

GUIDE FOR AGENCY PERFORMANCE REPORTING

**State of Iowa
Revised March 2018**

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ACKNOWLEDGEMENT	
Criteria included in this guidebook were adapted from the Governmental Accounting Standards Board publication, “Reporting Performance Information: Suggested Criteria for Effective Communication.”	

ACCOUNTABLE GOVERNMENT ACT: IMPLEMENTATION TASKS

Tasks	Components	Responsible Party	Due Date	Due To
Develop a 3-5 Year Enterprise Strategic Plan	<ul style="list-style-type: none"> • Assessment • Vision • Mission • Goals with measures • Strategies 	Department of Management and Enterprise Management Teams, with the Governor's Office	May 15 - draft August 31 - final	Department of Management
Develop a 3-5 Year Agency Strategic Plan	<ul style="list-style-type: none"> • Assessment • Vision • Mission and Core Functions • Goals with Measures • Strategies 	Agency Leadership with Stakeholder Input	October 1- draft December 31- final (3-5 year cycle with annual updates if warranted)	Department of Management
Develop an Annual Agency Performance Plan	<ul style="list-style-type: none"> • Core Functions • Outcomes • Performance Measures (outcome) and Targets • Services, Products and/or Activities • Performance Measures and Targets • Strategies/Recommended Actions 	Agency Leadership with Stakeholder Input	August 1 - submit final plan August-September - enter performance information into I/3 Budget	Department of Management
Develop an Annual Agency Performance Report	<ul style="list-style-type: none"> • Introduction • Agency Overview • Results • Resource Reallocation 	Agency Leadership with Stakeholder Input	December 15	Department of Management

AGENCY PERFORMANCE REPORTING

What is an agency performance report?

Section 8E.210, Code of Iowa states, "... Each agency shall prepare an annual performance report stating the agency's progress in meeting performance targets and achieving its goals consistent with the enterprise strategic plan, its agency strategic plan and its performance plan."

An agency performance report tells customers and stakeholders what the agency does and what was accomplished by the agency during the prior fiscal year. It compares actual performance with projected levels of performance outlined in the agency strategic plan and the agency performance plan. Performance reporting is a way for agencies to provide information to Iowans about what they received for their investment of tax dollars.

When a projected performance level was not met, the report includes an explanation for why the target(s) was not achieved, and may describe steps for meeting the target(s) in the future. Performance reports for fiscal year 2005 and subsequent years will progressively cover additional years until the report contains five years of actual performance information.

What to include in an agency performance report

In addition to a cover page, table of contents, and agency contact information, the performance report needs to include the following elements:

I. *Introduction.* The introduction should include the purpose (why the report is provided) the scope (what is included in the report) and an overall summary of key agency services, products and activities and results. It will also include a brief summary update relative to the achievement of strategic goals. This introduction should be no more than one to two pages in length.

II. *Agency Overview.* The agency overview should include the agency vision, mission, guiding principles, and tell the reader what the agency does, services and programs provided, and who it serves. An overview should be approximately one to three pages in length.

III. *Results.* This section should include performance data relative to targets established for core functions and for services, products and/or activities listed in the agency performance plan. In addition, the agency will also include key results that indicate progress toward goals listed in the agency strategic plan.

IV. Resource Reallocations. This section should provide a brief narrative describing how the agency reallocated human and material resources. As applicable, this narrative should include dollars, FTEs, and other resources that were reallocated in the previous fiscal year.

Formatting the agency performance report

While all elements listed in this guidebook must be included in the report, specific formatting is left to the discretion of the agency. For example, the agency may choose to use 12 pt Arial font and a two-column, justified margin format for the *Introduction*, *Agency Overview*, and *Resource Reallocation* sections of the report. The *Results* section is the only portion of the document that requires use of a specific reporting format. Results data must be reported using the two required templates provided in Appendix A.

Gathering data to include in the agency performance report

Most of the information to be included in the report is already available in existing information systems, such as I/3 Budget or in current agency strategic and performance plans, the Iowa Excellence agency self-assessment report or other documents used by the agency to manage and improve operations. We encourage use of these existing resources to avoid duplication of effort.

Beyond the basic requirements for a performance report listed in this guidebook, the scope of information included in the report is left to the discretion of the agency. Agencies may decide to include additional information, such as discussing efforts for increasing citizen involvement or activities related to boards or commissions.

Section 8E.210, Code of Iowa, states, “An agency may incorporate its annual performance report into another report that the agency is required to submit...” For example, in lieu of submitting both an agency annual report, which some agencies are required to produce, and a separate performance report, an agency may choose to include performance information directly in their annual report and submit one document. If you choose this approach, please ensure that all elements listed in this guide are incorporated into the Annual Report.

Due date

Agency performance reports are due to the Iowa Department of Management no later than December 15 following the end of the fiscal year for which performance is being reported. This deadline allows agencies to include lagging data as well as performance data that is reported by federal fiscal year.

REPORT INTRODUCTION

The *purpose and scope* of the report should be stated clearly in the introduction. A brief statement about why the agency performance report was prepared and made publicly available (purpose) and the information users should be able to obtain from the report (scope) should be included at the beginning of the performance report.

The purpose statement might include a comment that the report is being published, "...to improve public accountability and assist stakeholders in making decisions", or that the report "meets the agency's commitment to manage for results and to be open and accountable to citizens", or that "information is provided in accordance with the Accountable Government Act to improve decision-making and increase accountability to stakeholders and citizens."

The statement of scope should tell the reader what is and what is not included in its coverage of major or critical programs and services. An example might be, "this report contains performance information on nine of the agency's twelve service areas. Due to lagging data, FY05 performance information on the remaining three areas will be included in the FY06 report. Funding for the twelve major service areas reported on an annual cycle represents 96 percent of the department's fiscal year 2005 general fund budget and 98 percent of agency staff."

In addition to the purpose and scope of the report, the introduction should include a brief summary of key services, products and activities provided by the agency, performance targets and highlights of major and critical results. It should also include a brief summary update about the achievement of strategic goals. Agencies may also want to include highlights of resource reallocation efforts in their summary.

An example of summary comments might read, "Performance improved in 28 of the 36 measures and decreased in two when comparing FY04 to FY05. Performance remained stable in six measures. Twenty-six of the thirty-six targets were met or exceeded. "Most health-related indicators show stability or improvement for Iowa as a whole since 2000. The findings are supported by the annual United Health Foundation State Health Ranks, a composite index of general health that consistently ranks Iowa at or near the top. Premature death, infant mortality and suicide rates have all dropped and more children are being immunized due to the efforts of the HAWK-I program. The teen pregnancy rate has declined steadily, although it has increased among Hispanic and Asian girls. The percent of adults covered by health insurance has remained stable, while the percent of insured children has increased. Premature death (years of potential life list before age 65) has declined."

Please refer to Appendix B to see a completed example.

AGENCY OVERVIEW

This section of the report should clearly describe what the agency does, what services, products and/or activities are provided, and who is served. This section of the report will include the following information:

- Vision
- Mission
- Values or Guiding Principles (optional)
- Core Functions
- Key services, products and/or activities
- Agency customers and stakeholders
- Delivery mechanisms used to provide services and products to customers.
- Organizational structure including reporting relationships among agency board(s) or commission(s), if applicable.
- Number of staff
- Locations
- Budget

If your agency conducted an Iowa Excellence self-assessment, most of this information is already documented in the P.1 Organizational Description section of the Organizational Profile.

The most expedient method to update this section of the report from year to year is to review the prior year *Agency Overview* and make needed revisions.

Please refer to Appendix B to see a completed example.

RESULTS

Results should document progress toward the achievement of strategic plan goals and performance plan targets. This section provides two separate templates to document agency results. You will use the first template to document key agency results. These are performance results that have been identified as important due to their 1) impact on achievement of the agency mission, 2) ability to address strategic challenges, and/or 3) importance to customers and stakeholders. Depending on the scope of agency operations an agency may identify anywhere from 5 – 15 key measures.

The second template is a modified version of the performance plan template that provides a simple, straightforward approach to document what was achieved for each core function and service, product, activity (SPA) listed in the agency performance plan.

Pages 6 through 12 provide specific instructions for how to complete the results templates.

Please refer to Appendix B to see a completed example.

KEY RESULTS

Using the template on page 7, the agency will provide in-depth information documenting performance for a few key strategic plan goal and/or core function and service, product, activity performance measures. From concise statements provided about the performance measures and targets the reader should be able to discern:

- 1) What the agency was trying to accomplish
- 2) How key strategic goals, core functions and/or services, products and activities attempted to achieve results for the public
- 3) Who benefited from agency efforts

When the template is complete you will have provided the following information for key strategic plan goals (SPG), agency core functions (CF), and services, products or activities (SPA):

- Name (of SPG, CF or SPA)
- Description (of SPG, CF or SPA)
- Why we are doing this
- What we're doing to achieve results
- Performance measure(s)
- Performance target(s)
- Results (a visual display of trend, comparative, and/or other results data)
- What was achieved (including an analysis of and/or factors affecting results)
- Data sources
- Resources used, including the funding source

KEY RESULT TEMPLATE

(Indicate here if it's a **STRATEGIC GOAL**, **CORE FUNCTION** or **SERVICE/ PRODUCT/ ACTIVITY**)

Name:

Description:

Why we are doing this:

What we're doing to achieve results:

Results

Performance Measure:

Insert chart or graph

Performance Goal/Target:

What was achieved:

Data Sources:

Resources:

INSTRUCTIONS FOR COMPLETING KEY RESULT TEMPLATE

Name – the report should clearly state the name of the strategic goal, core function, or service, product or activity being addressed (e.g. Workforce Development Services).

Description – include a brief description of the strategic goal, core function, service, product or activity as it relates to agency results. For core functions, you may want to refer back to the outcome statements developed as part of the agency performance plan.

Why we are doing this – for strategic plan goals provide a sentence or two about how the goal addresses challenges facing the agency or how it may leverage opportunities. For performance plan elements provide a sentence or two about why this core function or service, product or activity is being provided. What are the benefits of providing this core function or service, product or activity?

What we're doing to achieve results – describe what efforts have been implemented to achieve the strategic plan goal or the performance plan target. What is being done to improve performance?

Performance measure – list the name of the key measure(s) that provides the basis for assessing the results achieved for the strategic goal, core function or service, product or activity being addressed. These measures should directly link to the strategic plan goal or to the core function or service, product or activity listed in the agency performance plan. In addition to outcome, and output measures, where appropriate, you may also include quality measures that assess the level of customer satisfaction. Possible sources for key measures may include the agency strategic plan, the agency performance plan, the Results Website, or the director's flexible performance agreement.

The information provided here is the basis that report readers will use to know what results were achieved. The reader should be able to see clear relationships between the performance measures reported and the strategic goal or the stated mission, core functions and services, products and/or activities of the agency.

Reported performance measures should be consistent from reporting period to reporting period; however, if performance measures or the measurement methodology used is significantly changed, that change and the reason(s) for the change should be noted.

Performance target – list the numerical target for the desired level of performance that the agency was working to achieve. These should be the same numerical targets listed in either the agency's strategic plan or performance plan.

Results – This should be a visual display (e.g., graph or chart) of the results achieved for the reporting period. The data should ideally reflect what was achieved including comparative data, such as performance compared to the desired target or trend data relative to previous reporting periods. Other types of comparative data might include

comparison with standards or norms, with geographic areas or client groups, with other states, with industry standards, or with similar private-sector organizations.

Data reported should be aggregated or disaggregated to convey the information necessary. For example, Department of Education might report ACT scores for the entire state or compare scores by district or compare state results with national scores.

What was achieved – this is the brief written narrative that describes results achieved. You may also want to include an analysis that objectively discusses the major result. The analysis could point out, for example, why a key performance target was hit or missed or why a strategic goal was not reached. It may also discuss why a result is significantly above or below results from previous periods.

To provide a context for understanding the agency's performance, you may also want to discuss internal or external factors affecting results. Factors should be clearly identified and the actual or possible implications of those factors explained where they are considered important and the relationship shows a significant effect on results. If factors that present challenges have been identified, please also include any steps that will be taken to address those challenges.

Data sources – list the data source(s) used for the agency performance measure, such as U.S. Census, internal survey, labor market survey etc. What is the source for the data you are providing? You may also opt to include additional information such as methodology, known restrictions to use, limitations, strength or predictive power, standard error, or any other information that would help the reader use your measure appropriately. Also include information about validation procedures that you may have used or audit results if this measure has been audited.

Resources used – since the agency budget is directly linked to performance in I/3 at the service, product, activity level, agencies will be expected to show resources allocated (e.g. expenditures.) Please include funding source for dollars reported such as general fund, or other funds. Authorized staff in full-time equivalents FTEs may be reported at either the core function or the SPA level.

PERFORMANCE PLAN RESULTS

Using the template on page 11 document performance for each core function and service, product, and/or activity listed in the agency performance plan. From concise statements you provide about the performance measures and targets the reader should be able to discern:

1. What the agency was trying to accomplish
2. How core functions and services, products and activities attempted to achieve results for the public

Using the required template on the next page, for each, agency core function and service, product or activity (SPA), you will provide the following information:

- core function or SPA name;
- performance measure;
- performance target;
- performance actual achieved;
- a brief explanation of what occurred; and
- data source for each performance measure.

In this section, you will include information for all elements listed in the agency performance plan, even if the element was already documented in the *Key Results* section. This will help to ensure direct alignment between what is reported and the original performance plan document.

AGENCY PERFORMANCE PLAN RESULTS FY 2019

Name of Agency:			
Agency Mission:			
Core Function:			
Performance Measure (Outcome)	Performance Target	Performance Actual	Performance Comments & Analysis
1.			What Occurred: Data Source:
2.			What Occurred: Data Source:
Service, Product or Activity:			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1.			What Occurred: Data Source:
2.			What Occurred: Data Source:
Service, Product or Activity:			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1.			What Occurred: Data Source:
2.			What Occurred: Data Source:
Service, Product or Activity:			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1.			What Occurred: Data Source:
2.			What Occurred: Data Source:

INSTRUCTIONS FOR COMPLETING AGENCY PERFORMANCE PLAN REPORT TEMPLATE

Name of Agency – the name of the department or division

Agency Mission – enter the agency mission (the purpose or why the agency exists).

Core Function – list the name of each core function that works to achieve the agency mission, (e.g. Workforce Development Services). The core functions should be the same as those listed in the agency performance plan.

Service, Product or Activity – list the name of each service, product or activity (SPA) below the core function it works to achieve (e.g. Skills Training) The SPAs listed here should be the same as those included in the agency performance plan.

Performance measure – record the name of each performance measure that serves as the basis for assessing the results achieved for the specific core function or service, product or activity being addressed. These measures should be the same as those listed in the agency performance plan. In addition to outcome, and output measures, there may also be quality measures that assess the level of customer satisfaction.

The information provided here is the basis that report readers will use to know what results were achieved. The reader should be able to see clear relationships between the performance measures reported and the stated mission, core functions and services, products and/or activities of the agency.

Reported performance measures should be consistent from reporting period to reporting period; however, if performance measures or the measurement methodology used is significantly changed, that change and the reason(s) for the change should be noted.

Performance target – record the numerical target for the desired level of performance that the agency was working to achieve. These should be the same numerical targets listed in the agency's performance plan.

Performance actual – record the actual level of performance that was achieved.

What occurred – this should be a brief written narrative that describes results achieved. You may also want to include a sentence or two about why a key performance target was hit or missed or why a result is significantly above or below results achieved during previous periods.

Data source – list the data source(s) used for the particular performance measure, such as U.S. Census, internal survey, labor market survey etc.

RESOURCE REALLOCATIONS

Section 8E.210(1) also requires that performance reports “include a description of how the agency has reallocated human and material resources in the previous fiscal year.”

In this section, please provide a brief narrative account describing your agency’s resource reallocations. Typically, your narrative will describe how dollars and positions have been shifted from one area to another. Please do not restrict your descriptions of reallocations to those involving General Funds.

It would also be helpful for your description to include the “why.” What prompted the reallocation? Why were these reallocations chosen as opposed to other options? What were the beneficial and harmful consequences of these reallocations? Are these reallocations sustainable and permanent or are they a short-term fix?

Please feel free to use graphs, tables, or other representations to show how, when, and where these reallocations have taken place.

APPENDIX A (REPORT TEMPLATES)

KEY RESULT

(Indicate here if it's a **STRATEGIC GOAL**, **CORE FUNCTION** or **SERVICE/ PRODUCT/ ACTIVITY**)

Name:

Description:

Why we are doing this:

What we're doing to achieve results:

Results

Performance Measure:

List Measure

Insert chart or graph

Performance Target:

Target

What was achieved:

Data Sources:

Resources:

AGENCY PERFORMANCE PLAN RESULTS FY 2019

Name of Agency:			
Agency Mission:			
Core Function:			
Performance Measure (Outcome)	Performance Target	Performance Actual	Performance Comments & Analysis
1.			What Occurred: Data Source:
2.			What Occurred: Data Source:
Service, Product or Activity:			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1.			What Occurred: Data Source:
2.			What Occurred: Data Source:
Service, Product or Activity:			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1.			What Occurred: Data Source:
2.			What Occurred: Data Source:
Service, Product or Activity:			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1.			What Occurred: Data Source:
2.			What Occurred: Data Source:
Service, Product or Activity:			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1.			What Occurred: Data Source:
2.			What Occurred: Data Source:

APPENDIX B (REPORT EXAMPLE)

IOWA WORKFORCE DEVELOPMENT

PERFORMANCE
REPORT

Performance Results Achieved for
Fiscal Year 2018

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INTRODUCTION

I am pleased to present Iowa Workforce Development's performance report for fiscal year 2003 (July 1, 2002 - June 30, 2003). This report contains valuable information about the services Iowa Workforce Development and its partners provided for Iowans during the past fiscal year in the area of workforce development.

Major accomplishments of the year included the establishment of a reserve fund to provide future funding for our rural and satellite offices, more New Iowan Centers to better assist immigrants and persons who relocate to Iowa find employment opportunities, the initiation of a multi-year project to modernize our Unemployment Insurance tax system, and a successful exchange with a delegation from Nigeria for them to learn about Iowa's workforce development system.

Iowa Workforce Development, despite major cuts in budgets and staff, maintained or increased FY03 performance levels as compared to FY02. Of particular note was the performance of Workers' Compensation Division. The nine deputy commissioners (lowest level in two decades) conducted 814 contested case hearings and issued a record 830 decisions. The average time from the date a petition seeking benefits was filed until the decision of the case was issued decreased to 620 days from 651 days in fiscal year 2002. The average time from hearing to decision decreased to 58 days from 75 days. A record 4,851 cases were

closed, an increase from 4,811 in fiscal year 2002. The number of pending contested cases fell for the first time in more than two decades to 6,414 from 6,579 at the end of fiscal year 2002.

Key strategic challenges the agency is working to address are the economy's "jobless recovery" and the related impact on public revenues. This continues to be a concern both for employer and employee customers and increases pressure on resources with which to provide services. Other key challenges identified by our customers include:

- Skills gap between the skills of the existing workforce and available jobs
- Availability of qualified workers
- Support services for workers (transportation, child care, etc.)
- Soft skills of workers (being on time, calling when late, etc.)
- Employers' ability or inability to train workers

We invite all citizens, businesses, and non-profit organizations in Iowa to join with Iowa Workforce Development and its partners to achieve Governor Vilsack's goal of transforming the Iowa economy through the creation of high-wage jobs and increased numbers of working Iowans with post-secondary experience.

Sincerely,

Director, Iowa Workforce Development

AGENCY OVERVIEW

Vision: Iowa Workforce Development (IWD) envisions a future where Iowa has safe workplaces, a productive and economically secure workforce, and where Iowans are prepared for an ever-changing future.

Mission: Iowa Workforce Development will contribute to Iowa's economic growth by providing quality, customer-driven services that support prosperity, productivity, health and safety for Iowans.

Guiding Principles

- Integrity
- Results/Outcome Orientation
- Collaboration and Partnership
- Data-Based Decisions
- Long-Term Thinking
- Manage Diverse Resources
- Honor and Respect Diversity
- Leadership in the New Economy
- Customer Focus
- Model the Characteristics of a High Performance Workplace

IWD strives to improve the income, productivity and safety of all Iowans. In conjunction with state and local economic development efforts, IWD also assists businesses to fulfill their workforce needs. State and federal laws and regulations mandate the majority of IWD services.

Major services and products of IWD are:

Workforce Center Services (Services to assist businesses to identify and hire productive employees, and workers to obtain jobs and achieve career growth.)

Compliance Assistance and Enforcement (Various activities to enhance the economic security, safety and health of Iowans.)

Unemployment Insurance (Benefits for persons who have lost their job through no fault of their own.)

Workforce Information and Analysis (Data for business, schools, individuals, economic developers, and government to allow them to make informed choices about careers, expansions, wage levels, etc.)

Adjudication, Compliance, and Education (Adjudication of income support issues for workers who have been injured on the job and unemployment insurance appeals.)

Resource Management (Internal services, such as human resources, financial and budget support, public relations, etc., that support the department as a whole.)

We provide services through a statewide delivery system developed in conjunction with our workforce development partners. Administrative staff are centralized in two offices in Des Moines located at 1000 East Grand Avenue and 150 Des Moines Street. In 1999, the Unemployment Insurance Service Center was established at 150 Des Moines Street. The Unemployment Insurance Service Center handles a substantial share of new and continued claims.

IWD maintains a network of local centers within 16 regions of Iowa. Each region has a full-service workforce development center with a network of itinerant and satellite offices. Many centers are shared

by multiple workforce partners, including non-profit organizations, the Department of Human Services, Vocational Rehabilitation, and community colleges.

Through a comprehensive Web site, we also provide customer access to major services, such as posting résumés and filing unemployment insurance claims, basic service information and labor market information, 24 hours a day, seven days a week. These services are found on the IWD Web site (www.iowaworkforce.org, which provides information about the department in general), the IWD IowaJobs Web site (www.iowajobs.org, which lists more than 13,000 job openings daily) and the IWD Iowa Works Web site (www.iowaworks.org, which is designed for Iowa businesses and employers).

IWD is a department within the executive branch of Iowa State Government. It was established in 1996 by Iowa Code Chapter 84A. At that time, the Department of Employment Services and portions of the Departments of Economic Development and Human Rights were merged into a new department with the purpose of administering the laws of Iowa relating to unemployment compensation insurance, job placement and training, employment safety, labor standards, workers' compensation and others.

Under Director Richard Running's direction, the department has 6 divisions: Administrative Services, Labor Services, Policy and Information, Unemployment Insurance, Workers' Compensation, and Workforce Development Center Administration. IWD is a proactive, customer-driven

organization. IWD colleagues are committed to providing quality services to all Iowans.

During fiscal year 2003, IWD had 775 employees working in the Administrative offices, 72 Workforce Development Centers and satellite offices serving all 99 counties. Some staff work out of their homes. Of the positions currently authorized, approximately 1% are classified as service/maintenance; 16% provide administrative support; 3% are paraprofessionals; 8% are technicians; 68% are professional; and 8% are officials/administrators. Two unions represent the department's employees: the American Federation of State, County and Municipal Employees and Iowa United Professionals.

The Workers' Compensation Division utilizes electronic data interchange (EDI) protocols for injury and claims processing reports, maintaining a "paperless" database to meet customer needs and make the system more efficient.

The Unemployment Insurance Division began the process of modernizing the current tax collection system into a paperless, electronic system. The Workforce Development Center Administration Division is transitioning from two electronic labor exchange systems to one Internet-based, skills-based system.

The department is responsible for the administration of state and federal statute related to public health and safety and workforce and workplace issues. Iowa's Occupational Safety and Health Act administration and administration of workers' compensation laws are located within the department. IWD's emphasis is on voluntary compliance through education and preventive services.

KEY RESULTS

CORE FUNCTION

Name: Workforce Development Services

Description: Iowa Workforce Development offers a variety of workforce services to individual Iowans and Iowa businesses, including job placement, skill training, assessment, job search and job keeping skills, as well as services to special populations (welfare recipients, veterans, older workers, etc.)

Why we are doing this: Iowa Workforce Development provides vital workforce services to both individual Iowans and Iowa businesses to help grow Iowa's economy by increasing workers' skills and assisting businesses to find qualified candidates for their job openings.

What we're doing to achieve results: Iowa Workforce Development is improving performance in all programs by streamlining processes and applying technology as appropriate.

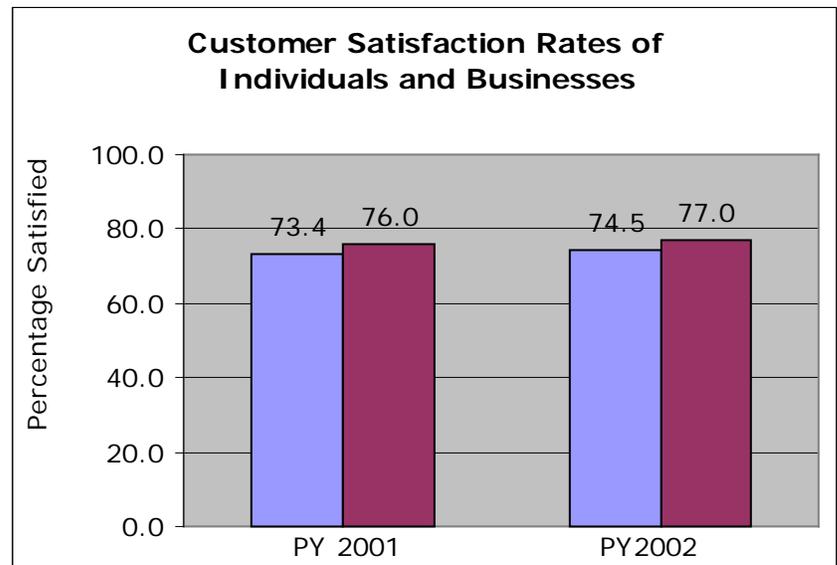
Results

Performance Measure:

Customer satisfaction rates of participants and businesses.

Performance Target:

Targets are negotiated annually with the U.S. Department of Labor. The current performance target is 69%.



Blue bar = individuals; purple bar = businesses

What was achieved: For the past two years, customer satisfaction rates have exceeded rates negotiated with the U.S. Department of Labor. In general, 75% of individual and business customers are satisfied with the services they receive from Iowa Workforce Development.

Data Sources: Follow-up interviews with participants and businesses – IWD. Customer satisfaction rates are calculated using standard procedures and formulas set by the U.S. Department of Labor. All states use the same procedures and formulas to allow comparisons with other states.

Resources: These activities are funded through grants from the U.S. Department of Labor and an Unemployment Insurance administrative surcharge. Total funding for these services is approximately \$43.0 million. There are 395 FTEs associated to implement this core function.

KEY RESULT

SERVICES/ PRODUCTS/ ACTIVITIES

Name: Skill Training (Service of the Workforce Development Services Core Function)

Description: Through the Workforce Investment Act, skill training can be provided to eligible individuals to improve their workplace skills. The goal of the skill training is to enable the participants to secure employment.

Why we are doing this: Governor Vilsack has set a goal of doubling the number of lowans with post-secondary education. This goal is important to Iowa's economic development-having trained people for high-skilled, high-wage jobs - but also to improve the earning power of lowans over time. Studies show that the more education a person has, the higher their earnings.

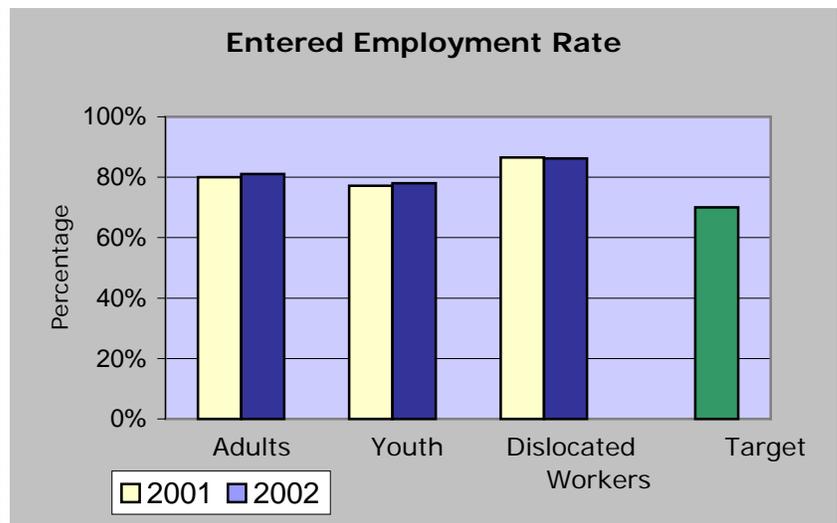
What we're doing to achieve results: Iowa Workforce Development is improving performance in all programs by streamlining processes and applying technology as appropriate.

Results

Performance Measure:

Entered employment rate of persons who complete skill training.

Performance Target: 70% of persons that complete skill training will secure employments within 90 days of program completion.



What was achieved: For the past two years, entered employment rates for adults, youth and dislocated workers that completed training was 77% or higher. In general, 80% of persons that complete training are employed within 90 days. These high entered employment rates are noteworthy in light of the stagnant Iowa economy the past two years.

Data Sources: Client records of the Workforce Investment Act program – IWD. Entered employment rates are calculated using a standard formula defined by the U.S. Department of Labor. All states use the same formula to allow comparisons with other states.

Resources: This activity is funded through a grant from the U.S. Department of Labor. Total funding for the three programs (adult, youth and dislocated workers) is \$18.0 million. There are 70 FTEs associated with this service.

AGENCY PERFORMANCE PLAN RESULTS

FY 2018

Name of Agency: Iowa Workforce Development			
Agency Mission: Iowa Workforce Development will contribute to Iowa's economic growth by providing quality, customer-driven services that support prosperity, productivity, health and safety for Iowans.			
Core Function: Workforce Development Services			
Performance Measure (Outcome)	Performance Target	Performance Actual	Performance Comments & Analysis
1. Size of Iowa's Workforce	1,625,000	1,638,300	What Occurred: The resident civilian labor force grew throughout the year. Data Source: BLS/IWD Local Area Unemployment Program
2. Percent of Registrants and Businesses Satisfied	75%	77%	What Occurred: Program participants and employers generally satisfied. Data Source: Federally monitored WIA administrative records.
Service, Product or Activity:			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent of Federal Performance Measures Met	80	100	What Occurred: Federally negotiated performance standards exceeded. Data Source: Federally monitored WIA administrative records.
2. Average Wage at Placement-Individuals Receiving Job Search Assistance	\$9.00/hr	\$9.25/hr.	What Occurred: Federally negotiated performance standards exceeded. Data Source: Federally monitored WIA administrative records.
Service, Product or Activity:			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Number of Persons Served	2000	2746	What Occurred: The number served continued to increase. Data Source: New Iowans Centers administrative records.
2. Entered Employment Rates of WIA Participants	80%	84%	What Occurred: Federally negotiated performance standards exceeded. Data Source: Federally monitored WIA administrative records.
Service, Product or Activity:			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent Earnings Growth for Persons Trained and Employed	10%	12%	What Occurred: Federally negotiated performance standards exceeded. Data Source: Federally monitored WIA administrative records.
2. Percent of Persons Retained in Employment 6+ Months	70	73%	What Occurred: Federally negotiated performance standards exceeded. Data Source: Federally monitored WIA administrative records.

RESOURCE REALLOCATIONS

Approximately \$300,000 in resource reallocations took place in IWD this fiscal year, predominately in the Workers' Compensation area.

Because of increased workload in unemployment insurance, \$80,000 was transferred from workforce center administration to meet the increased demand. We expect this reallocation to continue in the next year.

Successful process improvement projects in our Workers' Compensation Division allowed us to free up resources to form a three-person team to address the backlog of unemployment insurance claims. We expect that the backlog will be erased in about six months, at which time we plan to return some of these staff to improve customer service in workers' compensation. Over time, we anticipate that some of these positions will be reallocated to improving our e-government capacities.

Continuing efforts to put maximum resources on the front line, one position was reallocated from Resource Management to Workforce Center Services.

Because of the lack of funding for salary increases, we were also unable to fill eleven positions that became open because of early out and normal attrition. In these cases, we have reallocated work to other positions, in most cases without diminishing the existing workload of those receiving the additional assignments. These reassignments will continue until budgets increase sufficiently to allow new hires.

AGENCY CONTACTS

Copies of Iowa Workforce Development's Performance Report are available on the IWD Web site at www.iowaworkforce.org. Copies of the report can also be obtained by contacting JoAnn Callison at 515-281-8145.

Iowa Workforce Development
1000 East Grand Avenue
Des Moines, Iowa 50319

(515) 281-5387 or (800) JOB-IOWA
TTY: (515) 281-4748 or (800) 831-1399

www.iowaworkforce.org

www.iowajobs.org

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