matter of months, though not until he knows the precise nature of the next job assignment. Thus, the best remedy for elite-worker joblessness is counseling, job-search assistance and peer support, Mr. Carnevale says.

Once unemployed, managers have

much more difficulty regaining their status and salary than technical people, Labor Department studies show. It often takes middle managers 10 years or more to regain their previous wage levels, though outplacement assistance offered by many large corporations can speed things up. This help costs an employer \$8,000 to \$12,000 per manager.

Besides the exclusion of managers and professionals, there are endemic problems even with the thousands of existing job-training programs. The federal government spends nearly \$5 billion annually trying to get displaced workers and welfare mothers back into the work force, and President Clinton plans to increase job-training funds by about \$1.7 billion a year. But much of that money is wasted. Welfare-to-work programs, for example, have reduced the number of mothers on the dole by about 8% but have largely failed to lift them out of poverty.

Many government-sponsored retraining and vocational schools are geared to jobs that don't exist or to trades paying much less than a worker's previous one. Invariably, they suffer from a lack of coordination with the private sector.

In Watsonville, Calif., Maria Collazo spent six months retraining as a clerical worker after being laid off by the Green Giant food-processing unit of Pillsbury Co., which in turn is owned by Grand Metropolitan PLC of London. The training, she says, consisted of sitting in front of typewriters and computers with self-help learning pamphlets. For the next nine months, Ms. Collazo, 40, sought secretarial work at some 70 local companies, but none of them hired her. "They told me I wasn't qualified because I didn't have enough experience," says Ms. Collazo, who is the sole provider for a family of four and ended up cleaning houses before recently reverting to unemployment.

On Washington's Olympic Peninsula, legions of out-of-work lumberjacks have encountered similar disappointments. Scott Jamieson spent months being retrained as a land surveyor by a community college in Port Angeles, Wash., but the nearest surveying job he could find was a \$9-an-hour slot in Alaska. Desperate, he took it — only long enough to pay for the return trip home to his wife and two kids. "For a family man, I just couldn't make it," says Mr. Jamieson, 41, who has since been temporarily rehired as a logger.

### Job-Search Aid Helpful

In many cases, simple job-search assistance is preferable to costly, time-consuming retraining. A job search costs between \$300 and \$350 per person, compared with as much as \$4,000 per person in retraining. A New Jersey study of unemployed workers found that retrained workers actually earned an average of \$250 less in the first year than those who got job-search assistance, mainly because of time spent in the

classroom. In later years, the retrained group earned about the same as the job-search group.

"The bottom line is that for many individuals, they have marketable skills and can find jobs with some assistance," says Walter Corson, vice president of Mathematics Policy Research Inc., a Princeton, N.J., firm that conducted the study. Louis Jacobson, senior economist at Westat, a consulting firm in Rockville, Md., thinks retraining may help fewer than 10% of the people who take it.

At Cincinnati Technical College, however, retraining works for nearly all graduates because the program is so focused on local job needs. From the outside, the school resembles an antiquated factory, complete with a brick smokestack; inside, classrooms are crammed with computers equipped with the latest software, plus dozens of lasers, robots and computerized metalworking machines.

These advanced tools of the trade are used to teach everything from civil engineering techniques and computer-aided manufacturing to landscape horticulture and publishing. For aviation-maintenance students, there is a hangar with six aircraft; for chefs, a restaurant-quality kitchen; for nurses, a surgical suite. Most of the equipment was donated or acquired at minimal cost from local employers.

### Local Companies' Role

About 600 local businesses provide 3,200 co-op positions for CTC students each year. One is Procter & Gamble Co., which uses students in scientific labs to test new ingredients for soaps and other products and in factory-based health clinics to process employees' medical forms. Another is Frisch's Restaurants Inc., which rarely hires managers from the outside, partly because so many CTC grads rise through the ranks from low-level jobs in accounting, management-information systems and air-conditioning maintenance.

Elsewhere in the country, most companies hire constantly from the outside, casting their nets as far as necessary for already-skilled workers. Experienced labor is plentiful these days, they note, and trainees require costly supervision. Nevertheless, starting wages for newly trained workers are relatively low. And there is risk in basing hiring decisions on brief interviews and references that may be less than candid.

Cincinnati employers, in contrast, have 10 weeks or more to evaluate students, and vice versa, during their co-op stints. "It's like having a nonpaid recruiting system out there. If we don't like them, we don't have to hire them," says Keith Becker, vice president of Bayer-Becker Engineers, a highway and bridge designer. A new hire trained in a co-op program makes money for Bayer-Becker almost immediately, he figures, while an unskilled new worker can take up to five years. More than 60% of the firm's employees are CTC alumni.

Moreover, Cincinnati Technical College students, whose average age is 29, really have to work for what they get; thus they tend to show the determination that employers applaud.

The two years at CTC can involve big sacrifices for students with families and mortgages. Income earned in co-op placements, net of tuition and books, usually amounts to only \$3,500 a year. Many students have to cobble together other means of support, including government financial aid, severance or unemployment benefits, a spouse's wages and a nest egg.

"There is no entertainment, other than what's on TV, and no dining out," says Steven Ossenbeck, 40, the construction worker-cum-engineering technician, whose wife works two jobs to pay their \$25,000 annual living expenses.

### Keeping in Touch

CTC employs 18 full-time coordinators, 10% of its faculty, to find challenging co-op slots, monitor employers and address any difficulties on the job. Coordinators meet with industry advisory boards to fine-tune the curriculum so it complements the hands-on learning.

For example, a representative of Delta Air Lines, which has a jet-maintenance facility in Cincinnati, asked CTC to offer a course in avionics, which is crucial to working on newer jets. But plans to add bakery courses to a culinary-arts program were dropped after a manager at the city's largest hotel, the Clarion, advised that pastry-chef jobs were scarce.

Another way the college keeps its finger on the pulse of local business, builds goodwill and defrays some of its costs is through contract training. It provides on-site instruction at a local Ford Motor Co. truck transmission plant for about 200 workers annually, leadership training at Cincinnati Bell Inc. and accounting workshops at the local office of Prudential Insurance Co. of America.

CTC's programs figure in efforts to attract new businesses to the area or start up new ones. Two years ago, Steve Hauck, a CTC graduate, founded American Laser Technologies Inc., which makes customized metal parts for aerospace customers. He and most of his 11 employees were trained by CTC's laser expert, Prem Batra.

### No Ivory Tower

Faculty members aren't ivory-tower types; many teach part time while working in their fields. "We have all this accountability and feedback, and that forces us to go hand in hand with industry," says Paul Callahan, dean of business technologies. "Our biggest challenge and frustration is keeping up with changes in the workplace."

CTC stays tuned in to students' needs, too. Classes run until late at night to accommodate work schedules. The school also provides child care, run by the

Salvation Army. Though requiring a high-school diploma or its equivalent for admission, CTC offers remedial instruction and tutoring to help students maintain minimum grade-point requirements. The tagline of CTC's \$180,000 advertising campaign: "The college that works."

Some liberal-arts majors who have failed to land good jobs after graduating from four-year colleges wind up at CTC. In addition, school representatives prospect for students by visiting African-American churches and companies that have just announced big layoffs. That kind of non-stop networking is expensive. Tuition of \$2,200 per year and other fees, such as for contract training, cover about half the school's \$22 million annual budget. The state pays the balance, funding that, in effect, is contingent on CTC's ability to maintain its 88% job-placement record.

### Many Success Stories

Beyond the statistics lie numerous success stories of people who find unlikely new careers: The IBM systems engineer turned surveyor, the construction worker hurt by the real-estate slump but soon to graduate as an environmental engineering technician, and the housewife who left her abusive husband at age 42 and now works as a chemical-lab technician.

After being laid off by a doorbell manufacturer, Patricia Nelson, a 39-year-old single mother, decided to become a medical-records specialist. Processing hospital paperwork didn't particularly appeal to her, but a CTC counselor said the field practically guaranteed her job security. "Maybe I could have gotten \$6 an hour as a bookkeeper somewhere, and another opportunity to see myself laid off again five years from now. I had to make myself more marketable," says Ms. Nelson, who is in line for an \$11-an-hour hospital job when she graduates this summer.

At age 50, Kathy Janzen was forced out of a clerical job in a county courthouse and then searched in vain for secretarial jobs. Finally, in tears, she approached CTC, where she learned first how to apply for various kinds of financial aid and then how to study. Special tutoring helped her through the executive-secretary program.

"No matter what it was, these people always had time for me," she says. A few weeks ago, after a screening of job opportunities by CTC, she signed on as a sales office manager for a large foundry. She is about to start at \$22,900 a year, up from \$13,500 in her old job. "I'm so happy I can't tell you, and this school is responsible for it," she says. "They strive to make sure you are a success."

—Jim Carlton contributed to this article.



## HOUSE BILL No. 2540

By Committee on Appropriations

3-22

8 AN ACT establishing the human resources investment council;  
9 amending K.S.A. 74-50,106 and repealing the existing section;  
10 also repealing K.S.A. 1992 Supp. 39-7,108.  
11

12 *Be it enacted by the Legislature of the State of Kansas:*

13 New Section 1. (a) There is hereby established the human re-  
14 sources investment council, referred to in this act as "council". The  
15 council shall have 21 members as follows:

16 (1) The secretary of social and rehabilitation services or a person  
17 designated by the secretary;

18 (2) the secretary of human resources or a person designated by  
19 the secretary;

20 (3) the secretary of commerce or a person designated by the  
21 secretary;

22 (4) the secretary of aging or a person designated by the secretary;

23 (5) the commissioner of education or a person designated by the  
24 commissioner;

25 (6) a person representative of a unified school district;

26 (7) a person representative of a community college;

27 (8) a person representative of an area vocational-technical school  
28 or area vocational school;

29 (9) a person representative of a college or university;

30 (10) four persons who are representatives of business and industry  
31 and any of such persons may be on private industry councils;

32 (11) four persons who are representatives of organized labor, and  
33 who are selected from among persons nominated by recognized labor  
34 federations of this state;

35 (12) a person appointed by the president of the senate;

36 (13) a person appointed by the minority party leader of the  
37 senate;

38 (14) a person appointed by the speaker of the house of repre-  
39 sentatives; and

40 (15) a person appointed by the minority party leader of the house  
41 of representatives.

42 (b) Members listed under paragraphs 6 through 11, inclusive, of  
43 subsection (a) shall be appointed by the governor.

5  
ATTACHMENT



(c) Of members appointed under paragraphs 6 through 9, inclusive, two shall be appointed for initial terms of two years and two shall be appointed for initial terms of four years. Successors of members appointed as specified in this subsection shall be appointed for terms of four years.

(d) Of members appointed under paragraph 10 of subsection (a) two shall be appointed for initial terms of two years and two shall be appointed for initial terms of four years. Successors of members appointed as specified in this subsection shall be appointed for terms of four years.

(e) Of members appointed under paragraph 11 of subsection (a), two shall be appointed for initial terms of two years and two shall be appointed for initial terms of four years. Successors of members appointed as specified in this subsection shall be appointed for terms of four years.

(f) Of members appointed under paragraphs 12 through 15, inclusive, each shall serve for terms, coterminous with the term of the appointing officer specified.

(g) When a vacancy occurs in the membership of the council, it shall be filled in the same manner as the original appointment and shall be for the balance of the term of the member where the vacancy occurred.

(h) (1) In order to implement the purpose of paragraph (11) of subsection (a), recognized labor federations of this state shall nominate not less than eight persons suitable for such appointment by the governor. The names of such nominees shall be submitted to the governor not less than 30 days after the effective date of this act.

(2) If the state labor federations fail to nominate a sufficient number of persons to satisfy the requirements of paragraph (1) of this subsection, the governor may appoint individual workers to the council to satisfy the purpose of paragraph (11) of subsection (a).

(i) The secretary of social and rehabilitation services shall serve as temporary chairperson of the council, and shall convene the council for its initial meeting. The council shall elect one of its members to be permanent chairperson of the council, who shall serve as such until July 1, 1995, and until a successor chairperson is elected. Chairpersons shall be elected once every two years and shall serve until a successor is elected.

Sec. 2. K.S.A. 74-50,106 is hereby amended to read as follows: 74-50,106. (a) The secretary of commerce shall review applications for proposed agreements submitted by employers in accordance with the standards and guidelines prescribed by this act and by rules and

New Sec. 2. The human resources investment council shall replace the KanWork interagency coordinating committee (established by K.S.A. 1992 Supp. 39-7,108 and amendments thereto) and the Kansas council on employment and training (originating from section 122 of the job training partnership act; 29 U.S.C. 49 et seq.). This act is intended to merge the current functions and duties of such committee and council. From and after the effective date of this act, the human resources investment council shall perform the functions and duties of the committee and council replaced by this act and the functions and duties required by 1993 House Bill No. 2534.

1 regulations adopted under K.S.A. 74-50,104 and amendments  
2 thereto. Each application for approval of a proposed agreement shall  
3 be accompanied by information about the number and wages of the  
4 new jobs created by the employer, documentation of existing training  
5 activities of the employer and such other information as may be  
6 required by the secretary of commerce.

7 (b) The secretary of commerce may pool the funding require-  
8 ments of projects which are the subject of proposed agreements to  
9 determine the funding requirements of the SKILL projects under  
10 consideration to facilitate the issuance of bonds by the Kansas de-  
11 velopment finance authority.

12 (c) Prior to obtaining financing from the Kansas development  
13 finance authority for any project or a group of projects for one or  
14 more employers, the secretary of commerce shall present each such  
15 project to the ~~governor's council on work force training human~~  
16 ~~resources investment council~~ for review and approval. No agreement  
17 shall be approved by the secretary of commerce unless each project  
18 under the agreement has been reviewed and finally approved by  
19 the ~~governor's council on work force training human resources~~  
20 ~~investment council~~.

governor's council on work force training

(d) Any information about projects  
approved under the SKILL program shall also be  
provided to the human resources investment  
council.

21 Sec. ~~3~~ K.S.A. 74-50,106 and K.S.A. 1992 Supp. 39-7,108 are  
22 hereby repealed.

23 Sec. ~~4~~ This act shall take effect and be in force from and after  
24 its publication in the statute book.

4

5



TESTIMONY OF SUSAN SELTSAM  
SECRETARY OF ADMINISTRATION  
BEFORE THE HOUSE APPROPRIATIONS COMMITTEE  
REGARDING HB 2540

HB 2540 establishes a human resources investment council. This council is referred to and assigned responsibilities under another bill, HB 2534, which relates to the KanWork program. HB 2540 also provides that the council would review and approve SKILL projects. While I am not opposed to the creation of a human resources investment council with responsibilities relating to the KanWork program, I believe that the existing approval procedures under the SKILL program should be retained.

Under current law, proposed SKILL projects are approved by the Governor's Council on Work Force Training, established by Executive Orders 91-135 and 91-138 (see attached). I believe that the membership of the Governor's Council has particular expertise and capabilities necessary for the financial analysis and financing issues involved in SKILL projects and associated state budgetary considerations.

--The Executive Order provides that the Governor's Council must recommend whether bonds should be issued to finance each SKILL project, limitations on the bonds to be issued, their timing to assure the availability of revenues for cash flow purposes, and timetables for retiring the bonds. The President of KDFA is particularly suited to provide the analysis and expertise needed for these bond decisions.

--Under the SKILL Act, a portion of the income tax withholding that is determined to be attributable to certain new jobs is diverted from the State General Fund to the SKILL funds. For this reason, decisions made regarding individual SKILL projects have significant budgetary and policy implications. Funding for SKILL projects, in effect, represents a diversion of revenues from the State General Fund. Given these policy and budgetary implications, it is desirable that the Secretary of Administration be involved in the review and approval of SKILL projects through the Governor's Council. Similarly, the Director of Budget's role is important so that the Director can directly monitor and speak to the budgetary impact of the SKILL program.

--Under the SKILL act, the Secretary of Revenue has duties relating to certification of estimates of new jobs created. Due to the Department of Revenue's involvement in administering the flow of funds for the SKILL projects, the Secretary's continued involvement in reviewing and approving SKILL projects is also desirable.

While I am not opposing either the KanWork bill (HB 2534) or the creation of a human resources investment council to assist in the KanWork program, I believe that the Governor's Council is best suited for the approval of SKILL projects due to its specialized focus and expertise. For this reason, I would request that Section 2 of HB 2540 be deleted.

STATE OF KANSAS



OFFICE OF THE GOVERNOR

JOAN FINNEY, Governor  
State Capitol, 2<sup>nd</sup> Floor  
Topeka, KS 66612-1590

913-296-3232  
1-800-432-2487  
TDD# 1-800-992-0152  
FAX# (913) 296-7973

EXECUTIVE ORDER NO. 91-138

Concerning the  
Governor's Council on Work Force Training

The sixth paragraph (numbered paragraph 1) on page 1 of Executive Order No. 91-135 is hereby superceded and amended to read as follows:

1. The Council shall be composed of eight (8) members, which will consist of the Secretaries of the Departments of Commerce, Administration, Human Resources, Revenue and Social and Rehabilitation Services, Commissioner of Education, President of the Kansas Development Finance Authority and the Director of the Budget, or their designees. The Secretary of Administration shall chair all meetings of the Council.

This document shall be filed with the Secretary of State as Executive Order No. 91-138 and is effective immediately.

THE GOVERNOR'S OFFICE

By the Governor

7/19/91  
Date

Joan Finney  
Bill Graves  
Secretary of State

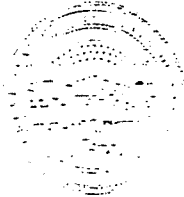
Rene L. Howard  
Assistant Secretary of State

9466A

FILED  
JUL 19 1991  
BILL GRAVES  
SECRETARY OF STATE  
6-2



STATE OF KANSAS



OFFICE OF THE GOVERNOR

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EXECUTIVE ORDER NO. 91-135

Establishing the  
Governor's Council on Work Force Training

WHEREAS, Article 1, §3 of the constitution of the State of Kansas vests the supreme executive power of the state in the Governor; and

WHEREAS, Article 1, §4 of the Constitution of the State of Kansas vests in the Governor, the power to require information from the officers of the executive department, upon any subject related to their respective duties; and

WHEREAS, the Governor has signed into law 1991 House Bill 2536 creating the job training program known as the State of Kansas Investments in Lifelong Learning or the SKILL Program, and

WHEREAS, the approval of the Governor's Council On Work Force Training, is required for each project under the SKILL Program,

NOW THEREFORE, pursuant to the authority vested in me as Governor of the State of Kansas, there is hereby established the Governor's Council on Work Force Training.

1. The Council shall be composed of seven (7) members, which will consist of the Secretaries of the Departments of Commerce, Administration, Human Resources, Revenue and Social and Rehabilitation Services, President of the Kansas Development Finance Authority and the Director of the Budget, or their designees. The Secretary of Administration shall chair all meetings of the Council.

2. The Council will meet as frequently as necessary for the purpose of reviewing and considering for approval all proposed SKILL program agreements. Specifically, the Council will study agreements between an employer and an educational institution to determine eligibility and compliance with statutory requirements and the environmental and economic impact of the proposed agreements. Such review shall include, but not be limited to, the following criteria:

- A. Does the employer qualify as a Kansas basic enterprise?
- B. Are the "new jobs" involved documented?
- C. Are all "program costs" allowable?
- D. Are all "program services" allowable and service providers and payment amounts identified?
- E. Do the total program costs in the agreement exceed 90% of the expected ten year withholding on the new jobs?
- F. Is program funding identified as to amounts to be paid from bond proceeds, the SKILL program services fund, tuition and other educational institution charges, and grants and donations?

3. The Council shall act in an advisory role as to all other aspects concerning the proper functioning of the SKILL Act including, but not limited to, the following:

- A. Recommendations as to any needed changes to the SKILL Act.
- B. Recommendations for changes to proposed or enacted regulations adopted pursuant to the SKILL Act.
- C. Recommendations as to limitations on bonds to be issued and the timing on the issuance of bonds to assure the availability of revenues for cash flow purposes of the State General Fund and the SKILL program.
- D. Recommendations on the criteria to be utilized for determining the estimates of the number and wages of all new jobs that have been created since July 1, 1991.
- E. Recommendations as to the rates at which money is credited to the SKILL program repayment fund and SKILL program services fund.
- F. Recommendations for the time period within which bonds issued under the SKILL Act are to be retired.

This order shall supersede Executive Order No. 90-122 which is hereby rescinded. This document shall be filed with the Secretary of State as Executive Order No. 91-135 and shall be effective immediately.

THE GOVERNOR'S OFFICE

By the Governor

7/10/91  
Date

Joan T. Linn  
Secretary of State  
For E. F. Hall  
Assistant Secretary of State



PROPOSED

Substitute for HOUSE BILL NO. 2192

By Committee on Appropriations

AN ACT concerning state officers and employees; relating to salaries and compensation; authorizing and providing for certain increases and revisions; making appropriations for the fiscal year ending June 30, 1994, and authorizing certain transfers and adjustments in expenditure limitations therefor; amending K.S.A. 75-2938 and repealing the existing section.

Be it enacted by the Legislature of the State of Kansas:

Section 1. (a) The governor is hereby authorized and directed to modify the pay plan adopted for fiscal year 1993 in accordance with this subsection and to adopt such pay plan as so modified. The existing pay plan shall be modified to provide for an increase of 1% adjusted to the nearest \$1 in each monthly step of the schedule of salary and wage ranges and steps of such pay plan or the equivalent increase for payroll periods other than monthly. The schedule of salary and wage ranges and steps of the pay plan adopted by the governor under this subsection shall be the pay plan for those positions in the classified service under the Kansas civil service act which are not eligible for a position reduction pay plan schedule under section 2 and shall be effective on the first day of the first payroll period which is chargeable to the fiscal year ending June 30, 1994, and which ends after December 31, 1993. Such pay plan shall be subject to modification and approval as provided under K.S.A. 75-2938 and amendments thereto and to any enactments of the legislature applicable thereto.

(b) (1) The governor is hereby authorized to modify or authorize the modification of the salaries of state officers and employees who are in the unclassified service under the Kansas civil service act, who are in positions which are not eligible

ATTACHMENT 7

for position reduction compensation increases under section 2 and whose salaries are subject to approval by the governor under K.S.A. 75-2935b or 75-2935c and amendments thereto to provide for base salary increases, to be distributed on a merit basis from a merit salary increase pool which equals 1% of the base salaries of such officers and employees, adjusted to the nearest \$1 for each monthly payroll period or the equivalent increase for payroll periods other than monthly, effective on the first day of the first payroll period which is chargeable to the fiscal year ending on June 30, 1994 and which ends after December 31, 1993. Funding provided under this act for the salary modifications provided pursuant to this subsection is in addition to the funding for the 2.5% salaries and wages increase pool which is contained in state agency budgets for fiscal year 1994.

(2) Except as otherwise provided by this subsection (b)(2), each elected state official of the executive branch of state government, including the state board of education and the board of trustees of the Kansas public employees retirement system, in such official or board's discretion, is hereby authorized to modify or to authorize the modification of the salaries of the state officers and employees of such official or board who are in the unclassified service under the Kansas civil service act, who are in positions which are not eligible for position reduction compensation increases under section 2 and whose salaries are not subject to approval by the governor under K.S.A. 75-2935b and amendments thereto, to provide for an average increase of 1% adjusted to the nearest \$1 for each monthly payroll period or the equivalent increase for payroll periods other than monthly, effective on the first day of the first payroll period which is chargeable to the fiscal year ending June 30, 1994, and which ends after December 31, 1993. Funding provided under this act for salary increases provided pursuant to this subsection is in addition to the funding for the 2.5% salaries and wages increase pool which is contained in state agency budgets for fiscal year 1994.



The provisions of this subsection (b)(2) shall not apply to any state officers or employees under the jurisdiction of the state board of regents who are in the unclassified service under the Kansas civil service act.

(c) For purposes of K.S.A. 46-137a, 46-137b, 75-3111a and 75-31201 and amendments thereto, the adoption of the schedule of salary and wage ranges and steps of the pay plan under subsection (a) shall be construed to constitute an increase in the rates of compensation under the pay plan for persons in the classified service under the Kansas civil service act for all purposes of such sections, and the average of the percentage increases in all monthly steps of the pay plan shall be construed to be 1%.

Sec. 2. (a) As used in this section:

(1) "State agency" means any agency within the executive or judicial branch of state government which is a state agency as defined by K.S.A. 75-3701 and amendments thereto but does not include any such agency which is authorized and funded for the employment of persons in less than 100.0 full-time equivalent positions or which has had a 3% or greater reduction in appropriations for state operations from fiscal year 1991 through fiscal year 1994;

(2) "agency head" means the individual or body of individuals in which the ultimate legal authority of the state agency is vested by any provision of law;

(3) "employee" means any officer or employee of a state agency within the classified or unclassified service under the Kansas civil service act, but does not include:

(A) Any elected state officer or employee;

(B) any judge of the district court, judge of the court of appeals or justice of the supreme court;

(C) any court services officer of the unified judicial branch;  
or

(D) any employee who is (i) a sworn agent of the Kansas bureau of investigation, (ii) a sworn trooper of the Kansas highway

patrol; (iii) in a correctional officer job class in a security program at a correctional institution as defined by K.S.A. 75-5202 and amendments thereto; or (iv) in a security officer job class in a security program at the youth center at Topeka or; and

(4) "position reduction pay plan schedule" means a schedule of increased salary and wage ranges and steps of the pay plan for the classified service under the Kansas civil service act established under this section for the classified positions in an organization unit of a state agency for which the number of positions have been reduced in accordance with this section.

(b) Subject to approval by the state finance council acting on this matter which is hereby characterized as a matter of legislative delegation and subject to the guidelines prescribed by subsection (c) of K.S.A. 75-3711c and amendments thereto, the compensation for the remaining positions of the employees in an organizational unit of a state agency, which has been designated and approved under subsection (c) and for which a permanent reduction is made in the full-time equivalent number of positions, excluding seasonal and temporary positions but including all other filled or unfilled positions, authorized and funded for fiscal year 1994, shall be increased in accordance with this section by an increase in the rate of compensation by .5% for each 1% of the total authorized and appropriated amount for salaries and wages for fiscal year 1994 that is attributable to the reduction in the positions in the organizational unit and that will not be expended for the abolished positions. The aggregate increase in the rate of compensation for the positions of the employees in an organizational unit under this section shall not exceed 2.5% and no individual shall receive position reduction compensation increase under this section of more than 2.5%. All such increases in compensation shall be funded by an amount equal to not more than 5% of the total authorized and appropriated amount for salaries and wages for fiscal year 1994. Upon approval of the state finance council of a proposal for reducing positions



and providing for position reduction compensation increases in accordance with this section, the positions to be abolished shall be abolished in accordance with policies and procedures adopted by the secretary of administration and any applicable limitation on the number of full-time equivalent positions equated to full-time that is imposed by appropriation act is hereby reduced accordingly, as prescribed by the approval of the state finance council.

(c) In order to make reductions in the number of positions and provide for compensation increases pursuant to this section, each agency head shall designate one or more organizational units and, after approval as required by this subsection, certify a description of such organizational unit to the director of the budget on or before September 1, 1993. An agency head may designate the entire state agency as the organizational unit. Each organizational unit which is part of a state agency in the executive branch of state government shall be subject to approval by the governor. Each organizational unit in the judicial branch of state government shall be subject to approval by the supreme court. The governor and the supreme court shall act on all proposed organizational units which are part of a state agency prior to September 1, 1993.

(d) Each proposal for reducing positions and providing for position reduction compensation increases in accordance with this section, and all amendments and revisions of such proposal, shall include a budget estimate for such proposal and shall be submitted by the agency head to the director of the budget on or before November 1, 1993, and, if approved by the state finance council, shall take effect on the first day of the first payroll period of the state agency which is chargeable to the fiscal year ending June 30, 1994, and which ends after December 31, 1993. Each such proposal shall be on the agenda of the state finance council not later than December 1, 1993. The director of the budget shall review each such proposal and make recommendations to the state

finance council thereon. At the same time as each agency head submits such proposal, and all amendments and revisions thereof, such agency head shall submit a copy of such proposal, including the budget estimate for such proposal, and all amendments and revisions of such proposal, directly to the legislative research department.

(e) Upon approval by the state finance council of each proposal for reducing positions and providing for position reduction compensation increases in accordance with this section, the governor is hereby authorized and directed to modify the pay plan adopted for fiscal year 1994 in accordance with this subsection and to adopt such pay plan as so modified. The existing pay plan shall be modified to provide for a separate position reduction pay plan schedule for positions in the classified service under the Kansas civil service act eligible for increased compensation under such proposal, which provides an increase equal to the percentage increase prescribed in the approved proposal adjusted to the nearest dollar in each monthly step of the schedule of salary and wage ranges and steps of such pay plan or the equivalent increase for payroll periods other than monthly. The separate position reduction pay plan schedule adopted by the governor under this subsection shall be the pay plan schedule for positions in the classified service under the Kansas civil service act in the organizational unit for which the proposal was approved and shall be effective on the first day of the first payroll period which is chargeable to the fiscal year ending June 30, 1994, and which ends after December 31, 1993. Such pay plan schedule shall be subject to modification and approval as provided under K.S.A. 75-2938 and amendments thereto and to any enactments of the legislature applicable thereto.

(f) (1) Upon approval by the state finance council of each proposal for reducing positions and providing for position reduction compensation increases in accordance with this section, the governor is hereby authorized to modify or authorize the modifi-



cation of the salaries of employees, who are in the unclassified service under the Kansas civil service act and whose salaries are subject to approval by the governor under K.S.A. 75-2935b or 75-2935c and amendments thereto and who are eligible for increased compensation under such proposal, to provide for base salary increases which equal the percentage increase prescribed in the approved proposal applied to the base salaries of such employees, adjusted to the nearest dollar for each monthly payroll period or the equivalent increase for payroll periods other than monthly, effective on the first day of the first payroll period which is chargeable to the fiscal year ending on June 30, 1994, and which ends after December 31, 1993.

(2) Upon approval by the state finance council of each proposal for reducing positions and providing for position reduction compensation increases in accordance with this section, each elected state official of the executive branch of state government, excluding the governor but including the state board of education, the state board of regents and the board of trustees of the Kansas public employees retirement system, in such official or board's discretion, is hereby authorized to modify or to authorize the modification of the salaries of the employees of such official or board, who are in the unclassified service under the Kansas civil service act, whose salaries are not subject to approval by the governor under K.S.A. 75-2935b and amendments thereto and who are eligible for increased compensation under such proposal, to provide for base salary increases which equal the percentage increase prescribed in the approved proposal applied to the base salaries of such employees, adjusted to the nearest dollar for each monthly payroll period or the equivalent increase for payroll periods other than monthly, effective on the first day of the first payroll period which is chargeable to the fiscal year ending June 30, 1994, and which ends after December 31, 1993.

(g) Upon approval by the state finance council of a proposal

for reducing positions and providing for position reduction compensation increases in accordance with this section, the positions designated to accomplish the reduction shall be abolished and any limitation on positions which is established for the state agency by appropriation act of the 1993 regular session of the legislature or by the state finance council and which is applicable to the positions abolished is hereby reduced by the number of positions equated to full-time that represents the positions abolished pursuant to the proposal and as prescribed by this subsection.

Sec. 3. (a) Upon recommendation of the director of the budget, the state finance council, acting on this matter which is hereby characterized as a matter of legislative delegation and subject to the guidelines prescribed in subsection (c) of K.S.A. 75-3711c and amendments thereto, except paragraph (3) of such subsection (c), is hereby authorized to increase expenditure limitations on special revenue funds and accounts established for the fiscal year ending June 30, 1994, for the purpose of paying from such funds or accounts the proportionate share of the cost to such funds or accounts, including associated employer contributions, of:

(1) The salary increases provided for by adoption of the pay plan under subsection (a) of section 1 for state officers and employees in the classified service under the Kansas civil service act;

(2) the salary increases for unclassified state officers and employees provided for in subsection (b)(1) or (b)(2) of section 1;

(3) compensation increases for the governor, lieutenant governor, secretary of state, state treasurer, commissioner of insurance and attorney general under K.S.A. 75-3111a and amendments thereto; and

(4) the revision of the classification and compensation of classified positions in each of the following job class series,



effective on the first day of the first payroll period which is chargeable to the fiscal year ending June 30, 1994, and which ends after December 31, 1993:

- (A) Health service administrators;
- (B) health and other inspectors;
- (C) mathematicians and statisticians;
- (D) physical scientists;
- (E) agricultural and biological scientists;
- (F) teachers and related job classes;
- (G) librarians and library assistants;
- (H) designers;
- (I) communications job classes;
- (J) scientific technicians;
- (K) engineering job classes; and
- (L) certain health care and agricultural job classes; and

(b) There is hereby appropriated from the state general fund for the state finance council, for the fiscal year ending June 30, 1994, the sum of \$525,411 to be used for the purpose of paying the proportionate share of the cost to the state general fund, including associated employer contributions, of: (1) The salary increases provided for by adoption of the pay plan under subsection (a) of section 1 for state officers and employees in the classified service under the Kansas civil service act; (2) the salary increases for unclassified state officers and employees provided in subsection (b)(1) or (b)(2) of section 1; (3) compensation increases for the governor, lieutenant governor, secretary of state, state treasurer, commissioner of insurance and attorney general under K.S.A. 75-3111a and amendments thereto; and (4) the revision of the classification and compensation of classified positions in each of the job class series listed in paragraph (4) of subsection (a) of this section. To pay the proportionate share of the cost to the state general fund of each state agency for such salary increases and such classification and compensation revisions, upon recommendation of the

director of the budget, the state finance council, acting on this matter which is hereby characterized as a matter of legislative delegation and subject to the guidelines prescribed in subsection (c) of K.S.A. 75-3711c and amendments thereto, except paragraph (3) of such subsection (c), is hereby authorized and directed to transfer moneys from the appropriation made by this subsection to proper accounts created by state general fund appropriations for the fiscal year ending June 30, 1994.

(c) Each state agency of the executive branch of state government shall prepare and submit a budget estimate for such salary increases and such compensation revisions, and all amendments and revisions of such estimates, to the director of the budget on forms prescribed by the director of the budget. At the same time as each such state agency submits such estimate, and all amendments and revisions thereof, each such state agency shall submit a copy of such estimate, and all amendments and revisions thereof, directly to the legislative research department.

Sec. 4.

KANSAS COMMISSION ON INTERSTATE COOPERATION

(a) There is appropriated for the above agency from the state general fund for the fiscal year ending June 30, 1994, the following:

National memberships and other operating expenditures (including official hospitality).....	\$45
--	------

Sec. 5.

LEGISLATIVE COORDINATING COUNCIL

(a) There is appropriated for the above agency from the state general fund for the fiscal year ending June 30, 1994, the following:

Legislative coordinating council -- operations.....	\$1,841
Legislative research department -- operations.....	8,424
Office of the revisor of statutes -- operations.....	7,034
Legislative research department for legislative educational planning committee--operations (including official hospitality).....	46



Total.....\$17,345

Sec. 6.

LEGISLATURE

(a) There is appropriated for the above agency from the state general fund for the fiscal year ending June 30, 1994, the following:

Operations (including official hospitality).....\$18,792

Sec. 7.

DIVISION OF POST AUDIT

(a) There is appropriated for the above agency from the state general fund for the fiscal year ending June 30, 1994, the following:

Operations (including legislative post audit committee).....\$4,619

Sec. 8.

JUDICIAL COUNCIL

(a) There is appropriated for the above agency from the state general fund for the fiscal year ending June 30, 1994, the following:

Operating expenditures.....\$780

Sec. 9.

JUDICIAL BRANCH

(a) There is appropriated for the above agency from the state general fund for the fiscal year ending June 30, 1994, the following:

Appellate operations.....\$8,237

District court operations.....128,151

Total.....\$136,388

Sec. 10. (a) Effective on the first day of the first payroll

period which is chargeable to the fiscal year ending June 30, 1995, and which ends after December 31, 1996, the revision of the classification and compensation of classified positions in the information technology job class series shall be implemented.

(b) Effective on the first day of the first payroll period which is chargeable to the fiscal year ending June 30, 1996, and which ends after December 31, 1995, the revision of the classification and compensation of the classified positions in each of the following job class series shall be implemented:

- (1) Accountants and auditors;
- (2) human resource professionals;
- (3) purchasing and marketing professionals;
- (4) general administrative job classes;
- (5) social scientists;
- (6) social and religious workers; and
- (7) attorneys.

(c) Effective on the first day of the first payroll period which is chargeable to the fiscal year ending June 30, 1997, and which ends after December 31, 1996, the revision of the classification and compensation of positions in the public service executive job class series shall be implemented.

Sec. 11. K.S.A. 75-2938 is hereby amended to read as follows: 75-2938. (1) Except as otherwise provided in the Kansas civil service act, the director of personnel services, after consultation with the heads of state agencies or persons designated by them, shall assign each position in the classified service to a class according to the duties and responsibilities thereof. Titles shall be specified by the director for each such class for use in examining and certifying the names of persons for appointment under this act. A description of the duties and responsibilities with suitable qualifications required for satisfactory performance in each class shall be specified by the director. The classes and titles so specified and described shall be used for (a) original appointments, (b) promotions, (c) payrolls and (d)



all other records affecting the status of persons in the classified service. Each class when approved or modified and approved as modified by the governor shall take effect on a date or dates specified by the governor. After consultation with the director of the budget and the heads of state agencies or persons designated by them, the director shall recommend changes in classes from time to time, and such changes, when approved or modified and approved as modified by the governor, shall take effect on a date or dates specified by the governor.

(2) The director of personnel services shall recommend to the governor the assignment, and from time to time the reassignment, of each class to a specified range approved or modified and approved as modified by the governor, the same shall become effective on a date or dates specified by the governor. In adopting or revising any plans, the governor shall give consideration to pertinent rates in other public and private employment in the appropriate labor markets, and for this purpose the director shall have made periodic wage and salary surveys with one survey to be conducted each year. The results of such survey and recommendations for revisions in the pay plan are to be forwarded to the governor, the secretary of administration, the director of the budget and the legislature. The recommendations shall give consideration and weight to survey results, to changes in the cost-of-living and to proper internal alignment of the various job classes. The director may use the results of other appropriate surveys conducted by public or private agencies in lieu of or in addition to surveys authorized to be conducted under this subsection (2).

(3) The secretary of administration may delegate the authority to assign positions in the classified service to a class according to the duties and responsibilities thereof to the appointing authority. Such delegation shall specify the particular classes, ranges, and schedules authorized. Appointing authorities delegated such assigning authority shall make monthly

reports of assigning transactions to the director of personnel services. Any delegation of such authority is subject to review by the secretary of administration who may modify any delegation made in order to ensure consistency with the state classification plan and may withdraw the delegated authority from the appointing authority upon evidence of improper use of such authority by the appointing authority. The decision of the secretary of administration in regard to the withdrawal of such delegated authority shall be final.

(4) After consultation with the director of the budget and the secretary of administration, the director of personnel services shall prepare a pay plan which shall contain ~~a-schedule~~ one or more schedules of salary and wage ranges and steps, and from time to time changes therein. When such pay plan or any change therein is approved or modified and approved as modified by the governor, the same shall become effective on a date or dates specified by the governor and any such modification, change of date shall be in accordance with any enactments of the legislature applicable thereto.

(5) The classes and pay plan for the classified service as approved by the governor shall be used by the director of the budget in preparation of the budget.

(6) Whenever any appropriation or other act specifies any pay plan or any change, limitation or condition upon the pay plan, personnel or policies of the state or any state agency, such appropriation act or other act shall control the provisions of this section to the extent of their application thereto.

Sec. 12. K.S.A. 75-2938 is hereby repealed.

Sec. 13. This act shall take effect and be in force from and after its publication in the Kansas register.



FY 1994 STATE EMPLOYEE COMPENSATION

Governor's Recommendation			Expenditures	
			State Gen. Fund	All Funds
<b>1. Classified Employees</b>				
A. <u>2.5 percent step movement</u> and annualization of the 1.0 percent base salary increase provided for one-half year in FY 1993			\$ 10,032,000	\$ 20,900,000
B. <u>Longevity pay</u> based on \$40 per year of state service with a 10-year minimum (\$400) and 25 year maximum (\$1,000)			5,232,000	10,900,000
C. <u>Comprehensive Classification and Job Rate Study</u> divided into four phases over FY 1994 and FY 1995				
# of Employees	Job Class	Effective Date		
4,448	Health, Scientific, Engineering	June 18, 1993	\$ 2,500,000	\$ 7,100,000
1,059	Information Technology	Dec. 18, 1993	1,600,000	3,000,000
5,661	Human Resources, Social Sciences	June 18, 1994	2,400,000	6,800,000
659	Administrators	Dec. 18, 1994	1,400,000	3,000,000
<b>2. Unclassified Employees (Non-Regents)</b> -- 2.5 percent merit pool for judges and unclassified state employees, except elected public officials and Regents unclassified.			1,440,000	3,000,000
<b>3. Regents Unclassified</b> -- (a) 3.0 percent merit pool; and (b) the Governor has also recommended an increase from 8.0 to 9.0 percent in the employer's contribution for Regents unclassified retirement (\$2,461,174).			(a) 11,318,151	11,318,151
			(b) 2,461,174	2,461,174
<b>Base Salary Adjustment</b> -- 1.5 percent for all classified employees and non-Regents unclassified employees, including legislators, other elected officials, judges, and employees whose salaries are linked to judges' salaries. The Governor has also decreased from 4.0 percent to 3.5 percent of gross salary.			8,200,000	14,400,000
GRAND TOTAL -- FY 1994			\$ 42,783,325	\$ 73,079,325

Representative Chronister's Proposal			Expenditures	
			State Gen. Fund	All Funds
<b>1. Classified Employees</b>				
A. <u>2.5 percent step movement</u> and annualization of the 1.0 percent base salary increase provided for one-half year in FY 1993			\$ 10,032,000	\$ 20,900,000
B. <u>Longevity pay</u> based on \$40 per year of state service with a 10-year minimum (\$400) and 25 year maximum (\$1,000)			5,232,000	10,900,000
C. <u>Comprehensive Classification and Job Rate Study</u> divided into four phases over four years; all phases would be implemented <u>mid-year</u> :				
# of Employees	Job Class	Effective Date		
4,448	Health, Scientific, Engineering	Dec. 18, 1993	\$ 1,250,000	\$ 3,550,000
1,059	Information Technology	Dec. 18, 1994	1,600,000	3,000,000
5,661	Human Resources, Social Sciences	Dec. 18, 1995	1,200,000	3,400,000
659	Administrators	Dec. 18, 1996	1,400,000	3,000,000
<b>2. Unclassified Employees (Non-Regents)</b> -- 2.5 percent merit pool for judges and unclassified state employees, except elected public officials and Regents unclassified			1,440,000	3,000,000
<b>3. Regents Unclassified</b> -- (a) 2.5 percent merit pool; but see item no. 4 and (b) the Committee has recommended increasing the employer's and employee's contribution for Regents unclassified retirement by 0.5 (\$1,230,587).			(a) 9,401,590	9,401,590
			(b) 1,230,587	1,230,587
<b>4. Base Salary Adjustment</b> -- 1.0 percent effective mid-year for selected public safety positions, employees of agencies with 100 or fewer FTE, agencies whose state operations expenditures in FY 1994 are 3.0 percent less than the FY 1991 actual amount (Winfield State Hospital), and legislators, elected officials, judges and employees whose salaries are linked to judges' salaries. All other agencies, for every 1 percent reduction in the approved salary and wage amount for FY 1994 which results from the abolishment of FTE positions the remaining employees would be eligible for a 0.5 percent salary and wage increase (with a cap of 2.5 percent).			720,725	843,446
GRAND TOTAL -- FY 1994			\$ 29,306,902	\$ 49,825,036

Net savings for items 1(c), 3 (including the modification on Regents retirement) and 4 totals \$23.3 million of which \$13.5 million is from the State General Fund.

ATTACHMENT 7a



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Kansas Legislative Research Dept.

KANSAS STATE CIVIL SERVICE BASIC SALARY PLAN  
Basic Steps (Monthly Rates)

# Effective December 18, 1992

LONGEVITY STEPS

Range No.	Step A	Step B	Step C	Step D	*Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	Step M	Step N	Step O
3	803	823	843	865	886	908	930	953	977	1,001	1,026	1,051	1,077	1,104	1,131
4	843	865	886	908	930	953	977	1,001	1,026	1,051	1,077	1,104	1,131	1,159	1,188
5	886	908	930	953	977	1,001	1,026	1,051	1,077	1,104	1,131	1,159	1,188	1,218	1,247
6	930	953	977	1,001	1,026	1,051	1,077	1,104	1,131	1,159	1,188	1,218	1,247	1,279	1,309
7	977	1,001	1,026	1,051	1,077	1,104	1,131	1,159	1,188	1,218	1,247	1,279	1,309	1,342	1,377
8	1,026	1,051	1,077	1,104	1,131	1,159	1,188	1,218	1,247	1,279	1,309	1,342	1,377	1,410	1,445
9	1,077	1,104	1,131	1,159	1,188	1,218	1,247	1,279	1,309	1,342	1,377	1,410	1,445	1,480	1,516
10	1,131	1,159	1,188	1,218	1,247	1,279	1,309	1,342	1,377	1,410	1,445	1,480	1,516	1,555	1,592
11	1,188	1,218	1,247	1,279	1,309	1,342	1,377	1,410	1,445	1,480	1,516	1,555	1,592	1,632	1,671
12	1,247	1,279	1,309	1,342	1,377	1,410	1,445	1,480	1,516	1,555	1,592	1,632	1,671	1,714	1,755
13	1,309	1,342	1,377	1,410	1,445	1,480	1,516	1,555	1,592	1,632	1,671	1,714	1,755	1,799	1,842
14	1,377	1,410	1,445	1,480	1,516	1,555	1,592	1,632	1,671	1,714	1,755	1,799	1,842	1,890	1,934
15	1,445	1,480	1,516	1,555	1,592	1,632	1,671	1,714	1,755	1,799	1,842	1,890	1,934	1,983	2,032
16	1,516	1,555	1,592	1,632	1,671	1,714	1,755	1,799	1,842	1,890	1,934	1,983	2,032	2,082	2,133
17	1,592	1,632	1,671	1,714	1,755	1,799	1,842	1,890	1,934	1,983	2,032	2,082	2,133	2,187	2,240
18	1,671	1,714	1,755	1,799	1,842	1,890	1,934	1,983	2,032	2,082	2,133	2,187	2,240	2,297	2,351
19	1,755	1,799	1,842	1,890	1,934	1,983	2,032	2,082	2,133	2,187	2,240	2,297	2,351	2,410	2,468
20	1,842	1,890	1,934	1,983	2,032	2,082	2,133	2,187	2,240	2,297	2,351	2,410	2,468	2,531	2,592
21	1,934	1,983	2,032	2,082	2,133	2,187	2,240	2,297	2,351	2,410	2,468	2,531	2,592	2,656	2,722
22	2,032	2,082	2,133	2,187	2,240	2,297	2,351	2,410	2,468	2,531	2,592	2,656	2,722	2,791	2,857
23	2,133	2,187	2,240	2,297	2,351	2,410	2,468	2,531	2,592	2,656	2,722	2,791	2,857	2,929	3,001
24	2,240	2,297	2,351	2,410	2,468	2,531	2,592	2,656	2,722	2,791	2,857	2,929	3,001	3,075	3,151
25	2,351	2,410	2,468	2,531	2,592	2,656	2,722	2,791	2,857	2,929	3,001	3,075	3,151	3,230	3,309
26	2,468	2,531	2,592	2,656	2,722	2,791	2,857	2,929	3,001	3,075	3,151	3,230	3,309	3,393	3,474
27	2,592	2,656	2,722	2,791	2,857	2,929	3,001	3,075	3,151	3,230	3,309	3,393	3,474	3,561	3,648
28	2,722	2,791	2,857	2,929	3,001	3,075	3,151	3,230	3,309	3,393	3,474	3,561	3,648	3,739	3,831
29	2,857	2,929	3,001	3,075	3,151	3,230	3,309	3,393	3,474	3,561	3,648	3,739	3,831	3,926	4,023
30	3,001	3,075	3,151	3,230	3,309	3,393	3,474	3,561	3,648	3,739	3,831	3,926	4,023	4,122	4,223
31	3,151	3,230	3,309	3,393	3,474	3,561	3,648	3,739	3,831	3,926	4,023	4,122	4,223	4,329	4,433
32	3,309	3,393	3,474	3,561	3,648	3,739	3,831	3,926	4,023	4,122	4,223	4,329	4,433	4,544	4,655
33	3,474	3,561	3,648	3,739	3,831	3,926	4,023	4,122	4,223	4,329	4,433	4,544	4,655	4,772	4,888
34	3,648	3,739	3,831	3,926	4,023	4,122	4,223	4,329	4,433	4,544	4,655	4,772	4,888	5,009	5,133
35	3,831	3,926	4,023	4,122	4,223	4,329	4,433	4,544	4,655	4,772	4,888	5,009	5,133	5,261	5,388
36	4,023	4,122	4,223	4,329	4,433	4,544	4,655	4,772	4,888	5,009	5,133	5,261	5,388	5,524	5,662

Could be eligible  
for an annual  
merit payment.

ATTACHMENT 7b



**Testimony To The  
HOUSE APPROPRIATIONS COMMITTEE**

**By  
Nancy M. Echols, Director  
Division of Personnel Services**

**March 26, 1993  
Re: Proposed Substitute for HB 2192**

Madam Chair, members of the committee, thank you for the opportunity to appear before you. I am appearing today in order to raise a few issues related to the proposed substitute for House Bill 2192.

We believe it is imperative that the final stages of the Comprehensive Classification and Job Rate Study be implemented in two years as proposed in the original bill.

Further delays in the implementation of the study would mean that the project will take 11 years to implement. The research and market data upon which the study is based is perishable information. Delays in implementation would require additional research and staff time to update salary data. It is very possible that the market data to be collected may result in higher costs of implementation than anticipated due to upward shifts in the market.

The proposed delays in implementation will also serve to reduce the effectiveness of the study. The original intent of the study was to update all descriptions of work and to bring positions in line with their respective market rate. The combination of

continued delays in study implementation and the lack of base salary adjustments to reflect cost of living has led to further complications and inequities in pay administration. Further delays will distort the relative standing between classes implemented in 1986 based on the market at the time they were implemented and classes slated to be implemented in 1997.

The classes which remain to be implemented are primarily skilled technical, professional, and managerial positions. Since June of 1989 when the law enforcement and correctional employees were implemented, these technical, professional, and managerial employees have been placed on the back burner when it comes to the study and they have been waiting for their classes to be implemented. Many of these employees are responsible for the supervision of employees who have been benefiting from implementation for several years and who are eligible for overtime compensation. In some cases, these employees whose positions have not been adjusted to market are earning less than the very employees that they supervise. This is known as pay compression.

These employees have been waiting and expecting action for many years now. It may be acceptable to make them wait for a year or two, but it is unacceptable to further delay action for up to four years.

We recognize that you share the Governor's commitment to fiscal responsibility for all state agencies and that holding down



or reducing F.T.E. positions is an effective means by which state expenditures could be reduced. However, the proposed substitute bill raises legal and administrative issues that need to be addressed.

Basing differences in employee compensation on management decisions to reduce positions violates the Equal Pay Act (EPA) with which every employer must comply. The courts have consistently upheld the EPA definition of three compensable factors that can be used to set different wage rates for similar work: seniority, merit, and quality or quantity of work.

Reduction in employment costs to fund base salary differences for arbitrary organizational units is not a valid compensable factor under the EPA. However, distributing savings associated with F.T.E. reductions to selected positions based on merit would represent a valid compensation factor and reward employees appropriately.

The division has some very real concerns related to the implementation and administration of the proposal. Multiple pay plans and additional code fields in each employees' record would require programming changes in KIPPS. This would further tax an already over burdened personnel and payroll system and would require changes in the regents computer systems as well.

Under the proposed pay system, movement of employees from position to position between agencies and defined organizational units could result in different rates of pay, each of which would have to be tracked in KIPPS. Aside from the problems associated with people doing the same work in a different unit on different pay schedules, each of those schedules would need to be tracked for each individual.

KIPPS simply could not handle the greater number of transactions and data that would be required in the proposed pay system. We have conducted a needs analysis and are currently investigating ways in which the personnel and payroll system could be updated to accommodate the state's current and future processing needs.

We are unclear how the provisions in the proposed substitute for HB 2192 would be coordinated with the provisions in the retirement bill (substitute for HB 2211). The retirement bill would set up a system in which the total number of F.T.E. would be reduced through retirement. The governor could restore no more than 75 percent of the pool of F.T.E. positions that become vacant due to retirement. Questions remain regarding how the F.T.E. reduced by the retirement bill would be coordinated with the F.T.E. reductions related to the substitute pay bill.





KANSAS  
ASSOCIATION OF  
PUBLIC EMPLOYEES

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TESTIMONY OF BRAD E. AVERY  
EXECUTIVE DIRECTOR  
KANSAS ASSOCIATION OF PUBLIC EMPLOYEES  
ON SUB. FOR HB 2192

Substitute for HB 2192 ties a cost of living adjustment for state employees to a reduction in full time equivalent positions at the rate of one/half percent COLA for each one percent cut in positions.

KAPE is opposed to this concept. There is no logical relationship between the need for a COLA and any attempt to "downsize" state government. Tying the two together could have serious consequences to the quality of services provided the citizens of this state and the morale of the employees who serve it.

The allocation of the number of positions required by an agency is part of the budgetary process. This committee is required to examine each agency's request for FTE's and determine whether said request is appropriate.

Substitute for 2192 presumes that this committee's conclusions about the number of positions required by an agency is wrong. That somehow there are excess employees



an agency can afford to sever in order to fund a COLA. As a matter of policy, this committee should not be both approving a specific number of FTE and trying to compel the agency to also cut some of the positions the committee approved.

It may be fairly argued that the budgetary process is not adequate to determine how many employees the state should have. If that is true, then that question should be asked and answered in a format other than a bill put forward in the last days of the session.

There are fewer questions more complicated than how many state employees are enough to adequately serve the public. If there is a belief that the state has too many employees, than the desirable number and the best means of achieving such should be carefully studied before action is taken.

Sub. for HB 2192 does not pretend to deal with such issues. The cuts it potentially could achieve are uncertain and random with little consideration of either the public or the employees involved.

It makes an arbitrary determination that employees of certain "exempt" agencies will receive a one percent COLA for one half year. Potentially, therefore, the bill seeks to achieve a three tiered pay plan with employees of some agencies receiving no COLA because no positions were cut and employees at agencies where positions were cut receiving anywhere from a one-half percent to a two and one half percent increase.



The uncertainty and random disparity created as a result would be devastating to employee morale.

There is also doubt that any substantial cuts in positions would be achieved. After all the agency heads have already told their boss, the governor, and this committee that they required the number of positions now in their budgets. This bill presumes that they will now come back to the governor and inform her that at least one percent of their positions can be eliminated. That is unrealistic.

I would strongly urge you to reject this bill and approve the Governor's original pay plan with the amendments KAPE has recommended.