



**WISCONSIN**

**Department of Workforce  
Development**

**2012**

**ANNUAL REPORT**



Advancing Wisconsin's economy and business climate  
by empowering and supporting the workforce.





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Scott Walker, Governor  
Reginald J. Newson, Secretary

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December 14, 2012

The Honorable Scott Walker  
Office of the Governor  
115 East, State Capitol  
Madison, WI 53702

Dear Governor Walker:

Following two years of your leadership, the Wisconsin economy has made tremendous gains, and I am honored that the Department of Workforce Development (DWD) has played a crucial role in our state's economic progress. As you know, the most recent available count of actual jobs in the Quarterly Census of Employment and Wages (QCEW) notes, Wisconsin added over 35,300 private sector jobs from June 2011 through June 2012.

As 2012 draws to a close, I am pleased to report on the many accomplishments and milestones our agency has made under your leadership this calendar year. In collaboration with our many workforce partners, we have set the stage for meaningful reforms and the lasting, positive results they will bring. Some examples of these achievements include:

**2012 Wisconsin Working Plan** – We have more than doubled the 2011 number of job fairs this year with over 300. We took recruiting events to a new level by holding career expos in Green Bay and Milwaukee, which were open only to pre-screened job seekers and employers with family-supporting jobs to fill. Following your proclamation of 2012 as the Year of the Veteran, we held 16 job fairs for veterans in partnership with the Department of Veterans Affairs and other collaborators.

**Addressing the Skills Gap** – We have more effectively targeted Sector Strategies funding to assess employers' hiring needs and develop training programs accordingly; further improved our increasingly popular online employment site, [JobCenterofWisconsin.com](http://JobCenterofWisconsin.com), and offered new apprenticeship training programs to meet manufacturing sector needs. At the same time, we have played a leading role in developing recommendations for workforce reform, primarily on your College and Workforce Readiness Council and through the Task Force on Minority Unemployment.

**DWD Strategic Plan** – The Wisconsin Working Plan dovetails with our Strategic Plan. At DWD, our mission is to advance Wisconsin's economy and business climate by empowering and supporting the workforce; and our vision is to make Wisconsin the workforce of choice. Since the Strategic Plan's announcement a year ago, we have been working to achieve the following overarching goals:

- Connect Job Seekers to Jobs.
- Support the Development of a Highly Skilled Labor Force in Wisconsin.
- Achieve Unemployment Insurance Solvency and Increase Program Integrity.
- Deliver DWD Services More Efficiently and Support Increased Transparency and Accountability.

**Assisting Individuals with Disabilities** – Approximately 3,250 individuals with disabilities succeeded in reaching their employment goals between October 2011 and September 2012. We estimate their annual earnings to be \$56.4 million, representing a 210 percent return on funding invested in programs serving them. To better serve both job seekers with disabilities and employers with jobs to fill, we have partnered with Walgreens, Wal-Mart Distribution Center, University of Wisconsin Hospital, Children’s Hospital in Milwaukee and others in on-the-job training initiatives. As part of these initiatives, DWD has also helped other agencies meet temporary and permanent employment needs, an effort that earned DWD the 2012 Diversity Program Achievement Award from the State Council on Affirmative Action.

**Unemployment Insurance** – The UI Reserve Fund loan balance has decreased by \$368 million this year, putting our state on track to paying off our loan. As one example of more effective program integrity efforts, \$18.5 million was collected by intercepting state and federal tax refunds. We added re-employment services staff to get UI claimants back to work sooner. Many employers will see a drop in their 2013 tax rate, decreasing costs for businesses in Wisconsin.

**Increased Transparency and Accountability** –State government, as you put it, should be transparent, efficient and engage in a continuous improvement process with the goal of providing excellent customer service in the most efficient manner possible. That has been our ongoing approach at DWD. The latest example is the Strategic Plan Dashboard that is now up and running. Anyone can visit the site, view the Strategic Plan metrics and monitor our progress.

Beyond these highlights, you and others can find many more 2012 DWD accomplishments in the report that follows. We are pleased to be a part of your efforts to advance Wisconsin’s economy and create new employment opportunities for the people of Wisconsin. We look forward to continued success in the coming year with workforce development as a top priority in your 2013-15 budget.

Sincerely,



Reggie Newson  
Secretary

# Department of Workforce Development

## 2012 Annual Report

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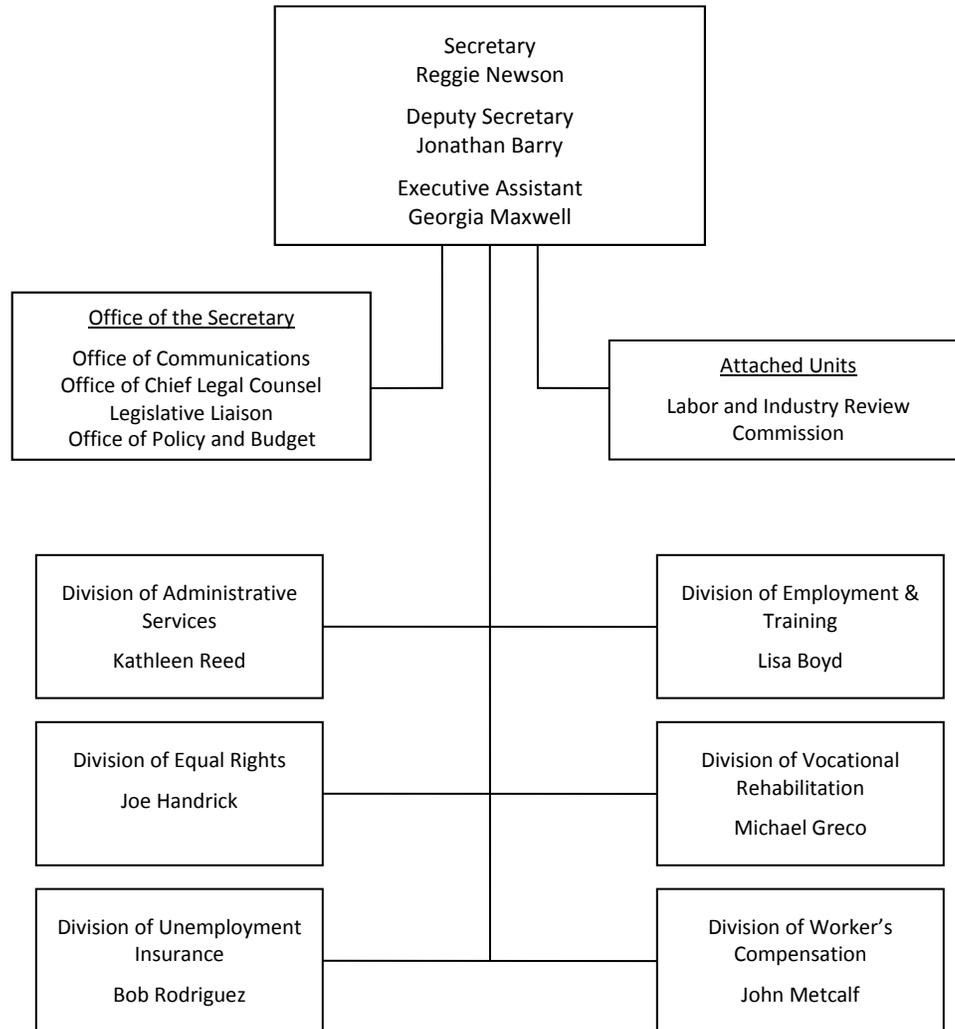
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## Department Overview

The Wisconsin Department of Workforce Development (DWD) is the state agency charged with advancing Wisconsin's economy and business climate by empowering and supporting the workforce. The department's vision is to make Wisconsin the workforce of choice by supporting Governor Walker's "Open for Business" agenda in partnership with the private sector to make available the resources necessary to ensure a skilled and talented workforce that will lead to high-wage, high-skill jobs for all Wisconsinites.

The department is led by Secretary Reggie Newson, appointed by Governor Scott Walker in October 2011. The annual operating budget for DWD is over \$400 million, and its staff totals approximately 1,600 full-time equivalent positions. DWD currently consists of five program divisions, an administrative services division and one administratively-attached entity, the Labor and Industry Review Commission (LIRC).

# DWD Organization



The Office of the Secretary oversees the Department of Workforce Development (DWD), which conducts a variety of work-related programs designed to connect people with employment opportunities in Wisconsin. DWD is responsible for the state's employment and training services, including job centers; job training and placement services provided in cooperation with private sector employers; apprenticeship programs; and employment-related services for people with disabilities. The department oversees a number of other programs, including Unemployment Insurance and Worker's Compensation programs, and is responsible for adjudicating cases involving employment discrimination, housing discrimination, and labor law. The department also analyzes and distributes labor market information.

# Division of Employment and Training (DET)

## ***Mission***

Provide a seamless continuum of services accessed by employers and members of the workforce and their families with the following results:

- Employers have the workers they need.
- Individuals and families achieve economic self-sufficiency by accessing job search, training and related services, making sound employment decisions and maximizing their workforce potential.

## ***2012 Accomplishments***

### **Highlights**

- Sector Strategy initiatives have been a key influence for workforce pipeline deliverables and support the development of workforce initiatives that enhance regional economies. In May 2012, funding was provided to all 11 Workforce Development Boards (WDBs) to further their efforts to assess employers' hiring needs and develop training strategies to effectively address skill gaps in their sector.
- In an effort to spark cross-program and resource sharing, the Dislocated Worker and Job Service staff meets regularly with staff from the Wisconsin Economic Development Corporation (WEDC) to develop a comprehensive layoff aversion strategy. An early warning system will be developed with key stakeholders -- state and local, public and private -- to ensure that companies at risk of laying workers off are identified early and provided assistance that will enable the business to avoid or reduce the number of layoffs.
- In 2012, DWD received a third round of grant funding from the Joyce Foundation to support career pathways. With this grant, DWD and its partners will support 115 total career pathway programs and help up to 2,700 individuals earn a credential requiring at least 12 college credits.
- In 2012, DET joined with the 11 WDBs to begin evaluating currently available products to assess job seekers in the areas of math, reading, problem solving, skills validation and soft skills. The project has developed a process to compare the products against criteria established by internal staff, workforce leaders, employers and labor organizations.
- The Council on Workforce Investment, acting at Governor Walker's direction, created a task force to investigate the unacceptably high unemployment rate among minorities in the Milwaukee area. This task force is co-chaired by Lt. Governor Rebecca Kleefisch and State Representative Elizabeth Coggs. Other members include leaders from the Governor's cabinet, area legislators, business leaders, and community-based organizations in the Milwaukee area.

- ▶ The Wisconsin Workers Win (W3) training program was successfully launched in June 2012. This program is a pilot allowing Unemployment Insurance (UI) claimants who are within the first 26 weeks of their regular UI benefits to participate in up to six weeks of occupational skills training with an approved employer. During those six weeks, claimants receive their UI benefits and an additional weekly stipend of \$75.

### **Bureau of Apprenticeship Standards**

- ▶ Worked with industry stakeholders to expand apprenticeship into new trade areas – welder-fabricator and industrial manufacturing technician.
- ▶ Recipient of a United States Department of Labor (USDOL) Trailblazer and Innovator award which recognized Wisconsin's Apprenticeship Program as a "leader in the Registered Apprenticeship community" and a model for the national system.
- ▶ 2,174 new apprentices<sup>1</sup> began training in 2012.
- ▶ 9,283 total apprentices representing 2,397 employers<sup>1</sup> were active in apprenticeship training in 2012.
- ▶ 1,232 apprentices completed or graduated training<sup>1</sup> in 2012.
- ▶ DWD continued its close partnership with the Department of Corrections—in 2012, 561 inmates<sup>1</sup> were active in an apprenticeship in 18 trades.
- ▶ Developed a mentoring guide in partnership with the Wisconsin Apprenticeship Advisory Council and WRTP/BIG STEP to be used in formal mentoring programs in the construction trades, with a particular focus on Milwaukee-area trades.
- ▶ Updated the Technical Assistance Guide for Local Committees to conform to recent changes in federal legislation. Scheduled re-training sessions that were held throughout the state and made available to approximately 1,500 local committee members throughout Wisconsin.
- ▶ DWD joined with the Wisconsin Department of Military Affairs (DMA) and the United Association of Journeyman and Apprentices of the Plumbing and Pipefitting Industry of the United States and Canada (UA), to coordinate the highly successful Veterans in Piping (VIP) Program. Upon successful completion of the training program and associated requirements, the student is guaranteed a job somewhere in the United States. Since the beginning of the program there have been 47 graduates, including 23 who have stayed in Wisconsin and are registered apprentices.

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<sup>1</sup> Count is current as of November 15, 2012.

## **Bureau of Job Service**

*Job Center of Wisconsin website (JCW)*

### Enhancements

- ▶ Candidate search functionality was strengthened to enable job seekers to display their entire resume. Nearly half of current JCW users<sup>2</sup> have chosen to display their full resume.
- ▶ Numerous enhancements have been implemented to better serve Unemployment Insurance (UI) claimants, including tracking registration compliance, the creation of a launch page to guide user through the registration process, and the creation of a landing page, known as “My JCW,” that will present profile information to UI claimants.
- ▶ DWD has begun to develop resume upload feature. This will allow job seekers to post an existing resume that they created and updated. Deployment is targeted for 2013.
- ▶ Also under development is mobile optimization allowing quick, easy JCW access by mobile devices. Completion of user testing and release should occur during 2013.
- ▶ Registration requirements were implemented in line with U.S. Department of Labor regulations.
- ▶ DWD is currently developing a series of industry-specific landing pages, including a manufacturing page designed in partnership with Wisconsin’s small engine manufacturers. Work is currently under way to develop pages for the agriculture industry and the Wisconsin Housing and Economic Development Authority’s (WHEDA) Emerging Business Enterprise program, which are expected to deploy in 2013.

### Benchmarks

- ▶ There are approximately 160,000 jobs on JCW at any given time, including nearly 20,000 openings entered and processed by Job Service staff. Approximately 5,000 new jobs are added in total each week.
- ▶ As of November 26, 2012, a total of 158,647 job openings entered by DWD staff and partners have been posted on JCW, along with 999,879 postings from Help Wanted OnLine, for a total of 1,158,526.
- ▶ This total also includes approximately 57,000 resumes currently posted on JCW, of a total of 70,347 job seekers who have registered so far in 2012.
- ▶ In 2012, a total of 6,701 new employer contacts were registered.

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<sup>2</sup> Data is current as of November 9, 2012.

## *Re-employment Services (RES)*

### Service Enhancements and UI Integration

- ▶ Following a registration requirement for participants in the RES program, Job Service worked with the UI Division to encourage current UI claimants to register on JCW and complete a resume.
- ▶ Several RES enhancements under development will enable DWD to better serve participants and strengthen DWD's ability to schedule and serve as many customers as possible. These changes will also increase participation and improve delivery of services.
- ▶ Added an additional RES program to comply with federal law regarding services that must be provided to claimants on emergency unemployment compensation (EUC). Hired and trained new staff, developed programming changes, created EUC service strategy, and implemented entire program within statutory deadline.

### RES Outcomes

- ▶ In 2012, a total of 3,089 sessions were scheduled, serving 33,862 customers.
- ▶ Of those who attended, 5,870 customers were referred to career counseling, 21,321 were designated as work ready, and 31,320 were referred to partner services.
- ▶ Of the 31,320 partner referrals, 6,615 were referred to WIA Title I for training.
- ▶ 654 counseling sessions were held in 2012 for RES participants, serving 3,278 UI claimants.
- ▶ 12,242 individuals received non-compliance adjudications in 2012 for failure to attend a session.
- ▶ 88% of RES participants indicated they were satisfied with the services offered.

### REA Outcomes

- ▶ In 2012, a total of 7,322 customers were scheduled to participate in the REA program. An additional 2,142 claimants received mandated follow-up services via a continuing REA, and another 717 claimants via a final REA.
- ▶ Of those who attended, 1,371 customers were referred to career counseling, 3,858 were designated as work ready, and 10,701 were referred to partner services.
- ▶ Of those referred to partners services, 2,110 were referred to WIA Title I training.
- ▶ Those who participated in the REA program received four fewer weeks of UI benefits than RES customers, and achieved a 49.02% re-employment rate in an average of 19.73 weeks.

- ▶ 3,130 individuals were adjudicated for failing to participate in REA services in 2012.
- ▶ 85% of REA participants reported that they were satisfied with services offered.

### *Business Services / Retention*

#### Career Expos, Job Fairs, and Specialized Recruitments

- ▶ DWD created and implemented two Career Expos in 2012 (May 10 in Milwaukee and October 17 in Green Bay).
- ▶ In total, 170 employers and more than 3,000 job seekers participated in the career expos.
- ▶ At least 124 job seekers received offers from 30 Milwaukee-area employers as a result of the May career expo. As a result of the Green Bay event, at least 28 employers extended multiple job offers and another 11 extended at least one job offer.
- ▶ As a condition of participating in the expo, job seekers had to be pre-screened by local staff to ensure their work readiness. Employers had to have available work and had to post the available jobs on the Job Center of Wisconsin website to participate in these free events.
- ▶ Job Service is planning additional career expos in 2013. DWD will track the number of career expo job seekers who are employed following participation in a career expo.
- ▶ DWD also hosted 315 recruitment events, which were attended by 2,401 employers and 25,224 job seekers.

#### Employer Outreach

- ▶ Job Service staff began working with 1,778 new employers in 2012 and continued its working relationship with 2,870 existing employer customers.
- ▶ Conducted WorkKeys testing with 1,235 job seekers on behalf of five employers.
- ▶ Posted 1,352 job orders requiring or preferring the National Career Readiness Certificate.
- ▶ Job Service joined the Department of Corrections and several other state agencies to host the 1<sup>st</sup> Annual Employer Summit in Milwaukee, focused on encouraging employers to hire ex-offenders. Approximately 40 employers attended.
- ▶ Job Service partnered with UMOS to help BuySeasons seasonal employees transition to new employment opportunities. Staff worked with more than 200 workers, provided labor market data to 87 employees, conducted several workshops, and provided more than 200 job leads.

### Other Business Service Initiatives

- ▶ DWD is working closely with the Wisconsin Workforce Development Association, the South Central Wisconsin Workforce Development Board, and WEDC to implement a US DOL Workforce Innovation Fund grant. This grant will enable the integration of a customer relationship management system into the workforce delivery system to increase coordination with employers across state agencies.
- ▶ Conducted focus groups in 2012 seeking employer input on the Job Center of Wisconsin website and service needs.
- ▶ Job Service has assumed coordination of Labor Law clinics held around the state and has implemented an on-line survey to gauge participant satisfaction.

### *Customer Service*

### Workshops and Resource Room Services

- ▶ Job Service staff provided 1,951 workshops to 11,639 customers. Primary workshops include resume development, interviewing, job club, social media, and computer basics.
- ▶ Job Service staff conducted 374 (non-RES) outreach visits during 2012, serving 2,658 customers.
- ▶ Job Service staff provided significant resource room services to 225,402 customers.

### Call Center / Email Communications

- ▶ The Job Service Call Center handled 9,966 general job seeker calls, 5,391 WorkKeys calls, and 32,000 RES calls.
- ▶ Job Service sent 33 email blasts to 225,563 customers.
- ▶ Created central office call center functionality for first time, increasing efficiency, improving monitoring capacity, and reducing coverage burden on local areas.

### Trade Adjustment Assistance

- ▶ As of November, 2012, Job Service staff was managing a TAA caseload of 5,344.
- ▶ TAA central office staff also conducted statewide monitoring of the TAA program and developed a two-day, in-person statewide TAA training.

## Migrant Program

- The migrant program, in conjunction with the Bureau of Program Management and Special Populations, developed additional mechanisms for referrals, federal reporting, and various other customer services.
- Job Service and the Bureau of Program Management and Special Populations updated the interagency Memorandum Of Understanding with UMOS and created a statewide committee that meets quarterly to discuss interagency issues related to migrant services.
- Migrant outreach staff served 3,000+ migrants and registered 384 customers during 30+ outreach visits.

## Social Media

- Conducted several dozen workshops and presentations on social media throughout the state.
- Staff posted an average of 30+ Facebook, 20+ Twitter, and 20+ LinkedIn posts per week.
- Job Service statewide JCW Facebook site currently has 3,396 likes and should go over 3,400 by late November 2012.
- Job Service statewide JCW Twitter site has 462 followers, an increase of well over 200% in calendar year 2012.
- Working on several social media enhancements that should be implemented in 2013, including Facebook for business, LinkedIn profile posting in JCW, and enhanced coordination between local and statewide sites.

## *Assessment / Testing / Counseling Services*

### KeyTrain and WorkKeys

- KeyTrain: In 2012, 15,758 customers were granted access to KeyTrain, a pre-assessment online learning tool. These customers passed 17,490 pretests and 7,289 lessons.
- WorkKeys: Over 2,000 customers took each of the three WorkKeys exams during 2012 for a total of 6,691 tests administered. Over 2,000 National Career Readiness Certificates were awarded, including 630+ at the gold or platinum levels.

### Counseling and Other Assessments

- Counseling: Job Service counselors held 910 non-RES counseling sessions for 1,878 customers. They also provided 4,010 individual counseling sessions and administered 289 ability profiler exams.

- Job Service staff administered approximately 1,000 typing tests.
- Job Service purchased Tap Dance software that will be available in 2013. Tap Dance will allow for typing test administration as well as MS Word and MS Excel. Policy and objectives are currently under development.
- Job Service continues to use WisCareers, Career Cruising, and My Skills My Future to help customers with career decisions.

### **Bureau of Program Management and Special Populations**

- Two career expos were held during 2012. An online system for employers to register for these expos was implemented in September 2012.
- BASIS, Apprenticeship's case management system, was upgraded during 2012 to a more stable and better supported platform, making it more available and more user-friendly to Apprenticeship staff.
- DWD implemented a Work Opportunity Tax Credit (WOTC) upgrade. WOTC is a program designed to encourage employers to hire job seekers who face barriers to gainful employment, thus creating jobs for populations that are otherwise underemployed. The upgrade provides online changes for scanning, filing and processing applications. These changes improve customer service, speed approval of the tax credit, and reduce manual processing. WOTC serves approximately 5,179 employers and processes almost 2,000 applications per week.
- Since January 2012, 75 migrant labor camps have been certified, and no major labor camp complaints have been received.
- The Foreign Labor Certification program screened more than 600 domestic applicants for placement in H-2A jobs.
- DWD submitted Methods of Administration (MOA) to U.S. Department of Labor (DOL) Civil Rights Center (CRC) for re-certification of compliance with civil rights requirements under the Workforce Investment Act in April 2011. DET posted the MOA narratives on our Civil Rights website in response to the 2013 WIA Annual Plan. We are currently awaiting a final response on our submission from the Civil Rights Center.
- All 11 Local Workforce Development Boards underwent a comprehensive financial review as a follow up on the Department of Labor Review conducted in 2010.
- Planning for JobNet visualization continues. The virtual machines should be installed in 2013.

- In 2012 DWD issued grants for several programs and made modifications to those grants as necessary. There were 60 grant actions taken affecting 77 various agencies and 18 programs. Shown below are both the total number of grants issued, and those with modifications:
  - 167 grants to issue WIA formula funding for Quarter 1, Balance of the Year, Rescission Reductions, Reallotments and transfers in the amount of \$35,251,686.
  - 33 grants for Youth Apprenticeship in the amount of \$1,984,788.
  - Two grants funded by the Joyce Foundation for the RISE program in the amount of \$59,046.
  - 33 Rapid Response grants in the amount of \$3,101,584.
  - One Milwaukee Summer Youth grant for \$422,400.
  - 26 National Emergency Grant (NEG) grant modifications in the amount of \$944,928.
  - 4 ARRA NEG modifications in the amount of \$3,737,508.
  - 29 ARRA SAGE grants in the amount of \$1,377,482.
  - One Jobs and Business Development grant in the amount of \$200,600.
  - One Nursing Survey grant in the amount of \$270,000.

### **Office of Veterans' Services (OVS)**

- OVS staff provided initial assessment and employment services to 8,242 newly registered veterans. Job placement for veterans who receive services from the OVS staff at the job centers is averaging 64 percent.
- 16 veteran job fairs were hosted and attended by 2,394 veterans. Approximately 28 percent of attendees have been offered employment or follow-up interviews with employers.
- OVS created 53 National Emergency Grant On-The-Job Training contracts with employers at an average wage of \$14.00 per hour. OVS staff continues to develop potential contracts.
- Transition Assistance Program (TAP), which provides employability skills training and other benefits information to military members and their spouses in their transition from military to civilian society; OVS conducted four Transition Assistance Program (TAP) sessions in 2012 with returning service members. Through four TAP classes, 95 military personnel have completed the course.

- OVS provides outreach assistance to Department of Corrections' facilities and county jails that have veterans who need employment assistance before and after they are released. At any given time there are approximately 2,000 veterans incarcerated in DOC facilities and county jails. OVS staff provided intensive services to assist disabled veterans enrolled in the Department of Veterans Affairs Vocational Rehabilitation Chapter 31 program. 136 of these disabled veterans entered employment in 2012.

### **Bureau of Workforce Training**

- A new NEG grant in the amount of \$2,055,188 was awarded on June 1, 2012, to serve workers dislocated by the closures of Wausau Papers-Brokaw, Joerns Healthcare-Stevens Point, SNE Enterprises-Mosinee and Thermo Fisher Scientific-Two Rivers.
- On-the-Job Training NEG - Supplemental funding of \$1,193,208 was awarded in June, 2012, bringing this grant total funding through June 30, 2014 to \$3,468,022.
- Under the Disability Employment Initiative grant awarded by USDOL, outcomes for 2012 include implementation of six pilot sites and 5 control sites; secured approval to operate as an Employment Network for delivery of the Ticket to Work program through SSA; assigned 29 Tickets generating \$15,994 in revenue with \$13,956 revenue pending; and provided 29 training sessions for 150 individuals resulting in job placement and/or advancement for 24 participants.
- DWD received 81 mass layoff notices impacting 4,921 workers through 10/31/2012.
- 8,555 dislocated workers received services under the WIA program between 1/1/2012 and 10/31/2012.
- Trade Adjustment Assistance (TAA) program had 1,570 new entrants for the 12-month period ending 9/30/12; during the same period 673 entered occupational skills training.
- DWD issued the state's WIA Strategic Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act, which was approved by the Governor's Council on Workforce Investment (CWI).
- In 2012, a total of 3,357 WIA youth were served. Of those, 1,099 were older youth and 2,258 were younger youth.
- DWD prepared a report to the state Legislature on the survey of Registered and Licensed Practical Nurses to enable the health sector to make decisions about the healthcare workforce.
- Revised WIA allocation formula to address changing boundaries of Workforce Development Areas.
- In an effort to ensure consistent and accurate labor market information the current labor market information and the office of economic advisors websites were integrated into a single website.

- Created a means to help job seekers and others locate specific business and job contacts, and the ability to map the location of that job prospect through WORKnet.
- Expanded estimates of occupations and wages by county and local labor market areas.
- Created a process to help those who have experienced a mass layoff event by notifying other local employers who may need similarly skilled workers.

#### *Youth Apprenticeship*

- 1,006 students are currently enrolled for the 2012-13 fiscal year at 193 schools and apprenticing at 751 employers
- From January 1 through November 14, 2012, 1,053 Youth Apprenticeship State Skill Certificates were awarded. This compares to 1,004 Certificates awarded during all of 2011.
- DWD issued \$1,660,070 in grant funding for 2012-2013 Youth Apprenticeship local programs early in July.
- DWD updated and revised curriculums for the following: Printing (now Arts, AV Tech. & Communications, a new Career Cluster Area), Welding (now included with Manufacturing), and Health Services (now Health Sciences) broadening applicability to include offices such as dentist, orthodontia, etc., creating a two-year CNA program, with minor changes to Pharmacy Technician.
- A major new effort to replicate on a statewide basis is the Youth to Adult Apprenticeships in Manufacturing Program. In a continued effort to address the workforce skill shortage needs of Wisconsin manufacturers, DWD will build upon the Youth to Adult Apprenticeships in a Manufacturing Program that was previously piloted in two apprenticeship training areas: Calumet, Fond du Lac, Manitowoc, and Sheboygan counties and Dodge, Ozaukee, and Washington counties. These apprenticeship programs are being aligned and this career pathway is being expanded to establish linkages on a statewide basis between Youth Apprenticeship (YA) participants to registered Apprenticeship employers in advanced manufacturing.

## Division of Vocational Rehabilitation (DVR)

### ***Mission***

The mission of DVR is to obtain, maintain and improve employment for people with disabilities by working with consumers, employers, and other partners.

DVR serves:

- Individuals with disabilities who face a substantial barrier to employment by providing employment services and counseling and by arranging for services to enable an individual to go to work; and,
- Employers needing talent to help their businesses by providing training and technical assistance to employers regarding disability employment issues.

DVR is located throughout Wisconsin, including in many Job Centers, in addition to our Central Administrative Office in Madison. The Division Vocational Rehabilitation (DVR) works in teams, available to assist all customers and maintaining the unique relationship each customer has with DVR.

DVR's primary services in support of an employment goal are:

- Career guidance and counseling
- Disability and employment assessment
- Job search and placement assistance
- Information and referral services
- Transition to work services for students with disabilities in high school
- Employment service support for persons with severe disabilities; includes time-limited, on-the-job supports
- Vocational and other training
- Rehabilitation technology
- Occupational licenses, tools, and other equipment
- Assistance in small-business plan development

## ***Federal Fiscal Year 2012 Accomplishments***

### **Meeting Business Needs**

- Private-sector and state agency employers have benefited significantly from the following DVR OJT initiatives:
  - Since February 2009, almost 1,400 OJT private-sector hires have been supported by a 50 percent payroll cost subsidy for employers providing up to 90 days of on-the-job training following a hire. More than 82% of DVR consumers who participated have achieved their employment goals, making the OJT initiative a tremendous success and an affordable mechanism for small employers to hire and train new employees.
  - In this same time period, DVR has invested nearly \$1.8 million for more than 100 DVR job seekers participating in six-month OJT internships with 15 state agencies. More than 50 DVR LTE employees are now part of the State's permanent workforce following the successful completion of an OJT-LTE internship position. DVR has also trained state agency HR staff on how to utilize exceptional hiring procedures and increase the hiring of people with disabilities.
- DVR implemented a Business Services Initiative that includes a statewide Business Service Team with representatives from each of the 11 Workforce Development Areas to identify a single point of contact and insuring a rapid response to employer demand.
- DVR participates in The National Employment Team (The NET), a national network of the 80 vocational rehabilitation (VR) programs that creates a coordinated approach to serving business customers through a national VR team.
  - The NET has partnerships with a number of major corporations such as Walgreens, Safeway, Convergys, Microsoft and Food Lion. The NET also partners with federal agencies including the Internal Revenue Service (IRS), the Department of Transportation (DOT), the National Institutes of Health (NIH) and the Defense Commissary Agency (DeCA). The NET brings the following benefits to Wisconsin DVR business customers and job seekers with disabilities:
    - Business has direct access to a pool of qualified applicants and the support services provided by the public VR system and their partners;
    - VR consumers have access to national employment opportunities and career development resources; and
    - VR agencies have a national system for sharing employment resources, best practices and business connections.

### **Serving Customers**

- DVR served 43,848 individuals with disabilities who need assistance entering, maintaining or improving their employment.

- 3,250 individuals with disabilities successfully reached their employment goal and entered the workforce.
- The earnings of these 3,250 recent additions to Wisconsin’s workforce are projected to be \$56.4 million annually, representing a 210 percent return on the public investment. A hefty portion of these earnings will also purchase goods and services, bolstering Wisconsin’s economy and transforming successful DVR customers into workers and taxpayers, and measurably decreasing their dependence on public assistance.

	FFY 10	FFY 11	FFY 12
Successful Outcomes	2,784	2,972	3,250
Return on Investment	189%	197%	210%

- DVR advanced excellence throughout its program by automating its consumer satisfaction surveys. DVR consumers rate every service they receive and in 12-months, DVR collected more than 48,000 survey responses. 99% reported that they were “very satisfied” or “satisfied” with each service they received.
- DVR implemented an online application process for job seekers with disabilities. The new Online Application will allow DVR to more effectively and efficiently connect with our consumers at the earliest step in the DVR process. It will also save DVR staff time, eliminating the need for DVR staff to hand key applications that are submitted on the paper application.
- DVR established a cold case unit that is dedicated to making contact with DVR consumers who, for a variety of reasons, have not been engaged with DVR. The unit has resulted in re-connecting many DVR consumers with the services and supports that will help them be successful in reaching their job goals.
- When a DVR consumer who receives Social Security disability benefits works above a level known as substantial gainful activity, DVR receives reimbursement from the Social Security Administration for the cost of that person’s case with DVR. In Federal Fiscal year 2012, DVR received approximately \$3.2 million in reimbursements from the Social Security Administration. Reimbursed funds are folded back into the program to offer additional job seeker and business services.

**Innovations**

- DVR has won this year’s National Council on Rehabilitation Education (NCRE) President’s Award for Excellence in Rehabilitation. The President’s Award recognizes a truly superior state-federal vocational rehabilitation program and honors excellence among state agencies. DVR was nominated for the leadership and vision exercised in the Motivational Interviewing project.

Motivational Interviewing allows counselors to evoke change from within the job seeker, change that is more substantial than requiring or imposing changes upon the job seeker.

- DVR partnered with the Walgreens Retail Employees with Disabilities Initiative (REDI) to provide training for individuals with disabilities in a retail setting. This national program began its pilot in the Milwaukee metro area Walgreens retail locations. The training prepares participants for success in a variety of retail settings. A total of 12 DVR consumers completed the in store training and all passed their final evaluation. Ten DVR consumers who completed REDI training have been hired in permanent positions by Walgreens. The REDI program will be rolled out statewide throughout 2013.
- Wisconsin continued its successful participation in Project Search, a national program that provides real-life work experience to help youth with significant disabilities make successful transitions from school to adult life. In Wisconsin, there are 4 Project Search sites. UW Hospital (Madison), Children's Hospital (Milwaukee), Wal-Mart Distribution Center (Menomonie), and Ministry St. Johns Hospital (Marshfield). The Madison site recently won an award at the national Project Search conference, recognizing their high retention rate (they were awarded in the 80-90% category) for program participants, the number of participants who were offered permanent employment at their intern site after their internship was over.
- DVR partnered with the Wisconsin Board for Persons with Developmental Disability, (BPDD) and the Department of Public Instruction (DPI) to award *Let's Get to Work* grants to nine schools throughout the state. The overall goal of this project is to increase the number of transition-age youth who are participating in paid, integrated, community employment prior to graduation.
- DVR and the Department of Health Services have worked collaboratively to establish an innovative model that provides a rapid job search and includes ongoing and individualized support after a placement is made for job seekers with severe and persistent mental illness. Through this Dartmouth College-designed model, DVR expanded its service choices for DVR consumers with the most significant disabilities with the addition of Customized Employment and Individual Placement and Support (IPS). Since starting the project in 3 counties the rehabilitation rate for individuals with persistent mental illness has gone from a statewide rate of 39% to a rate of 46% and has been further expanded to 7 counties in Wisconsin. Dane and Milwaukee counties have also begun work on expansion of IPS in coordination with the other existing county projects.

## Division of Unemployment Insurance (UI)

### ***Mission***

Providing economic support for unemployed workers and stabilizing the economy.

### ***2012 Accomplishments***

#### **Bureau of Benefit Operations Accomplishments**

- The UI Division distributed more than \$1.3 billion in benefits to approximately 348,000 claimants through November 11, 2012:

Number of UI initial applications	603,593
Number of claimants paid	347,542
Number of weekly claims processed	6,140,817
Amount of benefits paid	\$1,378,033,834

- Claims specialists will answer an estimated 950,000 calls by the end of 2012, averaging 8,500 calls per specialist.
- UI adjudicators will also issue over 300,000 decisions and answer more than 600,000 calls.
- \$34.2 million dollars in forfeitures (penalties) have been assessed in the first 10 months of 2012 and more than \$8.7 million in forfeitures recovered in the first 11 months of the year.
- UI secured supplemental funding from USDOL totaling \$2,413,510 for business process analysis, marketing of the States Information Data Exchange System (SIDES) for employers, Employment Service Registration, and Treasury Offset Program (TOP). Merit staffing and other state specific solutions were also funded to reduce improper payments and enhance program integrity.
- UI participated in 84 Rapid Response/TRA presentations serving over 4,200 claimants.
- UI participated in 11 Labor Law Clinics and 4 Friday Fundamentals sessions.
- UI partnered with DET to provide RES, expediting a return to work for UI claimants.

#### **Bureau of Legal Affairs (BOLA) Accomplishments**

- BOLA provided information to the Legislature on the two agreed-upon bills, Wisconsin Acts 198 and 236, which were enacted in April 2012.
- BOLA conducted a public hearing for the UI Advisory Council on October 30th to provide an opportunity for the public to comment on the state's UI system. The public hearing was held at

7 videoconferencing sites around Wisconsin. Members of the public could also e-mail comments to DWD.

- 23,000 appeals of initial decisions in 2012 and administrative law judges will issue approximately 22,850 appeal tribunal decisions in unemployment benefit eligibility appeals in 2012. The current appeals backlog, as of November 11, 2012, is 1,822 cases. We anticipate this number to be below 1,500 at year's end.
- So far in 2012 60% of decisions are issued within 30 days of the appeal and 92% within 45 days of the appeal, exceeding federal standards.
- BOLA filed claims in over 300 bankruptcy proceedings to preserve claim recovery.

### **Bureau of Tax and Accounting Accomplishments**

- \$1.17 billion in UI tax revenue has been received from employers through October 31, 2012.
- UI has increased collections for all receivables through the end of October 2012:

<b>Collections: January - October</b>		
<b>Collection Type</b>	<b>2012 Total</b>	<b>2011 Total</b>
Fraud Overpayments	\$23.0 million	\$13.7 million
Non-Fraud Overpayments	\$20.9 million	\$23.8 million
Delinquent Employer Taxes	\$45.1 million	\$39.1 million

- The UI Reserve Fund loan balance has decreased by \$368 million so far this year. The loan balance on November 3, 2012 was \$738 million, a 33.3% reduction from November 2011.
- \$18.5 million in overpayments has been intercepted from state and federal tax refunds.
- More than 41,000 employers will see a decrease in their 2013 tax rate, compared to 30,000 whose rate decreased last year.
  - The average tax rate for large employers is 4.27% for 2013 versus 4.64% for 2012. and the average tax rate for small employers is 3.59% for 2013 versus 3.73% for 2012.
  - The taxable wage base is scheduled to increase in 2013 to \$14,000.

**Number of Employers**  
**Change in Tax Rate from Prior Year**

Change in Tax Rate	2013 Tax Rate	2013 % of Emp	2012 Tax Rate	2012 % of Emp	2011 Tax Rate	2011 % of Emp
No Change	34,078	27%	35,743	28%	35,488	28%
Rate Increase	34,246	27%	45,444	36%	46,443	37%
Decrease	41,084	32%	30,360	24%	28,778	23%
New Employer Rate	19,170	15%	16,392	13%	16,393	13%
Total Employers	128,578	100%	127,939	100%	127,102	100%

**Bureau of Management and Information Services Accomplishments**

-  DWD implemented a number of changes to the state's UI law that took effect in 2012, including a reduction in interest on delinquent taxes, the establishment of penalties for fraudulent overpayments, certification of certain non-fraudulent overpayments for federal tax offsets, and the establishment of a one-week waiting period.
-  A Claimant Portal has been implemented in September 2012. The portal uses a common username and password with the Job Center of Wisconsin website instead of the claimant's social security number for added security and convenience. Additional enhancements will be developed in 2013.
-  Conducted a campaign to increase participation in direct deposit of unemployment benefit payments. As a result we have 55% of all UI dollars are distributed by direct deposit, saving costs associated with printing and mailing hard copy checks.
-  Telephonic claims-taking hardware has been upgraded to improve accuracy and customer service.

## Worker's Compensation Division (WC)

### ***Mission***

The mission of the Division of Worker's Compensation is the promotion of healthy, safe work environments by maintaining a balanced system of services to ensure compliance with the provisions of the Wisconsin Worker's Compensation Act.

### ***2012 Accomplishments***

#### **Bureau of Insurance Programs** *(statistics cover Jan. 1-Oct. 31, 2012)*

-  The Uninsured Employer Fund (UEF) has a \$10.2 million balance.
-  \$2.5 million in penalty assessments were collected from illegally uninsured employers.
-  18,546 Wisconsin employer investigations were completed.
-  New insurance coverage resulted for about 38,610 Wisconsin employees.
-  1,500 employers were assessed penalties for operating without WC insurance.
-  39 claims for the UEF were investigated and processed.
-  The UEF paid \$2.3 million to or on behalf of workers injured while working for illegally uninsured employers.
-  The Self-Insured program monitored 159 private and 54 public self-insured Wisconsin employers.
-  Three active wrap-up projects are being monitored.
-  Bureau staff gave several well-received presentations at a variety of venues on Worker's Compensation insurance requirements in Wisconsin.

#### **Bureau of Legal Services** *(statistics cover Jan. 1-Oct. 31, 2012)*

In 2012, the Bureau of Legal Services staff conducted the following activities:

-  Scheduled hearings for 4,644 cases.
-  Scheduled 870 pre-hearing conferences.
-  Conducted 570 formal hearings.

- Conducted 863 pre-hearing and settlement conferences.
- Approved 3,917 settlements to resolve contested cases.
- Issued 5,364 judicial orders to resolve injury claim disputes.
- Resolved 3,550 health care service fee and necessity of treatment dispute cases through alternative dispute resolution.

There are fewer than 400 cases ready for hearing that have not been scheduled. The average time to schedule hearings on ready cases is about 48 days, down from nearly 200 days in 2007.

### **Bureau of Claims Management (Statistics are from January 1, 2012 to October 31, 2012)**

- Approximately 52,600 claims were scrutinized for accurate and timely payments; 442 penalties were issued to insurers and employers for late payments to injured workers.
- Over 9,927 permanent partial disability worksheets were prepared for more than 8,700 claims.
- Dispute Resolution staff reviewed 11,460 medical reports.
- 292 initial Alternative Dispute Resolution cases were addressed in the first three quarters of 2012, and 75 cases were resolved without a formal hearing.
- Over \$132,340 was collected for the year 2010 and 2011 late reporting surcharges (NOTE: This amount is based on state fiscal year 2012 collections).
- The State of Wisconsin Work Injury Supplemental Benefit Fund has a cash balance of slightly over \$2.8 million as of November 5, 2012. Disability-related benefits paid out of the Fund have averaged slightly over \$5.7 million per year over the past five state fiscal years.

## Equal Rights Division (ERD)

### ***Mission***

- To protect the rights of all people in Wisconsin under civil rights and labor standards laws.
- To achieve compliance through education, outreach, and enforcement by empowered and committed employees.
- To perform responsibilities with reasonableness, efficiency, and fairness.

### ***2012 Accomplishments***

- We continued to emphasize a strong early referral mediation program. Administrative Law Judge Mediators have had an excellent success rate of roughly 70 percent of the 193 mediations completed since re-implementing the process in March 2011.
- The number of cases awaiting hearing has been reduced from 480 in November 2011 to 257 in November 2012.
- The number of cases pending more than 180 days after hearing without decisions was reduced from 48 to 33 over the last year.
- Continued use of the online Project Determination application has allowed those doing public works projects to issue their own project determinations. Through October of 2012 users have issued 2207 determinations of the total 2433 issued this year - just over 90 percent. This saves significant staff time and money.
- The Labor Standards Bureau (including prevailing wage, wage claims, minimum wage, overtime, business closing enforcement) collected over \$1.35 million in CY 2012 for more than 1,950 affected employees.

## Administrative Services Division (ASD)

### ***Mission***

- ▶ To provide responsive, efficient, and high quality administrative support services.
- ▶ To provide department wide integrated management systems to achieve strategic goals.
- ▶ To provide oversight of all department fiscal and personnel transactions.
- ▶ To ensure the integrity of public funds administered by Department programs.

### ***Vision***

- ▶ Deliver quality services in a timely manner.
- ▶ Provide management systems that are the best in state government, meet the highest expectations of the Secretary's Office, and empower people to achieve strategic goals.
- ▶ Provide leadership in using information technology to achieve strategic goals.

### ***2012 Accomplishments***

#### **Administrative Services Administrator's Office:**

- ▶ ASD held 11 Town Hall Meetings with the ASD staff and developed the top 21 issues of which action was taken for each issue. These issues continued to be addressed and removed as an accomplishment once completed.
- ▶ Initiated Quarterly Manager Meetings on November 6, 2012
- ▶ Created and coordinated Quality Steering Team Committees:
  - Social Committee
  - Quality Assurance
  - Affirmative Action Advisory
  - Employee Recognition
  - Health, Safety and Wellness.

#### **Grant Collaboration Team:**

- ▶ ASD assembled a team of division grant-related personnel to critically assess the grant submission process and make it more efficient and competitive. The team continues to meet and move toward the goals of:

- Refining the submission process to include making it leaner and taking good advantage of technological advancements, and
- Building a SharePoint site that will serve as both grant document repository and a research library for grant writing.

#### **Incident Management, Health, Safety and Wellness:**

- ▶ GEF 1 Floor Captain Program revitalized and updated.
- ▶ Implemented monthly meetings for Agency Continuity Managers.
- ▶ Updated DWD Incident Command Structure charts and call trees.
- ▶ Acquired and distributed Government Emergency Telecommunications Cards for all key personnel for use in emergency situations.
- ▶ Identified and established an alternate site for DWD's Agency Command Center use in a COOP emergency.
- ▶ Identified and documented procedures for fire extinguishers and Automated External Defibrillator checks and maintenance.
- ▶ Provided training for staff on Cardio Cerebral Resuscitation (Cardiac Compression), Stryker Evacuation Stair Chairs, E-sponder, Ergonomic Coordinators, Mail Handling and Suspicious Substances.
- ▶ Coordinated statewide tornado drills and fire drills at all DWD sites.
- ▶ Updated the Emergency Action Plan template and form, created and Emergency Evacuation Disability Support Request form and instructions.
- ▶ Collaborated with the Office of Employee Training and Development to run a flu shot clinic in GEF 1.
- ▶ Performed a sound level study in the mailroom to ensure we offer appropriate hearing protection for employees .

#### **Web Team:**

- ▶ Developed a new Web Management Plan which maps out the strategy for development and improvement of DWD websites through 2014.
- ▶ Deployed the Google Search Appliance, which provides a superior search function and improves the customer experience of DWD's internet website.
- ▶ Held DWD's first Web Summit that communicated web initiatives to the agency's management and web staff.

- ▶ Created a mobile-friendly website for employers that was used in both the Milwaukee and Bay Area Career Expos at <http://www.wisconsincareerexpo.com/>.
- ▶ Redesigned Governor's Council of Workforce Investment website at <http://www.wi-cwi.org/>.
- ▶ Supporting Skill Cluster initiative being developed by DWD labor economists.
- ▶ Created a new DET Dislocated Worker website for Employers.
- ▶ Conducted Web Usability Studies against DWD's website to determine possible enhancements that will improve the user experience for our customers.
- ▶ Developed marketing material and publications for outreach efforts of DWD's divisions
- ▶ Ran a web campaign to Wisconsin's employers to solicit photographs of their employees and incorporate them into the banner of DWD's website as we showcase "Wisconsin's Workforce in Action."

**Office of Procurement:**

- ▶ Completed all state reporting requirements in a timely manner for Contract Sunshine.
- ▶ Worked with several internal and external teams to develop RAPIDS replacement requirements.
- ▶ Completed procurements as required by divisions, including DET's W3 program.
- ▶ Attended 2012 Governor's Marketplace to increase department accessibility to MBEs and other disadvantaged businesses.
- ▶ Exceeded Minority Business Enterprise goal (MBE) of 5 percent MBE spending. Total MBE expenditures were 19 percent of all vendor expenditures.
- ▶ Participated in multi-agency review of State's procurement manual.

**Bureau of Human Resources:**

- ▶ DWD has a diverse and experienced workforce:
  - Almost 30% of DWD's permanent positions have more than 20 years of state service.
  - Nineteen percent of the DWD workforce has self-identified as a minority.
  - Approximately 12 percent of the DWD workforce has self-identified as a person with a disability.

- DWD received the 2012 Diversity Program Achievement Award from the State Council on Affirmative Action.
- Placed Wisconsin Works (W-2) participants in 9.8% of all original hires. The placement goal was 2%. In addition, 92% of permanently appointed W-2 participants (hired in fiscal years 2011 and 2012) are still employed at DWD, 96% completed their original probation, and 12% have moved into higher paying positions since their permanent appointment.
- DWD provided 23 Division of Vocational Rehabilitation (DVR) On-Job-Training (OJT) Interns with internships at DWD. In addition, three interns have been hired into permanent and/or project DWD positions after their internships.
- Organized DWD's effort to participate in the Summer Affirmative Action Internship Program (SAAIP) sponsored by the Office of State Employment Relations. DWD employed five SAAIP interns, one of whom was appointed to a permanent UI position.
- Filled 555 positions during State Fiscal Year 2012 (395 permanent, 87 project, and 73 limited term employment).
- Expedited the recruitment and selection of over 40 Re-employment Service (RES) project positions located within the Division of Employment and Training.
- Re-engineered the DWD Hiring Process by utilizing Value Stream Mapping methodology. Human Resources and business staff identified improvements to the internal DWD Human Resources hiring process from the customer's request to fill a position to the point of on boarding staff into the payroll system. Metrics from that effort are below. The estimated completion date for implementing the future state is June 30, 2013.

Metric	Current	Future	Net Improvement
Lead Time	37 - 242 days	10.5 – 126 days	26.5 – 116 days
Process Time	1.7 - 15.6 days	2 - 14.5 days	1.1 days
% Complete	89%	93.4%	4.4 points improved

- Developed and implemented a customer satisfaction survey to measure the quality of recruitment and staffing services for hiring activities that involved the development and administration of a civil service exam. Significant customer satisfaction improvements were achieved as indicated in the chart below.

Category	April-June	July-September
Dissatisfied	29%	0%
Neutral	0%	11%
Satisfied	71%	22%
Very Satisfied	0%	67%

- ▶ Developed and implemented a Position Prioritization Tool to allow divisions to define and modify the priority for filling their vacancies. This tool is a shared spreadsheet that provides information for making staffing assignments and assures that the efforts made by many people in filling positions are focused on those that are most critical to the agency's mission.
- ▶ Developed and implemented a Staffing Agreement between the Staffing Specialist and Hiring Supervisor that enhances the communication and coordination of the various steps involved in the hiring process.
- ▶ Enhanced DWD's Goals and Accomplishments Review (GAR) performance evaluation program:
  - Connecting the GAR program to the DWD Strategic Plan
  - Requiring the establishment, facilitation and evaluation of Affirmative Action, Equal Employment Opportunity, and Civil Rights Compliance (AA/EEO/CRC) goals
  - Clarifying the roles and responsibilities of all parties involved in the GAR process
  - Clarifying appropriate GAR content
  - Enhancing goal and performance evaluation documentation requirements via the GAR form. The form now includes areas to specifically record AA/EEO/CRC goals. It also includes an overall evaluation of either Met Standards, or Did Not Meet Standards.
- ▶ Developed and conducted Goals and Accomplishments Review training for all DWD supervisors.
- ▶ Managed an average of 15-20 employee relation matters on an ongoing basis involving performance issues and potential work rule violations.
- ▶ Developed and implemented an Overtime and Compensatory Time policy to appropriately control overtime costs.
- ▶ Implemented and conducted quarterly meetings with each division to enhance communications and collaboration between Human Resource staff and division managers.
- ▶ Implemented monthly videoconference for new employees on the state benefits package.
- ▶ Enhanced the automated Sabbatical Notification Program to provide improved customer service.
- ▶ Stopped printing paper paycheck stubs for an estimated annual cost savings of \$9,000-\$10,000.
- ▶ Changed the method for mailing checks (from UPS to USPS) for an estimated annual cost savings of \$5,000.

-  Processed 120 employee terminations (retirements, transfers to other state agencies, voluntary resignations, etc.).
-  Coordinated a total of 138 training, Brown Bag, and Employee Assistance Program (EAP) sessions with 2,345 participants. Complete breakdown: 98 training sessions, with 1,818 participants; 23 Brown Bag sessions, with 338 participants; and 17 EAP sessions, with 189 participants.
-  Hosted a flu shot clinic where 282 DWD employees and 58 Department of Children and Families employees got vaccinated.

### **Bureau of Information Technology**

-  Submitted the Department of Workforce Development's (DWD's) IT Annual Strategic Plan to DOA in March 2012.
-  Led and coordinated efforts to lean up DWD's current IT Investment Process.
-  Established enterprise project funding guidelines in concert with A87 standards. This effort has been very helpful in alleviating inter-divisional tensions related to funding of various projects and initiatives.
-  Worked closely with the ASD AO and division contacts to track the ASD metrics and develop reporting for the DWD Strategic Plan.
  -  We created a unique marketing campaign within ASD to ensure all ASD staff are aware and understand their role in supporting these metrics.
  -  A related project that started this year and will continue into FY13 is the Jobs-TRAC automated dashboard. Coordinated the product selection, recommendation and procurement for this toolset for this project to provide a dynamic way to graphically represent agency metrics and is sponsored by the Secretary's Office.
-  Led an inter-divisional group of staff and managers to formulate a strategy for improving business analysis throughout the department. The result is the Business Analysis Center of Excellence (BA CoE) that was been approved by the Secretary's Office, the Senior Leadership Team SLT and was formally introduced in May. The BA CoE provides a knowledge base to the department for Business Analysis (BA) work through regular sessions that focus on key BA topic areas.
-  Coordinated and led the first Value Stream Mapping (VSM) pilot in the department. At the same time the Central Information Office (CIO) observed the pilot and has learned how to conduct VSMs internally. The CIO Office is now coordinating VSMs for the department.
-  Provided leadership for DWD's first Application Portfolio Management (APM) process. After analysis and presentations were done in early SFY12, worked with the divisions for the second

half of the year on the first round of APM. This involved assigning values for the technical condition and business value of all DWD applications.

- Provided leadership for DWD's Business Intelligence (BI) efforts. After several years of having decentralized BI efforts in the department, we have adopted a central technical and business liaison group that is operating under a "think globally, act locally" model that ensures consistency across the department without losing agility.
- Provided leadership across the department to further champion Agile application development.
- Coordinated a smart phone pilot and the rollout of ActiveSync for remote access to email/calendar at DWD.
- Provided project leadership for UI's IVR replacement project.
- Provided project leadership for the client/server database infrastructure solutions project.
- Provided project leadership for the UI Remote Training Product Selection process.
- Coordinated the successful piloting of the first UI Disputed Claims remote training session using existing Polycom Video Conferencing.
- Coordinating the Product Selection Matrix document and recommendation for Remote Training desktop collaboration applications.
- Implemented and phased out various federally mandated unemployment extensions as required during the year.
- Implemented processing for Federal Additional Compensation (FAC) overpayments. This was handled in two steps, with an initial deployment to automate the identification of as many FAC overpayments as possible completed in November. There were 1,518 records that could not be processed automatically and were held out for special processing. Processing of those records began in April and will extend into the new fiscal year. As of July 1, 56% of the outstanding claimants with FAC overpayments had been successfully processed.
- Modified JobCenterofWisconsin.com to be mobile device compatible for Job Seekers.
- Enhanced DVR's case management system with the following functionality: security and logs to meet SSA audit criteria, SS Reimbursement Report, new items to Alert and To Do lists, ability to request and approve 'Exception' and 'Extension' requests, ability to filter alerts, Online Web application changed from a request for application materials to an online application for DVR services, Consumer Satisfaction Survey, guardian Information, OOS worksheet and improved the system to allow Service Provider Information and Agreements to be keyed and stored within the application.

- Implemented and updated DWD procurement card system. Worked with DCF to clone the same system.
- Updated main HR application to .NET.
- Developed high level estimates for modifying existing DWD applications to work with Commercial Off-The-Shelf (COTS) procure-to-pay solution to replace RAPIDS.
- Continued work on WC's main application from PowerBuilder to .NET. Final testing underway and positioned for deployment in SFY13.
- Modified Silent Auction web application for 2012 Partners in Giving campaign for November deployment.
- Implemented Automated Partial Transfers for UI.
- Implemented Electronic Funds Transfer (EFT) for Voluntary Contributions for UI.
- Implemented Professional Employer Organizations (PEO) Flag to provide a way for the Bureau of Tax and Accounting to identify professional employer organizations in SUITES.
- Redesigned Collection Tax Summary to increase collector productivity by putting more information in a single screen and improving system usability.
- Completed annual wage purge, freeing up space and resulted in the deletion of 12.6 million wages, 135K employers, 620K pieces of correspondence and 520K wage reports.
- Created and updated the Security Awareness Course for all DWD staff to complete as part of annual security awareness training.
- Implemented Google search engine to dramatically improve search results on DWD's external website.
- Provided mainframe and client/server batch support for DWD, DCF, and DHS. Took on batch support for DCF's eWisACWIS application. Took on off hours financial monitoring for the State of Wisconsin Investment Board (SWIB).
- Implemented data de-duplication in the DWD backup system to minimize backup times and reduce the amount of disk space needed to do nightly backups of DWD data.
- Implemented new storage system for DWD's server file systems.
- Provided leadership for a project that analyzed all DCF-specific applications that are currently hosted by DWD.
- Provided leadership to upgrade several technologies in use at DWD including:

- Team Foundation Server
  - SharePoint
  - Network faxing
  - Application blocks
  - Informatica
  - Oracle and SQL databases
- Provided leadership for a project to use desktop virtualization for the DWD Job Net network.
  - Provided leadership to implement an internal password self-recovery tool for DWD users.
  - Provided leadership to further enhance DWD's video conferencing technology including add a new site.
  - Updated disaster recovery RTO's (recovery time objectives) based on changes to IT infrastructure.
  - Took over 50,000 Service Desk calls.
  - Implemented about 18,000 security changes.

**Bureau of General Services:**

- Telecom:
  - Migration to a new long distance vendor and contract, which affected over 6,000 DWD phone numbers. This included Toll Free, Calling cards, and Reservationless conferencing.
  - Successful implementation of Centurion CARES ACD improvements - Numerous upgrades and revisions that included compatibility with Windows 7 64-bit Operating Systems.
  - Telecom staff worked directly on the UI IVR Project. The replacement of the older hardware with new servers, Weekly Claims Telephone Initial Claims (TIC), Inquiries, and Q3 are some of the applications migrating to the new system.
- Mailroom:
  - Central Support Services has scanned in excess of 272,000 documents consisting of over 1 million pages. This is up by from last year by 105,000 documents and 308,000

more pages. These numbers consisted of work from Worker's Compensation, Vocational Rehabilitation and Employment and Training. Interest in this type of work is high and other areas are talking to us about possible scanning services for them.

- Central Support Services processed approximately 7.1 million pieces of mail through the central office in GEF-1, and coordinated and oversaw the processing of an additional 9.2 million pieces of mail processed through the DOA Print to Mail Center.

 **Facilities:**

- Facilities staff co-located Worker's Compensation and Unemployment Insurance Hearing Offices in Appleton allowing for savings of shared space costs and IT services.
- In a collaborative effort with DOA Facilities staff, Equal Rights Hearing Offices in the Milwaukee State Office Building relocated to a new suite with improved security and access for clients.
- Reconfiguration of GEF 1 E300 quad and consolidation of Unemployment Insurance staff allowed for termination of Sherman Avenue leases, saving the Department over \$259,000 in annual rent costs.
- Facilities Team continues to save the Department funds by thorough audits of leases, accounting practices and telecom billings.

**Bureau of Finance:**

-  Implemented the process to scan and attach receipts to procurement card transactions.
-  Completed all reports, including federal financial reports, ARRA reports, and the Comprehensive Annual Financial Report (CAFR) in a timely manner.
-  Completed the year with no significant financial findings by the Legislative Audit Bureau Single Audit Report.
-  Eliminated the back-log of TAA payments that resulted from far greater volumes and staff turnover.
-  Completed a major re-write of the Internal Control Plan that is submitted annually to DOA.
-  Exceeded the Minority Business Enterprise (MBE) goal of 5 percent MBE spending. Total MBE expenditures were 17% for all vendors.





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