

WORKFORCE INVESTMENT ACT

STATE PLAN

for Program Year 2009-10



DETW-16462-P(N. 1/2009)



State of Wisconsin
Department of Workforce Development

Modified Elements for State Plan Program Year 2009-2010

(Note: Sections not marked remain the same from the previous State Plan)

1. Plan Development Process: 1(a) Involvement of the Governor and State Board and (b) Description of State Board Collaboration **Modified**
2. Plan Development Process: 2 Description of how the state handled public comments **Modified**
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 - I. D. Vision for Collaboration on Workforce Challenges
 - I. E. Vision for Education and Training of Youth
 - II. Governor's Key Workforce Investment Priorities **Modified**
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 - A. 1. Organizational Chart **Modified**
 - A. 2. Interrelationship of Agencies **Modified**
 - III. B. State Workforce Investment Board:
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 - B. 2. Organizations and Entities Represented **Updated**
 - B. 3. Process Used to Identify Council Members
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WORKING DRAFT

**WORKFORCE INVESTMENT ACT TITLE I STATE PLAN MODIFICATION
PROGRAM YEAR 2009-2010**

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1. Plan Development Process:

1. (a) Involvement of the Governor and State Board

Governor Doyle began meeting with the Chair of the Council on Workforce Investment (CWI) to discuss his workforce priorities when the new Chair was confirmed in Spring 2007. Since the Chair's first CWI meeting, July 10, 2007, there have been on-going discussions to help steer the CWI's work. On behalf of the CWI, their Executive Committee conducted extensive review of current programs and practices as a means to develop a more responsive and coordinated workforce system. The Executive committee met May 7, June 10, July 11, and November 11, 2008 to refine recommendations, and report to the CWI. The official State Plan kick-off was on the CWI's September 16, 2008 agenda.

1. (b) Description of State Board Collaboration

The CWI has representation from economic development, education, labor, and the private sector, and other interested parties regularly attend their meetings. With the new Chair, the CWI shifted its focus in 2007 from recommending funding for initiatives, and infrastructure implementation changes, to a broader workforce context including examining improved coordination of all workforce funding sources, fine-tuning the regionally-based planning and training efforts, and reconciling long-standing impediments for a functional unified system.

2. Plan Development Process - Description of how the state handled public comments [Post 30-day Review and Comment Period](#)

I. Summary: Governor's Visions and Goals

I. A. Economic Development Strategies and Goals

Governor Doyle launched a strategic plan in January 2008 to strengthen Wisconsin's economy.

Grow Wisconsin - The Next Steps: Accelerate-Innovate

<http://www.wisgov.state.wi.us/docview.asp?docid=12933>

provides a comprehensive package of initiatives that will drive innovation, foster growth and give business fertile ground to develop and flourish. The *Next Steps* established eight strategic economic development goals:

- Retain and create high wage jobs with focused efforts on creating and expanding employment opportunities that will increase people's earning power;
- Prepare workers for tomorrow's economy by providing continual education-skills training that people need to advance their careers and meet the changing business needs;
- Add value in Wisconsin's economic base using a high-end strategy to support Wisconsin's base industries of manufacturing, agriculture and tourism for increased productivity, export growth, and innovation;
- Create and unleash knowledge to build emerging industries expanding on Wisconsin's world-class universities and businesses intellectual property;
- Tap Wisconsin's full urban potential through maximizing the strengths of Milwaukee to benefit the entire state;
- Implement strategies regionally to tailor activities based on local uniqueness;
- Lower regulatory burdens by continuing to reform regulatory processes in order to keep standards high and protect our environment, workers and consumers while achieving a faster, simpler and more efficient regulatory structure; and,
- Build a world class infrastructure by continuing to build and maintain a transportation, communications and energy infrastructure that supports job growth and business development.

Governor Doyle believes that the best investment Wisconsin can make is one that improves the education and skills of our people. The states that will do well in the coming years will be those that have a highly skilled workforce ready for the jobs of tomorrow. His "Invest in People" strategies focuses on providing people with access to opportunities that will allow them to maximize their potential, increase their productivity and increase their wages through a more sophisticated collaborative workforce system and focused funding on efforts that have a proven track record.

I. B. Vision for Maximizing and Leveraging Resources

The Governor is committed to improving the effectiveness of Wisconsin's economic and workforce development system by focusing multiple governmental and non-governmental organizations on common goals and aligning resources across programs with different funding sources and constituencies. The Governor's cabinet has been directed to fine-tune a coordinated, demand-driven system(s) with common high-level goals in order to be responsive to industry's need for highly skilled workers. Various strategies are being used including policy scans across programs and agencies to reduce duplication and unnecessary impediments. In addition, the Governor has reinforced his CWI recommendations on re-aligning workforce resources and improvements with the workforce infrastructure including:

- Regional planning processes with common outcomes, cross-agency letters of support, and cooperative agreements for collaboration and shared resources;
- Establishment of regional economic, education and training and service delivery metrics of "success"/common outcomes;

- Waiver requests and formula fund adjustments to create a more nimble and efficient workforce system; and
- Development and implementation of a formal sector-based approach to workforce development, and leverage regional resources based on business needs.

I. C. Vision for Skilled Workforce Education and Training

Approximately two-thirds of the jobs created in Wisconsin through 2016 will require some form of training. To meet that challenge, Governor Doyle proposed to increase investments in the education and workforce development systems to ensure that Wisconsin has the most talented and skilled individuals working and leading the economy forward. The Governor's *Next Steps* to provide people with continued and increased career and employment opportunities include:

- Increasing funding for the Wisconsin Technical College System (WTCS) Workforce Advanced Training Program to increase investment in the development of incumbent workers and expand technical college training services to help businesses;
- Creating Opportunity Grants to assist low-wage workers currently not eligible for technical college financial aid to upgrade their skills;
- Supporting partnerships between business and education to train people such as the industry-led Manufacturing Skills Standards Certification (MSSC) program that provides workers with required manufacturing skills;
- Creating Skills Jump Start Pilot Training Grants for adults lacking high school degrees with an emphasis on occupational training in high-demand occupations;
- Launching an adult apprenticeship mentoring pilot program for improved retention of minority apprentices in the program;
- Remitting tuition for veterans attending the State University and Technical College systems;
- Developing certification of work readiness that will help employers find entry level workers, and implementing a standard skills assessment tool statewide;
- Increasing the State's Regional Skills Industry Education (RISE) initiatives to promote skills and opportunities for low-wage working adults;
- Incorporating career clusters and pathways, and access to the training needed throughout the PK-12, WTCS, and postsecondary systems, with free transferability of credits;
- Using waivers to increase incumbent worker training; and
- Creating the Wisconsin Covenant Foundation for financial assistance to students with need.

I. D. Vision for Collaboration on Workforce Challenges

The Governor has committed resources and state staff to participate in the two Workforce Innovations in Regional Economic Development (WIRED) initiatives and the National Governor's Association (NGA) Sector Strategies Academy. Both major efforts involve the array of workforce partners at the table to develop common solutions and innovative strategies. Other examples of how Governor Doyle is bringing together key players:

- Conducted biannual Economic Development Summits with private and public-sector leaders from across the state;
- Created the Governor's Business Council composed of key business and industry representatives;
- Named representatives of the Milwaukee 7 to his statewide Business Council to continue to solicit input about how to support job creation and economic development in the greater Milwaukee region;
- Actively supports partnerships between business and education through the WTCS Workforce Advancement Training Program;

- WTCS and the University of Wisconsin (UW) continue partnerships to expand opportunities for students by creating a more seamless education system through increase of transfers from one system or school to another; and
- Created a Non-Traditional Occupations Task Force with interagency and key players statewide to infuse efforts into programs including youth apprenticeship.

I. E. Vision for Education and Training of Youth

Wisconsin's historic investment in quality education has continued under Governor Doyle's leadership. He is committed to ensuring the preparation of students for 21st century industries and jobs. His strategic vision includes:

- Launching the Wisconsin Covenant to provide access to post-secondary education for all high school students with financial need along with a privately gifted Fund for Wisconsin Scholars;
- Supporting and expanding the Mayor of Milwaukee's summer youth jobs program;
- Revamping career information to include all facets of education and training beginning at grade-school level;
- Promoting career pathways outreach, and increasing interest in demand occupations;
- Designing effective bridge programs that will also rebuild effective training systems;
- Using career clusters as the foundation of movement through the pre-kindergarten - 16 and workforce development systems for needed training with free transferability of credits;
- Investing in proven initiatives such as four-year-old kindergarten, small class sizes and Project Lead the Way (PLTW);
- Engaging students in more math and science to excel in jobs with changing technology and product innovation;
- Developing improved transition strategies for youth with disabilities;
- Implementing a statewide standard skills assessment tool for graduating high school seniors;
- Integrating pre-kindergarten - 16 Councils into the regional sector strategies efforts; and
- Developing articulation agreements for effective transition from youth apprenticeship to adult apprenticeship programs.

II. Governor's Key Workforce Investment Priorities

Governor Doyle's *Next Steps* strategies reflect a basic tenant that an educated and skilled workforce is essential to meeting the needs of business. Therefore, he has outlined activities that will make the public workforce development system more responsive for a competitive business climate along with improved accountability and transparency. In concert with the CWI, there will be an articulation of a statewide high-road sectoral economic and workforce development strategy, led by the Governor, and supported by other state activity and funding. The Governor's specific workforce priorities for 2009-10 are to:

- Expand the virtual job center, Job Center of Wisconsin (JCW). This continually evolving project is a convenient and fast way for employers to connect with the state's workforce. For job seekers, it provides easy access for job searches and other supports. In addition, work is underway to provide a career pathways guide in a variety of targeted high-wage, high-growth industries to better meet current and anticipated employment opportunities;
- Invest in state-wide skill assessment tools, work readiness certificates and career information efforts along with the expansion of Wisconsin's MSSC Program. As part of a systemic workforce system improvement, utilizing standards that are recognized nationally by industry will assist individuals' career pathways and employer's searching for workers;
- Set industry-driven priorities for all training programs operated by the Departments of Workforce Development (DWD), Commerce, Corrections, Children and Families and WTCS. This coordination effort will ensure that training programs are designed for, and responsive to, meeting the employment needs of the regional economic sector industries;

- Support partnerships between business and education through the (a) WTCS Workforce Advanced Training Program. This program establishes a mutual understanding of the types of skills and knowledge workers will need to fill available, good-paying job opportunities, and has already served 90 businesses with 11,900 trained workers; and (b) Emerging Industry Skills Partnership (EISP) grants to provide industry, technical colleges and workforce development boards (WDB) with the ability to train people for good-paying jobs in the growing sectors of the economy such as biotechnology and renewable energy; and
- Require regional strategic planning with multiple partners at the table that will transcend program boundaries for shared common goals, success metrics, improved alignment of workforce resources, and expansion of the *Next Steps* and WIRED agendas.

III. State Governance Structure

III. A. Organization of State Agencies

III. A. 1. Organizational Chart

Attachment C provides the organizational chart that shows the Governor's cabinet agencies and all of the workforce partner programs.

III. A. 2. Interrelationship of Agencies

As discussed more fully in Section V, the Governor has directed the state's workforce-related partners to develop cross-agency systemic coordination, and target the same industry priorities for an improved talent pipeline. With further detail in III.C.1., the Governor has also committed managers and staff from the workforce related state agencies to be active participants in two major policy and planning initiatives. In general, at the cabinet level, Governor Doyle has an expectation of continual interrelationships on matters related to advancing the state's workforce and economy. Many of the state-level oversight bodies are also comprised of multi-agency representatives. For example, the Technical College System Board is the coordinating agency for the WTCS. Nine of the 13 members are appointed by the Governor in addition to three of the major state workforce partners, the Secretary of the DWD, the State Superintendent of the Department of Public Instruction (DPI), and a UW System Board of Regents representative.

III. B. State Workforce Investment Board

III. B. 1. Organization of State Board

The CWI has 40 members appointed by the Governor. The Executive Committee is the current standing committee with two specialized sub-committees:

- The Dislocated Worker (DW) Subcommittee to advise the CWI and DWD on state special response funding and DW program policy; and
- The Medicaid Infrastructure Subcommittee to provide advice on the implementation of the Managed Care and Employment Task Force recommendations, and other guidance related to the U.S. Department of Health and Human Services Medicaid Infrastructure Grant for Wisconsin's Bridges to Work program that assists people with disabilities to enter the workforce without losing supports and medical assistance.

All three Committees provide reports at each CWI meeting.

As required, the Chair is a representative of the private sector. The Executive Director of the CWI is also the DWD Division of Employment and Training (DET) Administrator and Workforce Investment Act (WIA) Liaison.

III. B. 2. Organizations and Entities Represented

CWI members represent the required partners in WIA, the additional Gubernatorial mandated partner for the Temporary Assistance for Needy Families (TANF) program, as well as other vital stakeholders in Wisconsin's employment and training arena. The membership includes a majority of business representatives who are chief executive officers or who have optimum policy-making/hiring authority, along with labor, community, economic and education organization representatives from throughout the state. Attachment D lists the members as well as their affiliation and geographic location.

III. B. 3. Process Used to Identify CWI Members

The Governor ensures a well-balanced membership for the CWI. When vacancies occur he reviews a number of factors including rural/urban representation, geographic distribution throughout the state, and ethnicity. The Governor has added additional member slots when he has determined there was an important value-added, for example, the 2008 appointment of an employee from the General Motors plant in Janesville.

III. B. 4. How Membership Effectuates Vision

As a large and diverse body, the CWI is able to advise the Governor on workforce, economic development and education-related goals. Among the key benefits of Wisconsin's diverse council are:

- Increased ability to identify and gain in-depth understanding of the skill needs and challenges faced by a range of industry sectors and businesses in the state, particularly the high-wage emerging industries such as biotechnology, bio-fuels, advanced manufacturing and the industries experiencing significant skill shortages such as healthcare.
- Increased opportunities to develop more productive working relationships between the state and local workforce investment systems and to encourage state and local partnerships between workforce development and economic development efforts. This will help support the regional Growing Regional Opportunities in Wisconsin (*GROW*) and *Next Steps* agendas, and help develop Wisconsin regions to support DOL's WIRED direction.
- Increased opportunities for state agencies to align workforce, education, and economic development policies, strategies, and resources across state agencies and the programs they administer. This alignment will improve opportunities to target and leverage resources to better advance the Governor's goals and improve the workforce delivery system on a regional basis with key partners.

III. B. 5. Description of Functionality

In forming the CWI, the Governor gave it responsibilities that go beyond those mandated in WIA. These expanded responsibilities are articulated in the Governor's charge to the CWI:

- Promote the use of economic and labor market information to ensure evidence based policy recommendations to guide the state's broad workforce development system;
- Recommend policies to strategically target state training and education resources;
- Foster and support public-private partnerships and intergovernmental cooperation and coordination in the building of Wisconsin's workforce;
- Identify initiatives that invest in Wisconsin's workforce and establish measures to monitor progress towards achieving objectives;
- Function as the federally required WIA State Council to ensure that funds are used as required by federal law, to support the workforce goals of the state, and to disperse DW grants.

In 2005, Executive Order #88 expanded upon the Governor's initial charge in two additional areas:

- It directs the CWI to not only advise the Governor on workforce development strategy and policy, but to undertake research and other activities to assist the Governor in enhancing the operation and performance of workforce programs in the state; and
- It directs the CWI to provide direction and oversight to the Wisconsin Forward Award to advance high performance workplaces and other initiatives to support a skilled workforce.

III. B. 6. Public Access to Meetings and Information

The CWI is subject to state open meetings requirements (Wis Stat. ss 19.81-19.98). Open meeting requirements are specified in the Council's By-Laws. To ensure open meeting requirements are met, meetings of the full CWI and its committees are published on the DWD public notice web page. This is the method that DWD uses to inform the news media and the public in general about all meetings of councils and committees for which DWD is responsible. In addition, CWI and committee meetings are published on the CWI's website <http://www.wi-cwi.org>. The site provides a mechanism for interested individuals to be notified whenever a meeting announcement, meeting-related materials, and other CWI information are published on the CWI website. All CWI meetings, including committee meetings, are in locations that are physically accessible to people with disabilities. In addition, people with special needs, such as an interpreter or written materials in an alternative format, may contact DET staff for assistance. Finally, to make the meetings more accessible, and reduce travel costs and time, most meetings are set-up with a conference call service.

III. B. 7. Conflict of Interest

CWI members are state public officials as defined by Wis. Stats. ss 19.42 and are therefore subject to state prohibitions on conflicts of interest as specified in Wis. Stats. ss 19.46. Under this statute, conflict of interest prohibitions include, but are not limited, to:

- Taking any official action substantially affecting a matter in which the official, a member of his/her immediate family, or an organization with which the official is associated has a substantial financial interest; and
- Using his/her office or position in a way that produces or assists in the production of a substantial benefit, direct or indirect, for the official, one or more members of the official's immediate family either separately or together, or an organization with which the official is associated.

This provision is also included in the CWI's by-laws (Article 2.4)

III. B. 8. State Resources

The CWI is staffed by policy and administrative staff from DWD's DET and DET Bureau of Workforce Training (BWT). No DET staff is devoted exclusively to the CWI but have Council support duties as part of their positions. This arrangement ensures that the Governors' and CWIs' over-arching priorities are incorporated in staff's policy and program implementation work. WIA set-aside funds cover the costs of meetings and materials.

III. C. Structure/Process for Collaboration

III. C. 1. Improvements to Operational Collaboration

Since taking office, Governor Doyle has worked to strengthen regional workforce and economic development efforts throughout the state recognizing that the economy is not confined to geographic boundaries. Region-wide workforce system integration and coordination with major economic development and education entities formally began with the CWI creation of the seven *Grow* regions (Map Attachment E) for improved regional partner strategic planning, employer-linkage activities and industry cluster efforts. Governor Doyle has made a commitment to align funding from multiple state agency programs with the *Grow* regions in order to maximize coordination and impacts. This operational shift recognizes that the regional economies must drive their skills analysis, identify training needs and training resources, and that employers must be at the center of identifying needs along with ensuring that the publicly-funded agencies adapt to those needs.

The Governor will advance coordinated planning by the following activities:

- Collaborative state-level cooperative agreements among cabinet agencies;
- Development of common workforce goals among multiple state and local government and non-governmental organizations;
- Produce a state-wide report on state agency system functions and progress in cross-agency planning, policy coordination and program implementation;
- Produce an annual report showing results of state, federal and non-governmental organizations investments for improved accountability; and,
- Formalize and implement regional metrics.

Wisconsin's project with the NGA Center for Best Practices Policy Academy, has provided a major forum for state collaboration. Governor Doyle's designated team of senior leaders was recognized by the Policy Academy as being uniquely positioned to develop and implement substantial changes in policies and practices to address workforce needs. Core team members include Secretaries and staff from DWD, Department of Commerce (Commerce), DPI, WTCS, as well as representatives from the local boards, labor, private employers, independent colleges and the UW-Center on Wisconsin Strategy (COWS). Their operational goal is to develop and begin to implement strategic action plans that align policies and resources across workforce development, economic development and education to create customized, regional solutions to address the skill, recruitment, and retention needs of key industries and the training, employment, and career advancement needs of workers.

DWD continues to convene the Select Committee on Health Care Workforce Development three times per year. This 34 member Committee is comprised of industry leadership from statewide health care associations, education, long term care, public health, regional workforce development, labor and state government to identify and implement top-priority, immediate and long-term strategies for addressing the health care worker shortages in Wisconsin. BWT Health Care staff also participates on pertinent statewide health care workforce related committees and workgroups.

III. C. 2. Lines of Communication to Implement Vision

All of the state agencies with responsibility for advancing the Governor's workforce development strategies are members of the CWI. The state departments represented are: Workforce Development, Children and Families, Commerce, Corrections, Health, Veterans Affairs and Public Instruction, and other education agencies: State Technical College System Board and the UW-Extension. Eight of the CWI members also serve on local WDBs that ensures on-going state and local communication.

III. C. 3. Mechanisms for Information Sharing Between State Agencies/State Board and Local Boards/Areas

DWD Secretary and staff meet regularly with the Wisconsin Association of Job Training Executives (WAJTE) composed of the WDB directors. The directors typically attend CWI board meetings and provide input. There are also ongoing state/local staff advisory committees such as the Automated System Support Employment and Training (ASSET) Users Group. Ad hoc work groups are also created for full partner participation in issue areas, for example, to help redesign the Job Center Standards. Policy and program guidance is provided on the Internet with issuances to partners through Administrator's email memos. Finally, the DWD Secretary generates a monthly electronic newsletter, 21st Century Workforce Wisconsin Briefing, for those serving the state's workforce and employers.

III. C. 4. Entities to Effectuate Youth Vision

The CWI has a representative from the DPI who is also active in the cross-agency work of the Policy Academy noted earlier. Wisconsin has a Policy Council that guides the development of WISCareers that includes a number of different agencies including the Workforce Department. The state also has a PK-16 Leadership Council that meets regularly to share information and develop joint strategies to service young people. Members include representatives from state and local public instruction agencies, Wisconsin Manufacturers and Commerce, UW, WTCS, DWD, Cooperative Educational Service Agency, Wisconsin Association of Independent Colleges and Universities, Wisconsin Council of Religious and Independent Schools and labor organizations.

Governor Doyle created a new state department with responsibilities for the TANF, Child Care and Child Support programs and other related activities that serve low income, low-skilled families. The Department of Children and Families (DCF) was effective July 1, 2008, with the Gubernatorial mission to "protect children, strengthen families, and ensure that Wisconsin's children grow up in nurturing families and communities." It has unified more than 30 services previously divided among other state agencies, created improved coordination and reduced duplication of services. The new department's workforce-related activities include life-skills training, job development, supported employment, money and time management, and other support services. These and other training programs are operated through the

Department of Corrections (DOC), will be further coordinated and directed toward demand occupations.

At the local level, the WDB's Youth Councils provide key guidance on local youth program services. Members of the Councils represent a broad spectrum of organizations working on youth development issues. The Youth School-to-Work Consortia Coordinators are the primary vehicle for bringing youth apprenticeship, tech prep and other youth work-based education activities to the table in these collaborative efforts. These partners, along with employers, also collaborate on the Youth Apprenticeship program that provides high school students with training in 22 occupational areas which has resulted in 80% of graduates receiving job offers from their work experience.

IV. Economic and Labor Market Analysis

IV. A. Economic Base by Industry

Wisconsin has a diverse industry mix of goods-producing and services-providing industry sectors:

<u>Industries</u>	<u># of Jobs</u>
Natural Resources, Mining and Construction	126,200
Manufacturing	491,800
Durable Goods	309,600
Nondurable Goods	182,200
Trade	432,300
Wholesale Trade	121,900
Retail Trade	310,400
Transportation Warehousing and Utilities	110,700
Information	49,900
Financial Activities	163,200
Professional and Business Services	277,200
Educational Services	50,200
Health Care and Social Assistance	355,200
Leisure and Hospitality	258,900
Other Services, ex. Public Admin.	136,800
Government	420,600
Federal Government	28,900
State Government	103,300
Local Government	288,300
Total Nonfarm Jobs	2,873,200

With close to 2.9 million jobs (Nov 07-Oct 08 monthly average) Wisconsin has the nation's second highest percentage of manufacturing jobs as a share of its total job market. Within manufacturing, Wisconsin has relative strength in wood and lumber products, fabricated metals, industrial machinery, electrical equipment & appliances, computer & electronic products, transportation equipment, food products, paper manufacturing, printing, and plastics & rubber products.

But the state's manufacturing has been challenged in terms of overall employment for a number of years. In fact, there seems to be profound dissonance in how the sector's current multiple challenges are viewed. This dissonance is summarized as the current and projected trend of net manufacturing job loss is juxtaposed against skilled worker shortages and the need to maintain a pipeline of new workers to enter into this crucial sector.

Wisconsin's services-providing sector has shown strong job growth. Wisconsin's healthcare industry, in particular, has been robust. Healthcare job gains have offset the manufacturing job losses. Other services-providers within the professional and business services sector also show somewhat promising growth. Many of professional and business services sub-industries jobs are skilled "new economy"-oriented positions at the higher end of the wage scale. Other professional and business services sub-industries, such as its employment services contingent, are more closely linked to the state's manufacturing sector and ebb and flow with the sector's health.

With the rapid decline in the global, national, and state economic growth, few industries are expected to perform well over the next year or two. The dramatic economic turnaround will change recent job trends, sending most industry jobs numbers lower, with the possible exception of healthcare workers.

IV. B. Growth Industries and Occupations

Growth Industries:

The rapid downturn in economic growth has changed the outlook for job growth over the next year. In fact, we now expect a decrease in total non-farm jobs in Wisconsin in 2009. The degree of the decline will depend upon the breadth and depth of the economic cycle. The only industry in which we expect to see significant jobs gains is healthcare.

Over the longer-term period of 2006-2016, employment is projected to grow 8.0% and add 246,400 new jobs. In the long-term, 94% of Wisconsin's new job creation will occur among the group of thirty industries, with the top ten contributing to 68% of the state's employment growth.

In the long-term, health care, education, professional and business services, finance and insurance, and leisure and hospitality are projected to be the primary job drivers. The new jobs in these industries will primarily be due to anticipated population growth, the aging of Wisconsin's population, new business creation, and business outsourcing.

The most notable difference in the long-term outlook is the number of manufacturing-related industries adding large numbers of new jobs. Manufacturing is expected to have a net loss of 7,500 jobs in the long-term. There is only one manufacturing industry, Nonmetallic Mineral Product Manufacturing, expected to add significant net new jobs.

Wisconsin Projections, 2006-2016
 30 Industries with the Most New Jobs

Industry Title	Estimated Employment			
	2006	2016	Change	% Change
Ambulatory Health Care Services	104,150	133,990	29,840	28.7%
Administrative and Support Services	127,480	151,570	24,090	18.9%
Food Services and Drinking Places	192,060	214,060	22,000	11.5%
Hospitals, Including State and Local Government	113,010	133,960	20,950	18.5%
Social Assistance	65,800	86,210	20,410	31.0%
Professional, Scientific, and Technical Services	95,810	113,080	17,270	18.0%
Educational Services, Including State and Local Government	261,670	272,810	11,140	4.3%
Religious, Grantmaking, Civic, Professional, and Similar Organizations	87,800	98,700	10,900	12.4%
Nursing and Residential Care Facilities	69,400	79,630	10,230	14.7%
Specialty Trade Contractors	81,470	89,380	7,910	9.7%
Insurance Carriers and Related Activities	67,700	75,180	7,480	11.0%
Merchant Wholesalers, Durable Goods	68,220	74,850	6,630	9.7%
Truck Transportation	49,550	55,050	5,500	11.1%
Management of Companies and Enterprises	41,510	46,800	5,290	12.7%
Credit Intermediation and Related Activities	54,770	59,650	4,880	8.9%
Local, Excluding Education and Hospitals	129,270	133,420	4,150	3.2%
Construction of Buildings	30,980	34,710	3,730	12.0%
Accommodation	31,510	35,210	3,700	11.7%
Securities, Commodity Contracts, and Other Financial Investments and Related Activities	9,500	13,120	3,620	38.1%
Amusement, Gambling, and Recreation Industries	26,060	29,360	3,300	12.7%
Warehousing and Storage	12,230	15,260	3,030	24.8%
Real Estate	19,000	21,400	2,400	12.6%
General Merchandise Stores	61,750	63,960	2,210	3.6%
Repair and Maintenance	21,700	23,690	1,990	9.2%
Transit and Ground Passenger Transport	13,580	15,560	1,980	14.6%
Internet Service Providers, Web Search Portals, and Data Processing Services	8,040	9,750	1,710	21.3%
Personal and Laundry Services	26,800	28,490	1,690	6.3%
Merchant Wholesalers, Nondurable Goods	46,140	47,810	1,670	3.6%
Motor Vehicle and Parts Dealers	36,850	38,430	1,580	4.3%
Nonmetallic Mineral Product Manufacturing	11,520	13,020	1,500	13.0%

Declining industries:

In the short-term, 41 industries are expected to lose jobs, while in the long-term 27 industries are. (See the following tables). In both the short-term and the long-term, fourteen of the declining industries are in manufacturing. These manufacturing industries account for 48% of total short-term job losses, and for 65% of the long-term job losses.

Federal and state governments are projected to lose job in the short-term, while local government is anticipated to add jobs. In the long-term, local and state governments are expected to add jobs, while the federal government is projected to lose jobs in Wisconsin.

Wisconsin Projections, 2006-2016
Industries with Declining Employment

Industry Title	Estimated Employment			
	2006	2016	Change	% Change
Machinery Manufacturing	69,440	65,160	-4,280	-6.2%
Paper Manufacturing	36,010	33,330	-2,680	-7.4%
Miscellaneous Store Retailers	15,940	14,200	-1,740	-10.9%
Electrical Equipment, Appliance, and Component Manufacturing	25,330	23,640	-1,690	-6.7%
Gasoline Stations	23,580	21,940	-1,640	-7.0%
Primary Metal Manufacturing	20,390	19,100	-1,290	-6.3%
Nonstore Retailers	21,000	19,760	-1,240	-5.9%
Food Manufacturing	59,030	57,900	-1,130	-1.9%
Telecommunications	13,160	12,130	-1,030	-7.8%
Computer and Electronic Product Manufacturing	22,890	22,000	-890	-3.9%
Food and Beverage Stores	57,320	56,460	-860	-1.5%
Transportation Equipment Manufacturing	36,630	35,990	-640	-1.7%
Utilities	11,270	10,780	-490	-4.3%
Textile Mills	1,770	1,480	-290	-16.4%
Printing and Related Support Activities	33,390	33,120	-270	-0.8%
Postal Service	14,420	14,180	-240	-1.7%
Wood Product Manufacturing	25,920	25,700	-220	-0.8%
Apparel Manufacturing	1,370	1,170	-200	-14.6%
Rail Transportation	3,920	3,750	-170	-4.3%
Broadcasting (except Internet)	4,990	4,850	-140	-2.8%
Leather and Allied Product Manufacturing	1,310	1,180	-130	-9.9%
Textile Product Mills	2,060	1,980	-80	-3.9%
Federal Government Excluding Postal Services	14,790	14,740	-50	-0.3%
Petroleum and Coal Products Manufacturing	380	340	-40	-10.5%
Pipeline Transportation	240	210	-30	-12.5%
Also declining, but data not shown in order to protect employer confidentiality				
Forestry and Logging	*	*	*	*
Mining (except Oil and Gas)	*	*	*	*

Growth occupations:

As in the case of the short-term industry projections, occupational job increases are expected to be limited to the healthcare industry in the short-term.

The 30 occupations projected to add the most new jobs during 2006-2016 are illustrated in the tables that follow. Registered nurses are at the top in both the short- and long-term. Twenty-one growth occupations are scattered across several major occupational groups with no one group dominating the lists. However, there are no production occupations on the long-term list.

Heavy and tractor-trailer truck drivers, general office clerks, waiters and waitresses, bookkeeping, accounting, and auditing clerks, carpenters, sales representatives, landscaping and groundskeeping workers, bartenders, and insurance sales agents are occupations expected to see job increases from 2006 to 2016.

Wisconsin Projections, 2006-2016
 30 Occupations with the Most New Jobs

Occupational Title	Estimated Employment			
	2006	2016	New Jobs	% Change
Registered Nurses	51,130	64,550	13,420	26.2%
Combined Food Preparation and Serving Workers, Including Fast Food	58,910	68,480	9,570	16.2%
Customer Service Representatives	43,840	52,640	8,800	20.1%
Personal and Home Care Aides	22,030	30,540	8,510	38.6%
Home Health Aides	16,550	23,310	6,760	40.8%
Retail Salespersons	85,660	91,700	6,040	7.1%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	57,780	63,680	5,900	10.2%
Truck Drivers, Heavy and Tractor-Trailer	53,700	59,440	5,740	10.7%
Office Clerks, General	49,130	54,140	5,010	10.2%
Waiters and Waitresses	48,070	52,830	4,760	9.9%
Nursing Aides, Orderlies, and Attendants	36,740	41,450	4,710	12.8%
Bookkeeping, Accounting, and Auditing Clerks	47,710	52,210	4,500	9.4%
Child Care Workers	22,970	26,900	3,930	17.1%
Executive Secretaries and Administrative Assistants	31,660	35,460	3,800	12.0%
Receptionists and Information Clerks	26,180	29,940	3,760	14.4%
Accountants and Auditors	23,810	27,290	3,480	14.6%
Computer Software Engineers, Applications	8,830	12,170	3,340	37.8%
Maids and Housekeeping Cleaners	25,810	28,920	3,110	12.0%
Carpenters	30,230	33,130	2,900	9.6%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	37,320	40,150	2,830	7.6%
Landscaping and Groundskeeping Workers	20,150	22,790	2,640	13.1%
Medical Assistants	7,120	9,720	2,600	36.5%
Bartenders	24,110	26,510	2,400	10.0%
Elementary School Teachers, Except Special Education	32,790	35,150	2,360	7.2%
Computer Systems Analysts	11,030	13,290	2,260	20.5%
Network Systems and Data Communications Analysts	5,150	7,390	2,240	43.5%
Social and Human Service Assistants	7,340	9,400	2,060	28.1%
Tellers	14,160	16,220	2,060	14.5%
Clergy	14,370	16,390	2,020	14.1%
Insurance Sales Agents	8,990	10,930	1,940	21.6%

Declining occupations:

The thirty occupations with largest declines in employment over the long-term include several clerical and administrative support occupations, production occupations, and sales occupations.

Wisconsin Projections, 2006-2016
 30 Occupations with Declining Employment

Occupational Title	Estimated Employment			
	2006	2016	New Jobs	% Change
Cashiers	66,070	62,400	-3,670	-5.6%
Stock Clerks and Order Fillers	33,570	30,410	-3,160	-9.4%
Packers and Packagers, Hand	25,300	22,490	-2,810	-11.1%
File Clerks	4,820	2,800	-2,020	-41.9%
Order Clerks	9,940	8,230	-1,710	-17.2%
Electrical and Electronic Equipment Assemblers	6,150	4,730	-1,420	-23.1%
Secretaries, Except Legal, Medical, and Executive	45,400	44,460	-940	-2.1%
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	11,210	10,390	-820	-7.3%
Telemarketers	6,660	5,860	-800	-12.0%
Driver/Sales Workers	8,110	7,470	-640	-7.9%
Computer Operators	2,230	1,630	-600	-26.9%
Computer Programmers	5,980	5,430	-550	-9.2%
Machine Feeders and Offbearers	4,980	4,490	-490	-9.8%
Packaging and Filling Machine Operators and Tenders	14,410	13,940	-470	-3.3%
Photographic Processing Machine Operators	870	410	-460	-52.9%
General and Operations Managers	27,170	26,720	-450	-1.7%
Mail Clerks and Mail Machine Operators, Except Postal Service	3,900	3,460	-440	-11.3%
Industrial Truck and Tractor Operators	15,620	15,220	-400	-2.6%
Paper Goods Machine Setters, Operators, and Tenders	8,470	8,090	-380	-4.5%
Laborers and Freight, Stock, and Material Movers, Hand	54,080	53,710	-370	-0.7%
Data Entry Keyers	6,650	6,300	-350	-5.3%
Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	2,880	2,530	-350	-12.2%
Switchboard Operators, Including Answering Service	3,500	3,160	-340	-9.7%
Telecommunications Equipment Installers and Repairers, Except Line Installers	2,560	2,240	-320	-12.5%
Postal Service Mail Sorters, Processors, and Processing Machine Operators	3,660	3,350	-310	-8.5%
Weighers, Measurers, Checkers, and Samplers, Recordkeeping	1,850	1,550	-300	-16.2%
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	9,150	8,850	-300	-3.3%
Legislators	5,370	5,080	-290	-5.4%
Word Processors and Typists	2,710	2,420	-290	-10.7%
New Accounts Clerks	1,900	1,640	-260	-13.7%

IV. C. In-Demand Industries and Occupations

The healthcare as an industry and healthcare occupations have both a strong immediate and long-term demand for workers. Among healthcare practitioners and technical occupations, 4,650 workers (from replacement and growth) will be needed in 2009. Among healthcare support workers the need for 2009 is 2,270 workers, and over the long-term it is 2,850 per year. During the 2006-2016 projection period the health care industry will add 61,020 jobs. Over the longer term, this need is projected to increase to an average of 5,810 workers per year.

Computer and mathematical occupations are projected to be in demand over the long-term. The need is expected to increase to an average of 2,260 openings per year.

Education will also have substantial needs in the long-term. Over the 2006-2016 period, the industry will need 11,140 jobs. Education, training, and library occupations will need about 5,150 people on average (replacements and growth) between 2006 and 2016.

IV. D. Employment Critical to State's Economy

Wisconsin's economy is in transition from a traditional manufacturing economy with a large number of lower-skilled production workers to a much more diverse economy relying on more technical occupations and higher skill sets. This is occurring across most industries. Health care practitioners, technicians and technologists; computer technology professionals; advanced manufacturing workers; truck drivers; customer service representatives; and first/line supervisors in administrative services, production, retail trade and health care are among the most critical positions in Wisconsin's economy.

IV. E. Skill Needs

The top skill needs for jobs in 2009, and for jobs out to 2016, are (1) reading comprehension; (2) active listening; (3) critical thinking; (4) active learning; and (5) speaking.

The entire lists of skill needs for current and projected jobs are below. These skills are also important in Wisconsin's critical occupations, although the relative significance of any particular skill varies by occupation.

2009 Skills Needed	
Skill	2009 Demand
Reading Comprehension	39,191
Active Listening	38,692
Critical Thinking	34,638
Active Learning	31,295
Speaking	30,448
Coordination	30,148
Instructing	28,349
Monitoring	27,921
Writing	27,561
Learning Strategies	26,089
Time Mgmt	24,836
Social Perceptiveness	23,431
Service Orientation	21,784
Persuasion	19,059
Judgment and Decision Making	18,643
Complex Problem Identification	17,336
Mathematics	14,828
Equipment Selection	12,126
Negotiation	9,141
Troubleshooting	8,351
Mgmt of Personnel Resources	7,152
Equipment Maintenance	6,762
Operation Monitoring	5,793
Installation	5,663
Quality control	5,658
Mgmt of Financial Resources	4,778
Operations Analysis	4,734
Operation and Control	4,583
Systems Evaluation	3,654
Repairing	3,603
Science	3,068
Technology Design	2,895
Systems Analysis	2,794
Mgmt of Material Resources	2,775
Programming	831

2006-2016 Skills Needed (Average Annual Demand)	
Skill	Ave Ann Demand
Reading Comprehension	48,370
Active Listening	48,079
Critical Thinking	42,800
Active Learning	38,119
Speaking	38,012
Coordination	37,260
Monitoring	34,136
Instructing	33,920
Writing	33,775
Learning Strategies	31,964
Time Mgmt	30,552
Social Perceptiveness	28,195
Service Orientation	26,228
Persuasion	23,048
Judgment and Decision Making	22,275
Complex Problem Identification	20,795
Mathematics	18,198
Equipment Selection	14,905
Negotiation	11,158
Troubleshooting	10,004
Mgmt of Personnel Resources	9,116
Equipment Maintenance	8,657
Installation	6,769
Quality control	6,491
Operation Monitoring	6,352
Mgmt of Financial Resources	6,085
Operations Analysis	5,512
Operation and Control	5,107
Repairing	4,916
Systems Evaluation	4,213
Science	3,648
Technology Design	3,305
Mgmt of Material Resources	3,211
Systems Analysis	3,211
Programming	887

IV. F. Demographics of Labor Pool

Wisconsin's present and projected workforce is characterized by a more than normally large baby boom cohort. Wisconsin, being a predominantly white, non-Hispanic population, had a very large baby boom and subsequently has a very large cohort of 43 to 61 year old persons that are moving ever closer to retirement eligibility. Wisconsin also is far from the immigration centers along the coasts and has not been a magnet state for new immigrant populations. Additionally, metropolitan areas like Minneapolis/St. Paul and Chicago have proved attractive to a large proportion of Wisconsin college graduates. This may confound the pursuit of critical skilled resident workers for Wisconsin's advanced process industries.

IV. G. Labor Pool Migration

Migrant and immigrant workers have historically labored in Wisconsin's agricultural and food packaging industries. Many of these workers are now attracted to more stable Wisconsin industries in recent years leaving voids in the agricultural and food packaging industries.

The majority of Wisconsin's immigrant populations have settled into Wisconsin counties directly adjacent to the Twin Cities and Chicago markets. Most likely, these new residents have jobs in the Twin Cities and Chicago markets. Rather than alleviate worker shortages in Wisconsin, these new arrivals increase the need for services in the communities in which they now reside. They also create housing challenges for existing residents in the communities into which the immigrants are moving.

Out-migration is occurring among Wisconsin's young, but particularly its young highly skilled populations. Many of Wisconsin's talented young are moving to large dynamic metropolitan areas outside the state. These young people are often attracted by the more modern industrial compositions of those communities. Moreover, when they leave, their new and growing families put down roots in other locales, perhaps never to return to Wisconsin.

IV. H. Skills Gaps of Labor Pool

From now until at least 2016, Wisconsin is most likely to experience the largest skill gaps in (1) reading comprehension; (2) active listening; (3) critical thinking; (4) speaking; and (5) active learning. Significant skill gaps will also likely exist in thirteen other skills (as illustrated in the following table).

Skills with the Largest Skills Gaps		
	Skills Gap Index	
Skill	2006-2016	2007-2009
Reading Comprehension	100	100
Active Listening	97	74
Critical Thinking	94	71
Speaking	91	83
Active Learning	89	94
Coordination	86	69
Monitoring	83	86
Writing	80	89
Instructing	77	80
Learning Strategies	74	77
Time Mgmt	71	66
Social Perceptiveness	69	91
Service Orientation	66	97
Persuasion	63	60
Judgment and Decision Making	60	57
Complex Problem Identification	57	63
Mathematics	54	54
Equipment Selection	51	31

IV. I. Workforce Development Issues

Wisconsin has a high labor force participation rate. Most of the readily employable workers are already in the workforce. As a consequence, one of the most important workforce development issue identified in Wisconsin is attracting and retaining more non-traditional labor in the workforce. This includes minority workers, workers with disabilities, problem civil and job histories, and older workers. Often this means addressing several barriers to employment such as transportation, childcare, education and training in both technical and soft skills.

The connection of workforce development to economic development has been identified as the major issue for Wisconsin's future economic success. Increased demand for higher skilled workers will require additional education and training. The need is for economic development and the workforce development communities to form partnerships and collaboratives that recognize and utilize the hidden workforce (older workers, immigrants, persons with disabilities, etcetera).

IV. J. Priorities for Economic Health and Growth

Wisconsin has prioritized a number of industries as one strategy to address its future economic health. Governor Doyle's economic development plan recognizes the need for additional training around several key industries in the state. That economic development plan has been integrated into the state's workforce development plans including the use of WIA funds. Targeted industries include: health care; construction and apprenticed craft occupations; manufacturing, with special emphasis on advanced manufacturing; and biotech and green research and development firms. There is also emphasis on assisting the Milwaukee area to be a world-class urban center, as it has been throughout its history.

V. Overarching State Strategies

V. A. Leveraging Resources

Wisconsin has implemented a number of ways to use WIA Title I funds to leverage other federal, state, local and private resources. All grants using WIA discretionary funds have some requirement of leveraged local resources. A recent example was the EISP request for proposal (RFP) that required local leveraged resources in order to maximize the available funds, encourage coordination of workforce development services, and ensure local commitment for implementation. WIA funds were identified as leveraged resources in the \$1 million Joyce Foundation Shifting Gears grant award to the DWD. Another example the Governor initiated is the private financial support for the Wisconsin Covenant. In addition, the Governor will be identifying workforce activities to help meet one of the CWI goals to have greater corporate and public support for the program changes and investments needed to achieve improved competitiveness and opportunities in the economy.

V. B. Strategies to Address National Strategic Direction

As discussed earlier, by strengthening regional partnerships among schools, technical colleges, public and private universities, WDBs, labor unions, businesses and the state, Wisconsin can deliver the training and coordinate resources our workers need to improve their skills, knowledge, and production, while also providing businesses with the qualified workers they need to compete in today's economy. With employers targeting the needs of each industry collectively, there will be a shared understanding regionally of the types of skills and knowledge our workers will need to fill good-paying job opportunities. The strategic directions will be advanced through the sector related WIRED and GROW activities. Through sector strategies, the state will focus on needed training to move and shape the workforce system to meet the needs of regional economic sectors.

V. C. Strategies for High-Growth, High-Demand Occupations

Wisconsin is pursuing a number of strategies to identify and target occupations within the state that are high-growth, high-demand and vital to the state's economy. The table below lists the 30 occupations with (1) growth rate above the statewide average of 8.0% between 2006 and 2016; (2) annual median wage is higher than the state's median wage for all jobs (\$30,395); and (3) top 30 total job openings (openings due to either new jobs or replacement needs). Among the 30 occupations, four are concentrated in the construction industry, three are production occupations, three are concentrated in healthcare, and five are computer-related and found in several industries.

High-Growth, High-Demand Occupations with Wages above the State's Median (2006-2016)			
Occupational Title	Ann. % Growth	Total Ann. Job Openings	Average Ann. Wage
Registered Nurses	2.6%	2,190	\$57,376
Truck Drivers, Heavy & Tractor-Trailer	1.1%	1,530	\$38,070
Executive Secretaries & Administrative Assistants	1.2%	880	\$35,322
Accountants & Auditors	1.5%	770	\$58,374
Carpenters	1.0%	700	\$38,760
Computer Systems Analysts	2.0%	520	\$62,862
Computer Software Engineers, Applications	3.8%	460	\$69,811
Licensed Practical & Licensed Vocational Nurses	1.1%	430	\$37,618
Clergy	1.4%	400	\$44,110
Insurance Sales Agents	2.2%	390	\$65,542
Computer Support Specialists	0.9%	360	\$40,400
Welders, Cutters, Solderers, & Brazers	0.9%	360	\$33,933
Plumbers, Pipefitters, & Steamfitters	1.0%	340	\$54,268
Network Systems & Data Communications Analysts	4.3%	330	\$58,042
Correctional Officers & Jailers	1.2%	270	\$36,920
Sales Representatives, Wholesale & Mfg, Technical & Scientific Products	1.1%	260	\$74,643
Industrial Machinery Mechanics	1.5%	250	\$43,525
Printing Machine Operators	0.9%	250	\$34,716
Construction Laborers	0.9%	240	\$35,212
Industrial Engineers	2.1%	240	\$63,365
First-Line Supervisors/Managers of Construction Trades & Extraction Workers	0.9%	230	\$62,173
Network & Computer Systems Administrators	2.0%	230	\$58,793
Dental Hygienists	3.1%	210	\$55,069
Securities, Commodities, & Financial Services Sales Agents	2.0%	210	\$69,562
Child, Family, & School Social Workers	1.3%	210	\$44,162
Claims Adjusters, Examiners, & Investigators	0.9%	200	\$50,661
Painters, Construction & Maintenance	1.2%	200	\$35,263
Loan Officers	1.4%	200	\$56,163
Cost Estimators	1.6%	180	\$53,367
Bus and Truck Mechanics & Diesel Engine Specialists	1.1%	180	\$38,106

V. D. Sustained Strategic Partnerships

As noted earlier, the Governor will be working on cross-agency cooperative agreements for collaboration and shared resources. Specifically, the Governor has directed Commerce, DWD, and other partnership training programs to address industry-driven priorities. In addition, he has directed other training activities of the DCF responsible for Wisconsin Works (W-2)/TANF and DOC to move toward high-skilled demand occupations in their workforce-related training programs. DCF has an oversight group of partners from across the state that meets monthly and invites representatives from other departments to those meetings for cross-program coordination. For example, the DET Administrator has kept them abreast of the workforce infrastructure changes, and discussed mutual training priorities.

Also, several CWI recommendations will impact systemic partnerships at the local level including the implementation of regional industry partnerships, an approach that fosters worker training

efficiencies and industry innovation. Better use of existing resources through realignment and strategic leveraging of regional efforts will best meet employer needs, ensuring that the state produces the most talented and skills workforce in the country.

Through the Policy Academy project referenced earlier, there are five work teams composed of representatives from state agencies, business, labor, training providers, local workforce board, and WIRED partners. The teams are focused on (1) Building the state's sector strategy infrastructure; (2) Developing the future workforce: 21st Century Schools; (3) Building the skills of the current workforce: Adult Education/RISE; (4) Evaluation and benchmarking; and (5) Communications. This unprecedented strategic partnership structure will facilitate innovative solutions and disarm current impediments for a more coordinated workforce system. For example, the Wisconsin Sector Strategies Initiative will have the education, economic and workforce development state agencies adopt plans that align training and education funding to support regional industry partnerships.

V. E. Strategies for Training in High-Growth, High-Demand Occupations

Wisconsin's Sector Strategies Initiative will build a demand-driven system to ensure that high-growth, high-wage industries have access to employees with the skills they need to grow, and provide the skills and training for individuals to secure good paying jobs. The initiative will rebuild the system for improved responsiveness to industry demands, not program-driven; that it addresses the needs of both employers and the workforce inter-dependently; and, that it works with each industry collectively, not as individual firms. This strategy seeks to coordinate and build on Wisconsin's existing foundation in three ways:

- **Grow Wisconsin's Regional Economies:** Identifying industry sectors, facilitating meaningful employer engagement in the workforce development system, aligning education and training programs with employer needs, and creating strategies for helping businesses to prosper.
- **Grow Worker's Skills:** Promoting education and training programs for workers at all income and educational levels and at all stages in their careers, developing career ladders, and ensuring the workforce is appropriately skilled to help key regional and statewide industry sectors grow.
- **Grow System Accountability:** Improving the effectiveness of Wisconsin's economic and workforce development system by focusing multiple governmental and non-governmental organizations on common goals and aligning resources across programs with different funding sources and constituencies. Building benchmarks, agreed upon metrics of system success, and an evaluation framework that focuses and improves the work.

Another key strategy is improved targeting of training dollars through the inter-agency agreements referenced earlier.

V. F. Strategies of Small Businesses

Two key agencies working directly with small businesses have representatives on the CWI, the UW-Extension and Commerce. The latter also is represented on the Policy Academy sector team. In addition, the Governor launched *Accelerate Wisconsin*, a major initiative to grow start-up businesses through tax credits, grants and loans.

V. G. Reserve Funds (set-aside funds) for Statewide Activities of Governor's Vision and National Strategic Direction

Regional innovation must be supported and extended in order to continue to build a flexible system that can ensure that high-growth, high-wage industries have access to employees with the skills they need to grow and that workers have access to the skills and training they need to secure family supporting jobs. The Governor, endorsed by the CWI, intends to target WIA

discretionary resources to support formalized regional industry partnerships throughout the state, develop more career pathways to support the skills advancement of working adults as well as increasing short-term basic and occupational skills training. Resources will also be focused on evaluating the impact of these investments in order to ensure system efficiency. This Wisconsin's Sector Strategy initiative will build upon the existing groundwork of the WIRED, *GROW* and NGA activities.

V. H. Strategies for Collaboration to Serve Youth

The 21st Century Schools Team goal is to ensure local K-12 school districts, technical colleges and public and private universities work together with regional economic and workforce development initiatives to implement career pathways which prepare students for industry sector jobs.

Educational institutions, multiple agencies and workforce partners use a variety of assessment tools that provide differing results which does not allow appropriate or consistent skill identification. There is a need for soft skill and hard skill benchmarks for employers to more easily recruit talent. Therefore, the state intends to invest in a common set of tools that can be readily understood by stakeholders that addresses both soft and hard skills assessment.

Other targeted youth strategies include:

- Every school district submits an Education for Employment Plan that verifies connections to regional economic and workforce development initiatives;
- Effective models of education and industry sector collaboration are identified and promoted throughout the state;
- Evidence that programs of study are developed and implemented based on labor market information and industry sector needs; and
- Expanded offerings and enrollments in programs of study that reflect industry sector needs.

V. I. Impediments to Achieving Goals and Strategies

DWD reviewed the pertinent state laws and policies as part of the WIA waiver request process. This exercise has been followed-up by a more rigorous policy scan across WIA, Job Service, Veterans Service, Division of Vocational Rehabilitation (DVR), TANF, and Food Stamp Employment and Training programs. This groundwork will be used, for example, in the RISE project to identify barriers to accessing career pathway opportunities.

V. J. Waivers and Workflex

Governor Doyle submitted a State Waiver Plan on August 29, 2008 to DOL with the intention to remove the burdensome complexities inherent in the current WIA Title1b programs, improve system accountability, and facilitate complimentary cross-program outcomes. Issues related to these waivers are discussed throughout this document.

The waiver requests were:

- Transfer of funds between Adult and DW Formula Allocation Funds;
- Incumbent Worker Training with Formula Funds;
- Youth Program Procurement Requirements;
- Unspent Formula Allocation Funds; and
- Common Measures Performance Reporting

Based on the Department of Labor's (DOL) November 26, 2008 response, DWD is implementing the following approvals:

- The state will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult and WIA DW Programs, and the three youth common performance measures to negotiate goals and report outcomes for the WIA Youth Program.
- The state may approve WDB requests to transfer their formula allocation funds up to 100% between Adult and DW to address specific geographic, demographic, and industry needs for service delivery flexibility.
- The state may approve WDB requests to use up to 10 percent of local formula funds to provide statewide employment and training activities for incumbent worker training in order to address the skill upgrade needs of job seekers, develop exemplary program activities, and expand local service delivery options. Individuals served in this targeted window are required to be reported in performance outcomes including those defined as "incumbent workers".
- The state may approve WDB requests to waive the competitive procurement process for youth providers in rural areas only, and on a case-by-case basis with documented justification. The state will also provide on-going oversight and onsite monitoring.

The State Plan waiver request regarding unspent formula allocation funds has been resubmitted to DOL for approval. (VIII.J. provides the suggested state reallocation policy) Finally, this plan also requests the continuation of the previous DOL-approved waiver on subsequent eligibility for training providers.

The state is requesting the extension of the above waiver issues through June 30, 2010, in this Modification Plan. See Attachment F for the waiver request detail.

Workflex: Wisconsin is not a Workflex State.

VI. State Policies and Requirements

VI. A. Common Data Collection and Reporting Processes

ASSET and the Job Center Systems Data Warehouse (JCSDW) provide participant and performance information to help manage Job Center programs. To track services provided to businesses, Job Centers use JobNet Business and JCSDW to evaluate services to employers, provide reports to manage the Job Centers, and demonstrate accountability to business services. The use of JobNet Business is required for all Job Centers. In addition, JobNet Business is being incorporated into the upgraded JCW highlighted in VII.B.

CORe is used to track expenditure reporting and cash draws for all subawards, regardless of funding source. CORe and the associated data warehouse are used to track the financial status of grants on a daily basis. The CORe system is required for all grants with exceptions only for small, or one-time payments, or performance-based payments.

VI. B. Administrative Resources

In June 2008, the DWD Secretary announced steps to transform the employment and training services to best meet the needs of Wisconsin's workers and employers in the 21st century after consulting with many partners around the state including leadership from WDBs, technical colleges, the CWI, business, labor, counties and W-2 agencies. The first major change was the redirection of funds to assessment, career advising, training and advancement opportunities for workers. The second shift was re-stationing current Job Service and Veterans staff in consolidated regional sites across the state. The priority goals that were met through this plan included consolidating services, reducing overhead, and offering an expanded scope of assistance through innovative staffing, increased service hours and cutting edge technologies.

At the state level, the veterans employment program was transferred to the DET Administrator's Office. The new Office of Veterans Services was officially approved on August 25, 2008 headed by the Assistant Division Administrator. The primary purpose for this change was to continue the prominence and visibility to the veterans program particularly given the number of veterans currently returning to Wisconsin from active duty. This new oversight will allow for increased consistency in how services are delivered to Veterans across the state and enable DET to focus more on program performance measures. Veterans staff will continue to work with one-stop partners with similar responsibilities as in the past. Attachment G shows the DET organizational chart.

VI. C. Universal Access

Section 188 of WIA (20 CFR Part 652 et. al.) prohibits discrimination on the basis of disability as well as race, color, religion, sex, national origin, age, political affiliation or belief, and, for beneficiaries only, of citizenship on the basis of an individual's status as a citizen or national of the United States (US), or as an individual lawfully authorized to work in the US, or of his or her participation in any WIA Title I-financially assisted program or activity.

In accordance with the Section 188 regulations, the Governor monitors all WIA Title I-financially assisted programs. This responsibility includes ensuring compliance with the nondiscrimination and equal opportunity provisions. Section 188 regulations specify that each Governor must establish and adhere to a "Methods of Administration" (MOA) for state programs under WIA Title I. The MOA must give a reasonable guarantee that all recipients comply with the nondiscrimination and equal opportunity provisions of WIA and the implementing regulations. Wisconsin has an approved MOA with an expiration date of June 24, 2006. DWD staff conducts regular training and monitoring on the application of the MOA and Section 188 to Job Center operations to ensure universal access for all customers. Job Center service delivery is guided by the Wisconsin Job Center Standards. There are several standards that require universal access described in Attachment L.

VI. D. State Policies that Support a Demand Driven Approach (not mentioned elsewhere in Plan).
See sections II., V.C., IX.C.3.b.ii. that specifically addressed the state's demand-driven efforts.

VI. E. Apprenticeship and Job Corps

BWT has developed a program of basic information about registered Adult Apprenticeship for statewide leadership who work with WIA funded programs as well as manage the operations of the Job Centers. This "How to" level overview will demonstrate how Adult Apprenticeship and WIA can integrate through a seamless service delivery system. Mechanisms for delivery include:

- Presentations to WDBs;
- Training sessions for Job Center staff, initially in Milwaukee area with emphasis on services to minority male population,
- Desk aid and related materials; and,
- Workshops at industry gatherings (WIA roundtables, biennial Apprenticeship conference, and CWI meetings)

Applications for the Job Corps are available at all Job Centers. Through local agreements, Job Corps representatives hold office hours in several of the Job Centers. Many of the local apprenticeship committees also use the Job Center to post recruitment notices.

VII. One-Stop System

VII. A. Quality and Competencies

In PY 2005, the CWI supported a staff competency and credentialing system for workforce professionals through the one-stop system. The system uses the National Association of Workforce Development Professionals' competency program. WDBs are continuing funding the activities for certifying workforce staff.

As part of the Governor's Executive Order, the CWI initiated funding the Wisconsin Forward Award that successfully continues to-date. This private-sector effort with state support contributes to modernizing Wisconsin's business processes and effectiveness, enhancing the skills of Wisconsin's workforce, and strengthening the competitive position of the state's industries.

DET established weekly conference calls with WDB Directors and other one-stop workforce staff in December 2008 in order to monitor events occurring due to the economic downturn. These conversations maintained on a regular basis has kept the pulse on how the "system" is reacting, and provided appropriate statewide or localized support to maintain, at the very least, an acceptable quality level of service. The format included regular input on the following questions with answers recorded by region and industry:

- What is the volume of who's being served compared with last week, last month, last year?
- What kinds of jobs are being eliminated the most? In what kinds of industries?
- What kinds of services are most needed by customers?
- What kinds of services are we providing? What additional services would help?
- Are we getting job orders? In what kinds of jobs?
- Are employers hiring? In what kinds of industries, jobs?
- What kind of training are customers enrolling in?
- How full are the resource rooms? Workshops? Parking lots?
- What kinds of delays and gaps in service are customers experiencing?
- What kinds of complaints are you getting the most from customers?
- What special actions would help, such as longer hours at job centers, support groups at job centers, increase outreach to employers who are hiring to list, PSA sport telling customers what kind of assistance is available, where, when, Filling up open WTCS classes with dislocated, unemployed workers, other?

VII. B. Maximum Integration for Business and Individual Customers

DET and the CWI have had ongoing conversations on the use of technological advances to support maximum integration of service delivery through the one-stop infrastructure for both business customers and individual customers. Some initial projects were recommended at the June 16, 2006, CWI meeting in order to increase the effectiveness and scope of an electronic workforce service delivery system. Those initiatives included:

A Virtual Job Center Project (\$100,000) for the development of an Information Technology (IT)-based service delivery system. The Southwest, North Central and Northwest Workforce Development Boards (WDB) worked together on the development and implementation of an enhanced website portal and link to Job Service "call center anywhere."

A Distance Learning Network Project (\$100,000) for the establishment of an electronic training system. The South Central WDB partnered with the Educational Communications Board to create and integrate available distance learning technologies (e.g. polycom interactive video

conferencing) into one training system to support the needs of job center customers and industry partners.

These pilots created the groundwork for an updated, statewide virtual job center system. DET unveiled JCW on September 15, 2008, and the DWD Secretary launched a marketing effort across the state. DET has a multi-phase schedule for implementing additional features that will ultimately provide assessment services, 'face-to-face' job search assistance through web cameras for video conferencing, video seminars and workshops from any Internet access point 24/7. <https://jobcenterofwisconsin.com/>

Employers can now link their websites to JCW to effectively function as their employment site. For example, DWD created a customized link for IQ Industrial Group, a staffing agency in the Milwaukee area. Job seekers who search for jobs on the IQ site are automatically taken to the JCW site where they can see the jobs listed by IQ, create resumes, and apply for the IQ jobs and other jobs. This upgrade has allowed employers to be able to create their own links.

VII. C. Job Center System - Infrastructure Costs

Governor Doyle continued the evolution of these systems when he launched his *Next Steps*. He directed "DWD to reallocate existing resources to create a statewide Virtual Job Center that individuals and employers will be able to access on the Internet at any time" as discussed above.

Wisconsin's job center system was created nearly 25 years ago with a \$10 million federal start-up grant that provided a national model for a quality, integrated workforce infrastructure. Through the ensuing years, DWD has tweaked the system in response to fluctuations in federal support and changes in customers' needs. In 2008, the DWD Secretary implemented an infrastructure consolidation plan, also in VI.B., in order to compete in a high-tech, fast-paced global economy with dwindling workforce resources. The plan shifted funding for more training and additional services such as the Internet upgrades discussed above. Attachment H is the map of the state's job centers.

VII. D. Reserve funds for Statewide Activities To Assist One-Stop Delivery System

Wisconsin's current workforce infrastructure will be used to increase operational elements related to the regional industry partnerships. WDBs will play a key role in developing and implementing regional partnerships, recognizing that many of them are already linked in collaborative efforts with economic development entities and through the *GROW* and *WIRED* activities. Also, utilizing the existing *GROW* regions for this initiative will build on their current successes of addressing the needs of both employers and the workforce interdependently. The regional industry partnership activities will address two guiding principles within the one-stop delivery system: (a) The state's consistent commitment to increasing flexibility and responsiveness of the current workforce and skills systems to meet the needs of employers and workers, and (b) The state's continued efforts for the systems to coordinate more seamlessly, and share equal commitment to the goals of building skills and responding to the skill needs of the state's leading industries.

VII. E. Full Array of Services to Support Human Capital Solutions

The formalized emphasis on regional planning with industry-sector driven strategies, along with state agency collaboration agreements, will improve "human capital solutions." In addition to having the WDBs coalesce their regional activities within their local plans, the WDBs are fine-tuning their core and specialized business services discussed in IX.F.2. Service to job seekers has substantially improved via the virtual job center that they can access anywhere, anytime.

VIII. Administration and Oversight of Local System

VIII. A. Local Area Designations

VIII. A. 1. Workforce Development Areas and Timeframes

Wisconsin has operated with 11 state designated Workforce Development Areas (WDA) since 1998. Attachment J identifies the boundaries of the WDAs.

VIII. A. 2. Process of Designation

The CWI was intimately involved in the reconfiguration of the WDAs implemented in 1998. Working subcommittees of the CWI included customers from the field in the redesign and formation of the WDAs and WDBs. Leadership from many of the local elected officials and input from other partners including education entities were garnered to determine the most effective boundaries for service delivery.

In 1995, statutory responsibility was given to the CWI to recommend employment and education boundaries aligned as closely as possible with the technical college district boundaries. For implementation of WIA, the state intended to continue with the 11 WDAs unless local areas requested changes. Consensus from the local elected officials and area partners confirmed that the boundaries were working well to meet the needs of employers, the workforce and effected partners. The state requested a formal notification from the WDAs' Chief Local Elected Officials (CLEOs) in the May 1999 *Local Elected Officials Guide* whether they planned to stay with the current county boundaries, or planned to convene meetings with other local elected officials to discuss possible changes to the current configuration. The letters of intent from the CLEOs were received by June 30, 1999, confirming the retention of the eleven operating WDAs.

If a local area is interested in designation as a WDA, the unit(s) of local government, or, the area CLEO, must send a request to the Governor outlining the provisions under the Act under which they propose designation, the boundaries of the proposed area and a brief rationale for the request. Once received, DWD staff will review the request to determine if it meets requirements of the Act. The request will then be posted for review and comment and given to the CWI for consultation. Once the CWI consultation is complete and provided to the Governor, the Governor will make the designation decision and inform interested parties.

This process was successfully utilized in 2007 when the City of Milwaukee Mayor requested that Milwaukee be designated as the WDA while continuing to serve the entire County of Milwaukee, and provided substantive reasons for this re-designation. The February 13, 2007, letter to the Governor was forwarded to DWD and the CWI per the above process. A public comment period ensued, and public comments were also received at the March 27, 2007 CWI meeting. The CWI advised the Governor on the request, and the Governor granted the Mayor's request. Shortly thereafter, a transition period began that included a new oversight board, the Milwaukee Area Workforce Investment Board (MAWIB).

VIII. A. 3. Appeals Process

CLEOs may file an appeal with the Governor and/or the Chair of the CWI within 30 days of notification that the request for designation was not approved. The Appeal

must provide the basis for challenging the failure by the Governor or the CWI to approve the designation request, and cite a failure by the Governor or his/her designee to properly consider the criteria enumerated clauses in WIA 116(a) (1)(B) (i)-(v).

The Governor or the Chair of the CWI, could then refer the Appeal to the Executive Committee of the CWI for review and a determination whether the criteria were appropriately applied to the request for designation. The Governor or the Chair of the CWI is required to issue a final decision of the designation request within 15 days. The final decision, if unsatisfactory to the appealing parties, could be further appealed to the Secretary of DOL as provided in WIA 116(a)(5).

VIII. B. Criteria for Local Board Membership

In addition to the federal requirements of WDB membership and processes, Wisconsin has established the following criteria:

- To ensure demographic diversity on the local boards, membership must be comprised of at least 20% female members;
- If there are at least 3% minority population in an area, there must be at least one minority representative appointed to the local board; and,
- To ensure that business members are those with employment opportunities in the area, we strongly encourage that the industries making up more than 10% of the industries in an area should have members equal to at least one per every 10% (e.g., 33% manufacturing would mean at least three business representatives from manufacturing businesses; 25% service would require at least two service industry representatives.) If a WDA chooses not to follow this guideline, they must provide an explanation of why they used a different industry mix (e.g., focusing on particular industries to deal with the needs of the area).

VIII. C. Capacity Building of Local Boards

As referenced earlier, the Secretary and DET staff meet with the WDB Directors on a regular basis to discuss needs and convey information and new directions from the Governor and DWD. WAJTE also receives a small grant from the WIA state set-aside funds to help support the capacity of the WDBs. They have also renewed their affiliation with the Wisconsin Counties Association for improved working relationships with the local elected officials. Finally, the Wisconsin Workforce Development Association composed of WDB Chairs, LEOs and WDB Directors meet quarterly with DWD representatives in attendance.

VIII. D. Local Planning Process

VIII. D. 1 Oversight

DET will issue *Local Plan Guidelines* for the final year of the five-year plan cycle. The WDB's WIA Title I Local Plans will be reviewed by DET, and a summary shared with the CWI's Executive Committee. If all requirements are met, they will be approved by DET. DET will send letters to the WDBs providing instruction for negotiating and reaching agreement between the WDBs with the CLEO and the state on the local performance standards for PY 09, and the common measures youth performance levels PY 08.

VIII. D. 2. How Does the Local Plan Approval Process Ensure that Local Plans are Consistent with State Performance Goals and State Strategic Direction?

BWT drafted the PY 09 local plan guidelines coterminous with the development of the State Plan that includes the pertinent over-arching visions for implementation at the local level. The guidelines include integrated strategies that advance *GROW* activities

and the Governor's *GROW* Wisconsin Plan as well as the CWI's recommendations to "identify demand/dynamics of the industry sectors, their employers' needs, a description of how the plan meets those needs, and how the workforce system is re-designed regionally to upgrade service delivery with metrics and accountability measures."

Within the context of a demand-driven *GROW* regional economy, the local plan guidelines includes a section on the WDB's efforts to engage in the development of a regional sector or cluster-based strategy. WDBs are asked to:

- Describe the progress towards aligning the services of the local workforce system, economic development and education systems to support a regional based sector strategy, and obtaining cross-agency cooperative agreements for collaboration and share resources.
- Describe how the WDB will identify and work with key industry partnerships where they exist within the region, and coordinate and invest in partnership infrastructure where they are not developed. Establish goals for the WDB's efforts with industry partnerships.
- Identify how the WDB plans to better align its resources to meet the training and employment needs of key industry sectors in the region.
- Describe the methods to be used within the *GROW* region to measure the progress toward the goals (above.)

Specific to *GROW* worker's skills issues, the local plans also need to describe the:

- Policies adopted or planned for aligning training initiatives and Individual Training Accounts (ITA) to sector strategies and demand occupations.
- Goals established for these alignment activities.
- Efforts to encourage bridge programming, contextual remediation training and chunked curriculum for occupational training as described in the Wisconsin RISE initiative.

The local plan guidelines also include implementation details in response to the state waiver approvals:

- Describe any plans for transferring up to 100% of the funds between the adult and DW programs. If planned, include the circumstances applicable to a transfer request, the measures to assure no loss of service to the original program population, and the expected impact on program performance.
- Describe any plans for using up to 10% of local area formula funds to provide statewide employment and training activities including incumbent worker training.
- Describe any plans for requesting a waiver of the competitive procurement process for youth providers and what performance improvements are expected.

Finally, to piece together the varying regional workforce activities with the eventuality of merging into a broader "system", the local plan guidelines ask to describe the WDB's current or planned coordination and collaboration efforts with MSSC, Commerce's Customized Labor Training, WTC's Advancement Training Grants, and RISE.

Regional Planning (1-3)

As part of a more formal regional planning effort based on the Governor and CWI's goals, BWT staff reviewed the current regional activities to determine common elements including the WIRED

reporting requirements and MSSC initiatives. While all WDBs have structures and multiple activities around regional industry partnerships, the local plans will attempt to capture these in a cohesive way in order to determine additional needs to further support additional targeted training to increase the talent pipeline. This is an initial step toward DWD requiring regional planning with specific guidelines as state policy.

DWD and WDBs continue to have inter and intra-state activities with regions corresponding to the rich-cross border employment and educational resources such as the large metropolitan areas of Chicago and the Twin Cities. For example, the Governor assessed the commuter patterns related to employment and targeted several major infrastructure transportation corridors for improvements including interstate and mass transit systems.

DET and CWI had identified measureable accomplishments and objectives for the *Grow* grants and provided guidance with Regional Metrics Benchmarks (a set of 36 metrics to measure overall regional economic health). These previous activities will serve as groundwork for a second phase of specific regional performance measures and required collaboration. This next step will also occur after DWD and partner agencies complete their work related to cross-agency common goals and cooperative agreements, as discussed in I.B and III.C.

VIII. E. Allocation Formulae:

VIII. E. 1. Methods and Factors

The principal allocation methods are defined by WIA Sec. 128 and 133. Wisconsin does not use adult or youth alternate formulae.

VIII. E. 2. Equitability

Wisconsin ensures equitability by adhering to WIA parameters in VIII.E.1.

VIII. E. 3. DW Formula

All funds for DW will be distributed throughout the state using the six-part formula in the WIA. Individual area allocation shares are adjusted using the hold-harmless method stated in the DOL Secretary's September, 1999 directive. This will limit dramatic shifts in funding levels. The following chart illustrates the formula:

Allocation Factor	Weight Assigned In Formula	Data Source(s) and Time Period
Unemployment Concentrations	25%	A substate area had to meet or exceed the state unemployment rate or have 10% or more of the unemployed workers in the state in order to qualify for this factor. Qualifying substate areas receive a prorated share based on the total number unemployed located in substate areas meeting the threshold.
Declining Industries	25%	The decline in employment by industry from a 1982-84 base period to the most recent year for which data is available was used to determine long-term trends and provide consistency. Substate areas receive a prorated percentage of the state total.
Farm Hardship	12.5%	Substate areas receive a prorated percentage of the total loss in the number of farms from a 1982-84 base period to the most recent year for which data is available.
Plant Closing/ Mass Layoff	12.5%	Substate areas receive a prorated percentage of the total number of persons reported as being laid off from their employment by employers who file notification under state and federal plant closing/mass layoff laws.
Long-Term Unemployment	18.75%	Substate areas receive a prorated percentage of the total number of persons who received unemployment compensation payments for at least 15 weeks in a benefit year.
Insured Unemployment	6.25%	Substate areas receive a prorated percentage of the total number of persons who received at least one unemployment compensation payment in a benefit year.

VIII. E. 4. State Board Involvement in Development of Allocations

The standing policy was reviewed by the then CWI Ad Hoc WIA Committee in 2000 with input from WAJTE and local elected officials through the Wisconsin Counties Association.

VIII. F. Provider Selection Policies

VIII. F. 1 Policies, Procedures, and Performance

The policies and procedures, applied by local areas, for determining eligibility to be on the Wisconsin's Statewide List of Eligible Training Programs and Providers (ETP List) are found in the Initial Eligibility policy. It requires all training providers to complete a standard application. Following the requirements of WIA Section 122, training providers covered under Title IV of the Higher Education Act and the National Apprenticeship Act only have to submit an application to be eligible for the ETP List.

The group of training providers not covered by either act must have applications approved by the WDB before it is submitted to the state for final 30 day review and inclusion on the ETP List. Following are the criteria for approval:

- The application is complete;
- The description of the program of training services is complete;
- The performance information addresses: 1) program completion rates for individuals participating in the program; 2) percent of individuals who obtain unsubsidized employment; and 3) wages at placement in employment;
- The performance information is for the most recent 12-month period;
- The application contains the required cost information;
- The training provider has not violated any conditions of WIA; and
- A training provider of Certified Nursing Assistant programs must be approved by the Department of Health Services (DHS) and be on its registry before it can be approved and placed on the ETP List.

Currently, Wisconsin is not required to use collected performance data to determine continued eligibility for training programs found on the ETP List. In 2002, DWD received a waiver to postpone implementation of the Subsequent Eligibility provision of WIA. The waiver was subsequently extended in separate actions through June 30, 2009. One consideration for this waiver request was the impact WIA reauthorization would have on training provider performance data collection and reporting requirements.

Since the extension of the time limit for Initial Provider Eligibility was granted, DWD completed construction of an ETP database, and created a web-based Interface that dramatically improved dissemination of ETP information to training seekers and case managers. <http://www.wisconsinjobcenter.org/ita>

The website contains program specifics for all eligible training programs, links to current Wisconsin policies, and two "Scorecards" with detailed information on training programs and training providers. The Scorecard data is returned to the ETP database from the ASSET case management system. Case managers record program and training provider information specific to ITA training voucher holders. Information is anonymously reported for participants who complete or drop out of training, and their occupational outcome. The use of this information in guiding future eligibility determination of training programs and providers is possible, but remains in question because of data constraints. When the decision point is reached for the role these Scorecards may play, a workgroup will be formed to consider performance, and recommendations to DWD will be made. A similar convention was followed in 2002, a group known as the Subsequent Eligibility Workgroup.

VIII. F. 2. Solicitations

The process for soliciting comments and suggestions in the development of the Initial Eligibility policy followed the same route that all WIA development activities took. A WIA workgroup on training issues and a separate workgroup on DW met several times during the summer months of 1999 to offer suggestions. Comments also were sought via the department's WIA web-site. All suggestions were considered in developing the Initial Eligibility policy. When a draft was completed, it was sent along with the draft application to the employment and training community for comments. Included in the

audience were unions, technical colleges, private for profit training institutions, and all WDBs.

In 2001, DWD formed a Subsequent Eligibility Workgroup. It consisted of representatives from WDBs, WTCS, unions, Wisconsin Educational Approval Board and private for profit training institutions. They met throughout 2002 and developed policy recommendations concerning the ETP List. Included in their policy recommendations was Wisconsin's request for a waiver from subsequent eligibility.

DET's standard procedure for issuing a new policy is to develop a draft and then send it to the employment and training community for 30 day review and comment. Comments from the review are incorporated into the final policy.

VIII. F. 3. Maintenance of State Training Provider List

Wisconsin's ETP List is maintained by staff in the BWT. Once an application is approved by one of Wisconsin's 11 WDBs, it is sent to BWT for final review. BWT staff is granted 30 days to review WDB-approved training provider applications, by policy. If a problem is identified, the application is returned to the WDB for further clarification, completion or correction. If no problem exists, the training program and the corresponding details about the training provider are placed on Wisconsin's ETP List. Changes to the ETP List for training providers' details or their programs are solicited by WDB representatives and reported to BWT.

Enhancements to the ETP List and improvements in the dissemination of training program information have been ongoing since its debut in 1999. These improvements were guided by customer feedback. BWT maintains a mail distribution list for notification to keep WDB representatives and other ITA-interested parties informed of changes to ITA-related aspects of the WIA.

VIII. F. 4. Appeal Process

A procedure was established in the state's initial year policy for training providers to appeal a denial of their eligibility to be on the ITA list. It also addresses appeal situations for a provider's termination and removal from the state list. The policy includes the following specific section on the appeal process:

"Training providers have a right to appeal a local or state decision denying them eligibility or terminating them on the local and state ETP List. The primary reasons for denial and termination, as cited in WIA section 122 and Regulations 663.510, are a training provider: 1) has not met performance standards, 2) has provided inaccurate information, and 3) has "substantially" violated the Act. In all cases, consultation between the state and WDBs must take place before action can be taken against the training provider.

When an eligible training provider is terminated from the list, the following procedures will be followed:

- The training provider will be notified in writing of the action to terminate, and the cause for the termination. Depending on the discussion between the local WDB(s) and the state, one of these entities will authorize the letter. It will be in a prescribed format agreed upon by both entities.

- The letter will say that in 60 calendar days from the date the letter was signed, the training provider will be removed from the state ETP List.
- The letter will also inform them of the process they follow to appeal the action."

VIII. F. 5. Grants and Contracts Processes

The initiatives funded under the WIA Title 1 funds are developed by the DWD Secretary in coordination with the Governor's *GROW* and *Next Steps* initiatives and CWI priorities. In support of the One-Stop infrastructure, the majority of grant awards are offered primarily through the 11 WDBs. Grant initiatives are typically developed through a RFP process with collaboration from other affected state agencies, and local business leaders where appropriate.

VIII. F. 6. Local Criteria for Youth Activities

BWT issued a revised state policy on the approved waiver that would allow the elimination of the competitive procurement process for selecting youth providers in rural areas only if the WDB provides substantial rationale for state approval. Per the DOL approval letter, the policy also includes the requirement of on-going oversight to those affected WDBs. BWT already has extensive monitoring activity. For example, BWT updates the youth service providers list for each WDB once a year. WDBs are required to keep BWT informed of current information on each of their youth service providers through their local plan and modification process. DWD provides this on its WIA website (<http://www.dwd.wisconsin.gov/dwdwia/youth/default.htm>).

The information collected includes WDB counties covered by a provider, their contact information, whether they serve in-school and out-of-school youth as well as younger and older youth. BWT monitors WDBs to ensure youth programs' compliance and provides technical assistance and training (TAT) to local boards on the RFP process and how to solicit and contract with quality youth service providers and determine their ability to provide the ten required program elements. WDBs use several criteria to rate the success of youth service providers which helps them identify effective and ineffective activities. WDBs also monitor each youth service provider on a regular basis to ensure they are providing the services listed in their contract.

VIII. G. One-Stop Policies

VIII. G. 1. Coordination of Partners and Wagner-Peyser Funds

The Wisconsin One-Stop delivery system involves all WIA mandated partners described in 20 CFR 662.200. WIA requirements and state policies (such as the 2009 One-Stop Requirement and Standards of Service) continue to drive collaboration and coordination efforts. Roles and responsibilities are formalized through the development of local MOUs, which dictate how services will be coordinated and offered in an integrated manner.

DWD administers Vocational Rehabilitation, WIA, and Wagner-Peyser programs, and maintains an inter-agency collaboration team to further enhance coordination between programs. DWD also works closely with DCF to ensure coordination with TANF related work programs, many of which continue to be offered through the One-Stop system. For WIA and Wagner-Peyser programs, DET ensures that all policy directives to local partners and staff encourage or require integrated service delivery. This ensures high-level, non-duplicative services to customers.

Wagner-Peyser's role in the One-Stop is defined primarily by statewide directives regarding Job Service operations, the WIA plan, and the local MOU. Priorities are changing in order to respond to the changing economy and local labor markets. As referenced elsewhere, there is now a stronger focus on re-employment, assessment, career counseling, and referral to training. Job Service continues to use the labor exchange as the foundation for developing the skills and talent of all One-Stop customers. Job Service is also focusing more effort on providing these services via multiple access points, including the new JCW and statewide call center system.

VIII. G. 2. Improvements and Technical Assistance

BWT helps partners state-wide identify needed improvements primarily through the annual WIA on-site monitoring. This is an extensive process that includes substantial follow-up with the WDBs on policies and practices. Two Workforce Program Roundtables conducted by DWD are anticipated in PY 09 that will bring together adult, DW, youth and veteran local program staff and managers to work collaboratively on workforce improvements.

VIII. G. 3. Additional Mandatory Partners

At the time of WIA implementation, the Governor mandated that the TANF program/W-2 program be required as a One-Stop partner. Staff from W-2 agencies are physically integrated into the Job Centers throughout the state either on a co-location, itinerant-staffed or network basis. In Milwaukee, a contracted W-2 agency headquarters actually is a designated comprehensive job center. While the level of physical integration varies throughout the state, all W-2 agencies that administer the W-2 program are expected to coordinate with other Job Center partner programs in their WDA to maximize programmatic resources and eliminate duplication of services. Referrals to other programs and dual-enrollment of appropriate individuals ensures that W-2 participants have access to the spectrum of services available through Wisconsin's workforce development system. As a mandated partner, a W-2 representative also serves on each of the 11 WDBs.

VIII. H. Oversight and Monitoring Process

DET has staff called Local Program Liaisons (LPL) who oversee and monitor the activities of Wisconsin's 11 WDBs. Each LPL is assigned specific WDBs for which they provide WIA program oversight, technical assistance and monitoring to achieve Wisconsin's vision and goals of continuous improvement of the WIA Program.

Criteria guiding their roles include:

- Compliance with program policies and procedures and operation within the parameters established by WIA Law, Federal Regulations, and DWD's *Workforce Programs Guide*;
- Provision of quality services to jobseekers and employers according to the approved state WIA plan and local WIA plans;
- Entry of valid data into Wisconsin's WIA participant tracking system called ASSET;
- Provision of accurate eligibility determination and supporting documentation in case files;
- Performance outcomes are at the meet or exceed level;
- Provision that case file documentation meets DOL requirements for annual data validation;
- Provision that WDBs are implementing corrective action steps identified in DOL audits, state monitoring reports, and corrective action plans developed as a result of failed performance measures;

- Provision of appropriate expenditure levels for grants; and
- Compliance with all program policy, including priority of service for veterans.

LPLs complete the following oversight and monitoring activities and procedures on an ongoing basis to ensure the above criteria is being met:

- Attendance at local WDB meetings, WDB subcommittee meetings, One-Stop Center meetings, and case managers' meetings;
- Review/approval of/sign-off of local WIA plans and modifications and subsequent grant awards;
- Certification/recertification of local WDB member composition;
- Review/approval of the WDBs' local service delivery policies;
- Provision of technical assistance to WDBs;
- Review of WIA expenditure levels;
- Review of WIA performance outcomes;
- Assistance in annual renegotiation of performance measures;
- Review and approval of ASSET data changes that are impacted by policy and performance;
- Attendance at meetings with DWD policy staff to relay local WDB issues and to collaborate on plans for resolution;
- Participation in DOL monitoring visits; and
- Review and approval of corrective action plans if required of the WDB and follow-up to ensure corrective action steps are resulting in improvement.

LPLs complete formal on-site monitoring of their assigned WDBs on an annual basis through the following procedures:

- Monitoring guides are developed and revised on an annual basis depending on criteria described above;
- A monitoring survey is sent out to WDBs to complete and return to their LPL for review prior to the on-site visit;
- LPL completes a desk review of the monitoring survey and attachments submitted by the WDB, conducts on-site program interviews with WDB staff, and reviews randomly selected adult, DW, and youth participants' case files and their corresponding ASSET records;
- LPLs issue a monitoring report to the WDB within 30 days of the on-site review. Findings, observations, and comments are included in the monitoring report. Findings include required actions to be taken by the WDB to correct the situation. The WDB is required to respond in writing to acknowledge and specify their corrective action steps;
- LPLs monitor to ensure the corrective action is implemented; and
- LPLs produce a final summary of monitoring results; these results are shared with state managers and policy staff. Technical assistance, training efforts, and policies are then produced in accordance to needs and issues identified during the monitoring process.

Beyond ongoing fiscal oversight, DWD conducts monitoring of each WDB's administrative controls and procurement practices. This includes such areas as cost allocation, sub-contracts, single audit, WDB policies and controls, direct labor and costs charged by WDBs, fiscal reporting practices, and procurement methods. Reviews may be on-site or desk top. DWD determines the type of review based on prior audit/monitor results, amount and type of funds and size of agency.

The DET Equal Opportunity Specialist provides ongoing civil rights oversight of the WDBs. This is done through desktop review of the Equal Opportunity MOA Documentation as certified bi-annually by the DOL Civil Rights Center. WDBs receive an on-site monitoring visit at least once every two years. Each year DET monitors approximately half of the WDBs and the next half the

following year. DET has adapted the National Association of State Workforce Agencies Equal Opportunity Committee Monitoring Review Guide to conduct these reviews.

In addition, LPLs conduct monitoring of Trade Adjustment Assistance (TAA) programs and assist the DWD DW Section in monitoring National Emergency Grant (NEG) grants. By having LPLs involved in the monitoring of all DW related programs, DWD can ensure that TAA and NEG are appropriately interacting with WIA DW Formula and Special Response grants.

LPLs also oversee and monitor various other WIA and non-WIA funded grants related to employment and training such as the Milwaukee summer youth employment projects, and ex-offender employment projects. Attachment K are the monitoring guides.

VIII. I. Grievance Procedures

The grievance procedure is Attachment I.

VIII. J. Policies and Procedures for Effective Local Systems

VIII. J. 1. State Guidelines for Selection of One-Stop Operators

One-Stop Operators (OSO) in each local area are designated and certified by the WDB with the agreement of the CLEO. The OSO is designated or certified through a competitive process or under an agreement between the WDB and a consortia of entities that includes at least three or more of the required One-Stop partners identified at Sec. 662.200. (WIA sec. 121(d)). The WDB may be designated or certified as the One-Stop operator only with the agreement of the CLEO and the Governor. The only local board approved as an OSO is the Southwest Wisconsin WDB (limited by a CLEO agreement).

VIII. J. 2. Impasse Procedures

DWD emphasizes full and effective partnerships between local WDBs and Job Center partners. WDBs execute a Memorandum of Understanding (MOU) describing each partner agency's role in addressing the workforce issues identified in the plan. Local areas may request assistance in negotiating the MOU from DWD or the state agency responsible for administering the partner program, the Governor or other appropriate parties. Local negotiation efforts that have taken place must be documented at the time of the request. In situations where a required partner has not signed an MOU, the following procedures have been developed per WIA regulations:

Process to Resolve Impasse Situations

In situations where a required partner has not signed an MOU, the following procedures have been developed per WIA regulations:

- **Initial Report of Impasse.** The WDB jointly with the CLEO and the affected partner must report in writing that an impasse has occurred to:
 - The state DWD;
 - The state agency responsible for administering the partner's program, and if there is no administering agency at the state level, then to the appropriate federal agency; and,
 - The State Council on behalf of the Governor.
- **Report Requirements.** This written notification must include:
 - Which partner/agency(s) are involved,
 - What WIA services are involved,

- What the specific issues of disagreement are,
- Documentation of negotiations and what efforts have taken place to reach agreement that demonstrate a good-faith effort of both parties; and,
- Written acknowledgement that this notification begins a five-working-day "best efforts" period in which the parties will continue to make good faith efforts to resolve differences. This five-day period will precede active state-level intervention. If an MOU is completed within this period, both parties and the CLEO will notify the parties in 1 a-c above.
- **First Level-- Informal Discussion at the State Level.** Upon initial receipt of the written notification, the involved state agencies will proceed to schedule meetings that would begin after the five-working-day "best efforts" period. DWD will make this the highest priority and a review team will:
 - Request any additional documentation from the local parties and involved state agencies within three working days of receipt of the report.
 - Prepare options for resolution at the first state level meeting with involved partners.
 - Convene meetings and attempt to resolve the impasse.
- **Formal Negotiation at the State Level.** If after five days at the informal discussion level, the impasse has not been resolved, then an impartial entity, such as the Wisconsin Employment Relations Commission, will be enlisted to negotiate between the parties.
- **No Resolution.** Failure to execute an MOU by July 1, 2000, will result in:
 - The Governor and the responsible state agency must report this to the Secretary of Labor and to the head of any other Federal agency with responsibility for oversight of a partner's program.
 - The involved partner will not be permitted to serve on the WDB, and
 - The local area in which a WDB has failed to execute an MOU with all of the required partners will not be eligible for state incentive grants awarded on the basis of local coordination of activities under 20 CFR 665.200(d)(2).

VIII. J. 3. Local Board as Service Provider

Wisconsin's vision, consistent with DOL guidance, is for WDBs to provide strategic planning and direction for the workforce investment system within their WDA along with *Grow* regional coordination. This vision does not include boards providing direct WIA Title I-B services. Therefore, DWD has provided guidance to local areas on this issue in a policy and procedure that outlines the criteria by which local areas can seek the Governor's approval to provide direct services. No WDBs are currently providing direct services as defined by this policy.

VIII. J. 4. Training Providers Performance Information

Wisconsin follows WIA section 122(h)(2) concerning the collection of performance information from training providers of on-the-job and customized training. It gives the Governor discretion to decide if performance information will be collected. Wisconsin has directed the local OSO to develop performance criteria and collect performance information concerning retention, wage levels and benefits. The OSO must determine if the employer meets the performance criteria. The list of providers that meet the specified criteria, along with the relevant performance information must be disseminated through the One-Stop delivery system. Providers determined to meet the criteria are considered eligible providers of On-the-Job Training services.

Wisconsin created a new web-based interface (<http://www.wisconsinjobcenter.org/ita>) that contains two "Scorecards" with detailed information on training programs and training providers. The applicability of this information toward guiding potential on-the-job and customized training eligibility performance is possible should the Governor opt for a discretionary change.

VIII. J. 5. Reallocation Policies

DWD intends to implement a fund recapture and redistribution process based on expenditures rather than obligations. If a WDB expends less than 80% of the funds allocated to them for youth, adult or DW programs by the end of the first program year for which the funds have been allocated, reallocation will occur.

The recapture amount will be equal to any unexpended amount greater than 20% of the amount allocated to the WDB for youth, adult or DW programs. Funds not fully expended after the end of the two-year grant period will be deobligated.

DET will redistribute recaptured amounts as additional WIA grants to local boards that have expended at least 90% of their funds during the first year grant period and are likely to be able to expend the additional funds by the end of the third year of the grant. The Division allows grantees 60 days to close their grants. The recapture process will occur after this 60-day period.

VIII. J. 6. Transfer Funds

This transfer of WIA funds will be treated similarly to other budget modifications. The WDB must submit revisions to its program plan, client data and budget. The state will review the modification and either approve or deny it. There is an edit in the DWD fiscal system that does not allow transfers to exceed the percentage allowed by law. Any transfers in excess of the current 30% limit are allowable through June 30, 2009, under a waiver granted by DOL (V.J.). The current edit check in the DWD fiscal system will be manually overridden for these agencies only.

VIII. J. 7. Special Needs Populations

The basic structures for serving populations with special needs are addressed through the One-Stop delivery system and demand-driven strategic partnership planning structure. In serving groups with special needs, Wisconsin's WIA policies and procedures follow:

- Provide tools and strategies to strive towards universal access to core services under WIA: Key areas addressed are language, physical disability, geographic location, cognitive barriers, reading level and economically disadvantaged;
- Develop plans to address areas lacking accessibility that will not be implemented immediately due to undue hardship or lack of feasible solutions;
- Emphasize monitoring by WDBs to ensure special needs groups are receiving adequate level of service;
- Provide technical assistance on assessment services to guarantee that solutions for barriers to employment are addressed;
- Promote increased referral of displaced homemakers to Carl Perkins Technical College Program by Job Centers;
- Explore strategies to continue to deliver Disability Program Navigator Initiative services in local Job Centers to assist people with disabilities in gaining and retaining employment;

- Explore partnership issues related to development of information and referral systems and coordinating outreach efforts to underserved populations;
- As mandated by WIA 188, Job Centers will provide effective communication. Staff will participate in annual training to ensure familiarity with the variety of auxiliary aids and formats available to consumers as well as ways to respectfully communicate directly with the person with the disability;
- Job Centers will ensure that all consumers receive a comprehensive list of communication resources and formats available to help enhance universal access to the following materials:
 - The orientation/intake process;
 - Marketing/recruitment/orientation materials;
 - Handouts and brochures;
 - The One-Stop's website; and
 - Alternative formats (tapes, Braille, etcetera).
- Job Centers must ensure that marketing and recruitment strategies encourage individuals with disabilities across the full spectrum of physical, mental, cognitive, and sensory disabilities to seek services or apply for employment.

VIII. J. 8. Sixth Youth Eligibility Criterion

The state has not established additional eligibility criterion. WDBs have developed their own policies included in the Local Plans.

IX. Service Delivery: Approaches

IX. A. One-Stop Service Delivery Strategies:

IX. A. 1. Service Provision by Each Partner

The Job Center MOUs describe the services offered through the One-Stop delivery system and includes partner programs' roles and responsibilities for the delivery of those services. The One-Stop Job Center requirements and standards of service provide state direction on how the OSO and its partners will deliver services.

IX. A. 2. Youth Formula Programs

All Wisconsin Job Centers provide access to youth services whether the youth provider is located in the job center or not. Each resource center located in Job Centers has an area dedicated just for youth.

Several WDAs have developed youth specific resources and/or programs in the Job Centers. For example, Job Centers in Fox Valley WDB have provided separate areas for youth, web sites geared towards youth, specific information and materials for youth and youth bulletin boards. MAWIB has a career center/resource room specifically for youth.

DET continues to focus technical assistance efforts to encourage more youth services provision in Job Centers, and has a policy update 04-01 – Accessibility to Title I Youth Services through Job Centers. The following guidance was provided for comprehensive Job Centers:

- Provisions for assisting youth programs into the MOUs of One-Stop partners;
- Provide separate, well-identified areas in the Job Centers just for youth;
- Provide a bulletin board to post workshops and training opportunities or information just pertaining to youth;

- Create a website devoted to youth;
- Job Center resource rooms have materials and resources that are appealing to youth;
- Require youth service providers to bring youth participants into the Job Centers to use Career Education tools, e.g. WISCareers (<http://wiscareers.wisc.edu>), and be trained in resume writing, grooming for the workplace, interviewing, employment skills, self-management skills, transferable skills, and where to find labor market statistics; and
- Teach youth financial literacy, including the wise use of credit and building financial assets.

IX. A. 3. Minimum Service Delivery Requirements

Wisconsin's One-Stop delivery system requirements are delineated in Attachment L.

IX. A. 4. Tools and Products

IX.B. and X.A. lists examples of the products that support service delivery in the one-stop system. In addition, a new effort by the Office of Economic Analysis (OEA) has been initiated. A monthly bulletin has been created to replace the weekly economic updates provided to workforce partners. The intention is to provide a more practical, detailed and time-consistent collection of Labor Market Information (LMI) and DWD program data. These bulletins are also issued at approximately the same time that the statewide unemployment rates are released.

IX. A. 5. Models/Approaches

DET promotes consistency of service across the 22 Comprehensive Job Centers through the service delivery standards (Attachment L) and outcome; by providing automated systems for service tracking; and, by providing training on the roles, responsibilities and practices Job Center staff should employ in the conduct of their jobs.

IX. B. Workforce Information

IX. B. 1. Integration at State and Local

The CWI's primary goal is to "promote the use of economic and labor market information to ensure evidence-based policy recommendations to guide the state's broad workforce development system." A critical insight gained under this approach is that jobs are filled on a one-job-at-a-time basis. At the case management level this means more effort directed at helping job seekers understand the labor market in which they are seeking employment and identifying employers that create sustainable high wage/high demand jobs. From this perspective, players at all levels of the program delivery process can focus on appropriate skill development.

IX. B. 2. Dissemination of Information

The DWD follows a broad strategic approach for the delivery of workforce information to principal customers. Local workforce information is available through easy-to-use electronic delivery systems. The use of these systems assures the data can be easily reproduced and analyzed by customers. Local DWD labor market analyst can provide interpretation of data, guidance, and answering customer questions will be a primary focus for DWD local labor market and research analysts. DWD maintains the ability to provide workforce information via printed copy for those customers who are unable to

access electronic data. Virtually all requests are handled via electronic media. The secondary component of the strategic approach for workforce information delivery is the ongoing focus on understanding customers' needs. DWD will continue to interact with local WDBs and statewide workforce investment customers to identify and close gaps in between available data and data requests.

Each of Wisconsin's Job Centers has a Resource Room that is the locus of the WIA's core services. Within the Resource Room, job seekers have access to electronic and hardcopy tools to research career decisions and to assist in their job search. The hardcopy tools available include occupational reference books, occupational briefs, career-related periodicals, occupational biographies, and videotapes. Other types of materials that are available include assessment instruments, employment data, and transferrable skill information. In addition, each Resource Room has a staff person who has received at least five hours of training on using labor market information and related occupational information to help job seekers in their career search.

Wisconsin's labor information website, WORKnet disseminates a wide range of historical and current market information to Job Seekers, Employers and Workforce Development professionals. The URL is <http://worknet.wisconsin.gov/worknet/>. Job Center staff and a wide range of other governmental organizations have been trained to use WORKnet and other LMI tools.

IX. B. 3. Core Products and Services Plan

WORKnet, Wisconsin's Workforce Information Database (WID), continues to be a key tool in our workforce information system. WORKnet is an attractive, data-rich, and user-friendly resource for job seekers, employers, workforce professionals, and economic development professionals. The information provides a firm foundation for efforts to *Grow Wisconsin* in a sustainable and ecologically sound manner.

- **Produce and Disseminate Industry and Occupational Employment Projections**
State government agencies use projections data and analyses in the evaluation of existing, and in the development of additional, training programs such as those offered by the Bureau of Apprenticeship standards, Division of Vocational Rehabilitation (DVR), and Corrections. Wisconsin Technical Colleges, the University of Wisconsin, and several of the state's private colleges use projections to aid in the development and evaluation of their curricula. Projections tailored to WDAs are used by WDBs to make decisions about training dollar allocations. Guidance and career counselors, students, and job seekers use the projections to explore occupations and careers. Researchers use the data in their analyses of Wisconsin's labor market, and employers use the data as indicators of demand for various occupations. Projections staff provide training on projections products to local WIA planners, program managers, employer services staff, and case management supervisors. The purpose of the training is to facilitate better understanding of projection products and how to use them.
- **Provide Occupational and Career Information Products for Public Use**
Occupational Employment and Wage Publications
The Office of Economic Advisors (OEA) was established to assist economic data users to better understand the relationships between labor markets and other economic and demographic specifics. OEA helps users interpret labor force data and focus on the issues and trends influencing employment growth in Wisconsin. OEA publishes monthly and annual reports that provide an overview of county and state trends. These include *Workforce Observations*, *County Workforce Profiles*

and *Regional Occupational Projections*. Additionally, the OEA works with the CWI to develop information for use in guiding the goals and strategies of CWI. Since the re-formation of the CWI, the OEA has collaborated with them to develop necessary statistics to measure the impact of workforce investments. Among the pieces developed was a quick reference index of workforce information sources to be used by the CWI committees in the establishment of measurable goals.

- **Ensure that Workforce Information and Support Required by State/Local Workforce Investment Boards are Provided**

State/Local WDB Support

This activity supports the changing workforce system focus described in Section A of this plan. It also supports the state's economic development plan and the Governor's charge to the CWI to:

- Promote the use of economic and labor market information to ensure evidence-based policy recommendations to guide the state's broad workforce development system;
- Recommend policies to strategically target state training and education resources;
- Foster and support public-private partnerships and intergovernmental cooperation and coordination in the building of Wisconsin's workforce; and
- Develop and implement initiatives that invest in Wisconsin's workforce and establish measures to monitor progress towards achieving objectives.

Silver Platter Web Site Access

The Silver Platter web site allows Job Center staff access to an online version of *Mental Measurements Yearbook* published by the Buros Institute so that they can determine the appropriateness of assessment tools.

- **Maintain and Enhance Electronic State Workforce Information Delivery Systems**

WORKnet and video streaming fit into the goals of the WIA five-year plan by providing a seamless interface of services that will be accessed by employers, members of the workforce, and their families. Because of the organizational structure of DWD, multiple entities within DWD provide information and support to the One-Stop delivery system. Video streaming will integrate the information produced throughout the DWD and will deliver it with one façade to customers, increasing both the accessibility and usability of the information.

- **Support State Workforce Information Training Activities**

Accessible Workstation/Maintenance & Training

This is an ongoing project that provides people with disabilities the opportunity to link to core services of the One-Stop delivery system, including labor market information. A basic tenet of WIA is universal access; ensuring electronic labor market information is available to people with disabilities is key to universal access. This project will train local staff on the use of the technology that meets the needs required under WIA section 188.

IX. B. 4. Information Products and Tools

Electronic delivery serves as the cornerstone of the state workforce information delivery system. DWD maintains responsibility for statewide electronic system development and interfacing between systems. Enhancements reflect customer feedback, the availability of new information sources and ongoing development of other market information systems. Recent information requests reflect interest in collecting, developing, and analyzing information on new and emerging workforce opportunities and the associated skills required. National electronic workforce tools such as WID and the Occupational Careers Videos are critical to this success.

DWD's interactive web query application, WORKnet, serves as the front end piece for the WID. WORKnet dispenses timely and accurate labor market information to support *Grow Wisconsin*. The future direction of WORKnet will continue to focus on substate-level skills data, on emerging industries, and on industry cluster profiles. The WID will be enhanced to include a broader array of economic and workforce indicators so that customers have access to up-to-date, sub-state data from multiple information sources.

Both individual and business customers can easily access Career Voyages, America's Career Information Network and the rest of the Career One-Stop from the wisconsinjobcenter.org web page. Customers are encouraged to use these tools to supplement those developed by DWD. DWD is committed to the development and continuous improvement of reporting/information brokering systems not only to keep pace with federal requirements but, equally important, to provide customers, direct services staff and managers with state-of-the-art tools.

IX. C. Adults and Dislocated Workers

IX. C. 1. Core Services

IX. C. 1. a. Universal Access

A guiding principle of Wisconsin's One-Stop delivery system is to ensure adults and DW have universal access to core services. This includes, at a minimum, all of the services identified in WIA section 134(d)(A) – (K). They are offered in an integrated manner and not by program funding. They are also accessible by either self-service or limited staff assistance. Through self-service, they can be accessed directly at the Job Center, JobCenterofWisconsin.com, or through the Job Center's website. Resources include a listing of weekly workshops, job fairs, publications, information on nontraditional occupations, Job Matching, and community resources (medical, childcare, food, housing, etc.).

Wisconsin's Job Centers will establish yearly assessment strategies to improve upcoming programming and services. Assessment strategies will focus on the following areas: attendance/enrollment outcomes in WIA programs, effectiveness and demand for core/auxiliary programming/services, trends in local labor market and occupational information, and local demographic information.

One-Stops must make a conscious effort to enhance universal access to services for individuals with disabilities and minority individuals through targeted outreach efforts with community/civic organizations and partners, the school system, various media resources, local businesses, and other public forums. One-Stop facilities must develop strategies and resources for offering any/all interested individuals the opportunity to learn about and become more acquainted with existing resources, programs, and services as well as availability of auxiliary aids and formats. This includes assistance with operating computers and work stations, and accessing printed information.

IX. C. 1. b. Three-tiered Service Delivery for Labor Exchange Services

DWD continues to be responsible for planning, administering, and making available high quality self-service, facilitated self-help, and staff-assisted public labor exchange program services to all job-seekers and businesses in Wisconsin.

The critical feature of Wisconsin's public labor exchange operations is high volume, information brokering services available to all One-Stop customers. It helps job seekers plan strategically and provides career guidance to both the high skilled workforce and those with more limited skills. Businesses are able to connect with effective matches – whether they be educated and prepared job seekers or those looking for entry level positions.

In Wisconsin, all Job Service staff are fully integrated into One-Stop facilities that manage and provide core services to job seekers, and recruitment services, including job order servicing, to businesses. This field structure is connected to and supported by some exciting new technologies recently developed in Wisconsin, including the JCW and our statewide call center operation. This allows Job Service operated public labor exchange information-brokering services to be readily and easily accessible to businesses and job seekers wherever they can access the Internet.

Self Service

In Job Centers, self-service occurs for job seekers who visit the Resource Room and choose to use electronic tools, primarily our new electronic labor exchange system, the JCW, as well as available hard copy materials without consulting staff. Here, jobseekers can begin the process of talent and skill development, including: exploring careers, learning about trainings, and reviewing job opportunities. JCW also allows a growing number of citizens to access the system at anytime, from anywhere, and to not only search for jobs but also post their resume. JCW also provides the business community with the ability to directly enter job postings for recruitment, and offers the new feature of resume search. JCW continues to grow and develop and include more features and services for customers.

Facilitated Self Help

For Job Seekers: Resource Rooms are the setting for facilitated self-help in Wisconsin's Job Centers. Job Service is the lead agency and primary provider of Resource Room services. When requested, or observed, Resource Room staff offer:

- Planning-related systems (especially including JCW) and hard copy materials;
- Assistance when requested or when staff observes a need; and
- Customer service representatives in the Resource Room who are computer literate; have comprehensive knowledge of the local labor market; understand career planning; are proficient in successful job search strategies and recognize potential eligibility for other One-Stop system services; direct job seekers' attention to jobs for which they may be qualified and make referrals as appropriate based on their knowledge of the labor market in general and specific listings that reflect current recruitment activities; and share their expertise with customers and, in return, customers keep staff knowledgeable about who is looking for work and how best to present job opportunities.

Job Service is currently working on numerous enhancements to the resource room experience, including a much stronger focus on staff-assisted assessment. In addition to the resource room, Job Service now offers a statewide call center for jobseeker assistance. This allows jobseekers who need additional assistance with services or the new JCW to call a toll free number and access the assistance they need.

For Business: Job Service functions as a provider of high volume recruitment services to the business community. Job Service Wagner-Peyser funded staff service job orders that are displayed on the JCW. However, this service is not provided entirely via a statewide call center, which has improved service consistency and efficiency. Without a large and diverse selection of current job openings, the value of Job Centers would lessen. In addition to job order processing and business assistance with the new JCW, Wagner-Peyser staff who provide business services may:

- Lead and assist with the development of job fairs;
- Provide businesses with recruitment services, as well as related staff and partner training; and
- Offer facilitated self-help, in relation to job postings (orders), which is the assistance that Job Service staff provides to businesses that list their own orders on a direct entry system.

Staff-Assisted Service

For Job Seekers. Declining Wagner-Peyser funding continues to impact the availability of staff-assisted services beyond the Resource Room. Because of that, Job Service embarked upon an effort to consolidate its staff into 22 Job Center locations in 2008. Those changes have allowed Job Service to strengthen resource room

services, operate the call center, and focus more attention on staff-assisted services, such as:

- Reemployment Services to Unemployment Insurance (UI) Claimants, in collaboration with local partners;
- A variety of job search and career planning workshops for the general public; and
- Employment counseling and testing, both of which are highly valued by the customer community, and important to addressing vocational choice, change, and adjustment faced by DW, youth and older workers. This service is of great value to businesses for recruitment, and as a direct service to their establishments in matters of workforce retention, particularly during this time of labor shortages.

For Business. Service to employers continues to demand strong attention. Job Service works closely with its partners to increase coordination, streamline service delivery and increase flexibility. By improving its public facing systems, Job Service staff will be able to better assist with the labor exchange services of: recruitment planning; information brokering; screening and referral; quality job order writing, and talent development and retention strategies. Job Service continues to work with partners to secure the business of employers, facilitate jobseeker employment, and achieve the “bottom line” goals of Job Center-based programs operated by Job Service.

IX. C. 1. c Integrated Resources

DWD requires each WDA to develop an area-wide plan and strategy that outlines how partner agencies will use resources to meet the individual, business, and economic growth needs of the area by employing a system-based, regional approach.

Within Job Centers, resource integration is managed through One Stop Operators and tools such as MOUs, Operating Agreements and Facilities Plans. Job Service continues to wear multiple hats, and ensures that all Wagner-Peyser activities are fully integrated into the WIA planning process, local decision-making, and Job Center service delivery.

IX. C. 2 Intensive Services

As referenced in II. and VI.B., more emphasis will be put on assessment and career advising, and the use of state-wide skill assessment tools such as WorkKeys, CASAS or NOCTI that are currently being used by some WDBs. Increased career planning as part of the person's individual employment plan will also likely occur as the RISE activities are infused at the local workforce system level.

DWD issued a policy that further defines "short-term prevocational activities" to prepare individuals for employment or training including:

- Development of basic learning, communication, and interviewing skills such as punctuality, personal maintenance and professional conduct skills; and
- Development of occupational literacy skills to complete a training program or class. This includes basic computer classes.

As an additional response to employers' continued concerns about the level of "job readiness" of prospective employees, WDBs have increased efforts to provide "soft skills" support under intensive services.

IX. C. 3. Training Services

IX. C. 3. a. Governor's Vision for Increasing Training Access and Opportunities

Public and private leaders across the state are engaging in new initiatives to bridge the gap between leading industries and their future workforce. Recognizing the importance of this work, and seeking to strategically extend it as a state strategy, Wisconsin's Sector Strategy initiative is a critical step. This will be the basis for a responsive training system that will address the needs of both employers and the workforce inter-dependently. Complimenting the CWI's recommendations, the Governor's vision includes:

- One-Stop system alignment of training initiatives and ITAs to sector strategies and demand occupations;
- Development of more career pathways and "bridge" programs to support the skills advancement of working adults;
- Establishment of pilots on the appropriate tools to increase the awareness and interest in demand occupation employment opportunities available in the region and the pathways to achieving employment;
- Increased emphasis on offender reentry training and job obtainment to ensure that every available worker is tapped for the jobs of the future;
- Increased focus on short-term basic and occupational skills training; and
- Coordination with non-WIA funded training programs operated through other state agencies with a focus on high-skilled demand occupations.

IX. C. 3. b. Individual Training Accounts

IX. C. 3. b. i. Policy Direction

As referenced in the Vision sections, the state is moving toward industry sector-driven short-term training models with increased emphasis on a career pathways approach. Also, in response to the economic climate, the state will be focusing training on middle-skilled jobs.

DET policy direction for ITAs delivers on the WIA principle of customer choice. It encourages case managers in the One-Stop delivery system to make participants the center of the decision making process when selecting a training program and provider that best meets their needs. To support this, the ETP List and its format has been revised to improve the accessibility of the information therein to WIA training seekers, their case managers, and to the

training provider. For the latter group, DET's intent is to reduce barriers to the eligibility process. The central objective is to create and maintain the most comprehensive ETP List possible that offers ITA training voucher holders a broad variety of quality training choices.

IX. C. 3. b. ii. Innovative Training Strategies

In addition to broadening the scope of training and ITAs, the *Next Steps* focuses on building partnerships with business, education, economic development and industry associations. In addition to the previously discussed strategies, other key efforts include the:

Career Pathways

Through the RISE project, there are a number of approaches being taken for building industry-driven career pathway models to ensure that low skilled adults have the opportunities to increase their skills and wages. With this joint initiative of DWD and WTCS, Wisconsin was awarded a \$1,000,000 Joyce Foundation grant that focuses on system changes and innovative collaboration. Efforts are underway to incorporate the Career Pathway model into the workforce system so that lower skilled adults can access appropriate training to meet employers' needs and attain family-sustaining wages. Career Pathways is competency-based training that can be more responsive to employee workforce skill training needs and emerging economic development efforts. Critical to the success of RISE is a business community that is engaged at both the state and regional levels to address the skill needs of major industry sectors for a consistent and improved talent pipeline.

Skills Jump Start is a component of the RISE grant for course development and hiring of instructors to help students bridge the gap between Adult Basic Education and skills attainment. It will also assist working adults who need assistance in mastering basic skills in order to advance in their careers or obtain additional job training.

The state's planned outcomes for RISE are:

- Higher number of low-income working adults enrolled in post-secondary education;
- Higher proportion of lower-skill adult learners transition into and complete associate degrees, technical diplomas, and/or certificates;
- Higher proportion of low-income working adults attain degrees, technical diplomas, and/or certificates; and,
- Increases in earnings and job quality.

The state's outcomes for new Pathways to the middle class are:

- Entry-level jobs that connect workers to future opportunities;
- Reliable and easy-to-understand ways to build skills and earn better pay;
- Lifelong learning in doable increments; and
- Sectors offering jobs with career potential.

Another focused strategy is to implement the waiver that will allow the use of up to 10% of the local formula funds to provide **incumbent worker training** efforts enumerated in the statewide allowable activities. The purpose is to expand the flexibility of the WDBs to address the skill upgrade needs of employed workers to meet the requisite skills for current employers and anticipated emerging industries. Expanded local service delivery options could include establishing an employer loan program to assist in skills upgrading, increasing the number of individuals training for non-traditional employment, targeting areas in immediate response to economic conditions, and developing exemplary program activities. The Governor's *Next Steps* includes priorities for "worker training," "advancing industry-led training initiatives" and "emerging industry skills partnerships," all of which support innovative incumbent worker training activities. [Note that VIII.D. includes regional training strategies in the local plans.]

There are a number of demonstrated successful strategies that will continue, including:

College Boot Camp for Training Workers

At the Gateway Technical College in Racine, Wisconsin, a boot camp prepares workers to be machine tool/computerized numerical control operators. The intense training includes classroom work and hands-on lab five days a week at 40 hours a week for 14 weeks. This effort is partnership between Gateway, the Racine County Workforce Development Center and the Kenosha County Job Center. By aligning and integrating the education and training supply chain across workforce development, technical colleges, and employers, this effort helps ensure Wisconsin companies remain competitive in the global economy and workers have access to high-wage, high-demand jobs with career pathways.

High Tech Manufacturing

The WIA funded EISP was launched in 2007 to build partnerships between business, industry associations,

WDBs and technical colleges to train current and future workers for the high-tech job market. Priority emerging fields were identified in biotechnology, advanced manufacturing, stem cell research and renewable energy. The goals for the EISP projects include:

- Addressing the current and future skill needs in the above-targeted fields;
- Developing industry/sub-industry, supplier and labor partnerships to promote industry innovation/development, identification of required industry skills and cooperative solutions to addressing skill needs that will support growth and sustainability in these industries;
- Developing institutional partnerships for development of effective response capacity; and,
- Developing occupational career pathways for low skilled adults, DW and the current workforce.

Finally, the Manufacturing Apprenticeship Pilot will link graduating youth apprentices in manufacturing to employers in the adult apprenticeship program that have a need for trained, skilled workers. Youth apprentices participating in the pilot will also receive credit toward the adult apprenticeship manufacturing program from their high school apprenticeship experience.

IX. C. 3. b. iii. Commitment to Fund High-Growth, High Demand Occupations

As discussed in V. and IX.C.3.b.i., the state has in place grounded strategies that support high-growth, high demand occupations.

IX. C. 3. b. iv. Limiting ITAs

There is no state policy that limits the duration or dollar amount of ITAs. The WDBs have local policies related to parameters of ITAs and are required to keep the state informed of their training policies, including limits to time and/or dollar amounts for ITAs.

IX. C. 3. b.v. Apprenticeship

As part of the efforts described in VI. E., case managers will make referrals by identifying eligible candidates who meet the minimum criteria for entrance into local Apprenticeship programs, in accordance with the application structure established by the program's apprenticeship committee or sponsor. WIA Title I funds for core, intensive, and training services will be utilized that best compliment the registered Apprenticeship program and maximize the service delivery for the potential job seeker and Adult Apprenticeship employer. Adult

Apprenticeship staff conduct routine visits to the education and employer sites for monitoring and technical assistance purposes. For PY 09, BWT will also review partnership and coordination efforts targeting Registered Apprenticeship as part of the WIA LPL on-site monitoring to promote a seamless dual program model. In addition, Adult Apprenticeship staff are working with BWT to implement Training and Employment Guidance Letter (TEGL) 02-07 regarding increasing apprenticeship program applications for the ITA system.

IX. C.3. b. vi. Religious Activities

WIA Section 188(a)(3) continues to be a guide for using state WIA dollars to fund religious activities. In 2002, the state issued a policy affirming faith based organizations' right to be training providers. It emphasized access to Wisconsin's State List of Eligible Program and Providers when they meet all other state requirements. IX.H provides additional information.

IX. C. 3. c. Eligible Training Provider List for Broader Customer Access

The ETP List is available on the Internet at the following address: <http://www.wisconsinjobcenter.org/ita/>. It is accessible through any Wisconsin Job Center or to individual training seeker with Internet access. Case managers and other service provider staff have access to ETP Lists program and provider data through the ASSET Data Collection system. The purpose of the interconnectivity of these databases is to assist case managers when compiling required training program and provider details at the time of update to a customer record.

IX. C. 3. d. On-the-Job Training and Customized Training

IX. C. 3. d. i. Governor's Vision for Increased Opportunities

The Governor is committed to increasing specialized training using the successful models from the Wisconsin Regional Training Partnership (WRTP). WRTP has demonstrated effective training methods in multiple industry sectors in tandem with labor unions. Their Center of Excellence for skilled trades and industries is another nationally-recognized model for other areas to replicate.

DWD is committed to a pro-active system that matches needed skill-sets with employer's needs which was the impetus for the CWI-WIA funded Incumbent Worker Training Grant program. This was developed in 2001 to provide incentives to employers to institute or continue programs to address the skill/education requirements of the existing workforce and workplace restructuring efforts.

The lessons from this initiative will be-examined for a renewed focus on specialized training in order to address these priorities:

- Significantly upgrade employee skills;
- Create lay-off avoidance strategies; and
- Rapidly meet labor shortages.

IX. C. 3. d ii. Operational and Funding Issues

The state uses the WIA and accompanying regulations as its policy, and WDBs are encouraged to use these training activities when appropriate. DWD has used various approaches to funding these activities with shared support from the state, the WDB and the employer. Discussions have begun about ways in which to dovetail and expand these training approaches with the Adult Apprenticeship programs.

IX. C. 4. Service to Specific Populations

IX. C. 4. a. Strategies to Meet Needs

To ensure that all individuals have access to the full range of workforce development services DWD established the following job seeker oriented Job Center service standards. Job seekers have access to services that will meet their needs, including:

- Information on education, employment and training services available;
- A listing of local service providers and whether the services are available on-site or elsewhere in the local area;
- Initial eligibility information on programs available in the community for which they are eligible;
- Information on nontraditional occupations, which is made available to customers as part of their overall orientation;
- Information on pre- and post-support services needed to maintain the employment situation;
- Assessment;
- Career guidance and occupational information;
- Current job openings, the qualifications associated with these openings, and application instructions;
- Assistance with job search, including resume writing, interviewing, seeking nontraditional employment positions, using labor market information and locating the "hidden job market"; and
- Information on the UI filing and claims update processes.

IX. C. 4. b. Reemployment Services

A principal aim of the Wisconsin Worker Profiling Services System (WWPS) is to provide Reemployment Services to claimants who are likely to exhaust their benefits and unlikely to return to their previous jobs or occupations. These claimants are given additional assistance to facilitate an early return to employment.

Due to the ending of federal funds for WWPS as of PY 05, state resources are now primarily responsible for funding this program. As a result, Job Service has eliminated administrative costs and continues to offer streamlined program policies and procedures by standardizing the program orientation and developing common system-wide program materials. Wisconsin's Re-Employment Services program operates in a strongly coordinated effort with Wisconsin UI. The combined efforts of the Re-Employment Services program and UI have had remarkable success which is reflected year after year in the savings of the UI trust fund. Re-Employment Services continue to be provided at a lower level than desired given the scarce availability of funds. Wisconsin has an established service delivery structure that would allow it to expand services, and save further UI trust fund resources, rapidly should resources come available.

IX. C. 4. c. Unemployment Insurance Work Test

Wisconsin requires all UI claimants to engage in an active work search, and each must contact at least two employers per week for each week of benefits claimed, unless specifically granted a "work search waiver." The work test covers a claimant's ability to work, availability to work, and the suitability of work offered.

Providing the work test continues to be a Job Service role and a One-Stop system priority. Work test services are provided via claimant registration on JCW, availability of Job Center resource room resources, worker profiling/reemployment services and workshops, and information about Job Center services available to all claimants. Feedback requirements, on information that may potentially adversely affect a claimant's eligibility for benefits, are promptly reported electronically to UI Adjudication Staff. This important function of the public labor exchange system ensures that WIA-intensive service resources are made available for rapid claimant transition to the state's workforce.

IX. C. 4. d. Integration and Alignment of Dislocated Worker

Wisconsin has taken numerous steps, and conducts numerous activities to foster integration of Trade Adjustment Act (TAA) and WIA DW Services. Wisconsin's strategy for planning and implementing integration involves organizational, training and technology components.

Organizational components include:

- Policy development and implementation for WIA Title I DW programs and the TAA program are housed in the DW Unit of the Local Services Section of DET. The DW Unit developed and maintains the *TAA Policy and Procedures Manual*.
- The DW Unit is responsible for conducting Rapid Response (RR) activity. State RR staff are trained to assess the need for filing a TAA petition. At each initial RR event, RR staff ask employers and workers if they believe the layoffs were the result of foreign competition. They carry a supply of petitions to each RR meeting.
- All local Job Centers have information and access to information on filing TAA petitions and TAA services in their resource rooms. Most

Job Centers have someone on-site trained on how to file TAA petitions.

- Local Job Service managers are required to develop written coordination agreements with each WDB. The contents of the agreements are specified in the state's TAA manual.

Other activities include:

- More than 80 Job Service staff, 40 AFL-CIO Labor, Education and Training Center staff and approximately 10 UI Division staff throughout the state have received training from the DW Section on how to file TAA petitions. WDB staff are also trained on the program.
- TAA and WIA DW services and outcomes are tracked in a single, integrated reporting system. That system is known as ASSET;
- The ASSET system allows TAA and WIA staff serving common clients to share assessment, reemployment plan, case management and outcome information on common clients;
- Web Intelligence data warehouse. This data base tool allows state and local program managers to use corporate and customized reports to monitor and evaluate the level of co-enrollment and service provisions on both programs; and
- Performance measurement tracking is done using the WIA performance standards for both WIA and TAA programs. This gives the DW Section the ability to measure performance outcomes in both programs using a common methodology.

Wisconsin used the \$250,000 in IT improvement fund for TAA for:

- **Trade Act Participant Report (TAPR) Improvements** – Data is drawn from multiple systems, including participant, financial and UI benefits systems, to produce the quarterly TAPR. Work was completed to correct or improve the reporting of several TAPR data elements.
- **Automate the TAA Financial Plan** – The TAA financial plan can now be completed in the ASSET participant reporting system. Once it is filled in the report can be printed so that the participant can sign it and retain a copy for their records.
- **Case Management Activity Reports** – A new case load report was developed for the ASSET data warehouse. This report identifies caseloads by workforce area, case manager and participant activities. It can be used to identify high and low workload areas and to make adjustments to caseloads between staff.
- **Simplified TAA Activity Reporting** – TAA reporting in ASSET was based on the WIA system which categorized services as core, intensive and training services and required TAA case managers to search through lengthy lists of services for allowable TAA services. A service menu specific to the TAA program was developed in ASSET which simplifies data entry.

IX. C. 4. e. Collaboration to Overcome Barriers

The sections throughout the plan that outline the anticipated outcomes of the NGA work, and implementation of the CWI recommendations, will

result in activities that strongly invest in specialized populations being trained in demand occupations for increasing the pipeline talent. The Navigators have played a pivotal role within the One-Stop system to ensure the necessary collaboration for appropriate service delivery and job placement success. Also referred to earlier, the RISE policy scan project, being jointly conducted by DWD and WTCS, will further identify barriers that the state will overcome in order to provide a broader spectrum of persons into the labor pool.

IX. C. 4. f. Full Array of Services to Individuals with Disabilities

The basic structures for serving job seekers with disabilities are addressed through the One-Stop delivery system and through the partnership planning structures. The Disability Program Navigators have been helping the Job Centers meet the challenge. Specifically, the Navigators are advocating at working/planning groups at the state and local level that affect people with disabilities. Navigators help determine and address staff training needs, and assist with employer education and outreach. The Navigator's role as important tools for services to the disabled transcends the walls of the Job Centers. They are a community resource.

DWD will continue to provide the tools and strategies to strive towards universal access to core services under WIA. The Navigators will continue to be integral to addressing areas of need, such as language barriers, physical disability, geographic location, cognitive barriers, low reading levels and being economically disadvantaged. The state will encourage monitoring by local boards to ensure special need groups are receiving adequate services.

DWD will continue to support the Accessible Workstation project to provide universal access to the Job Center core services. The 28 workstations deployed feature ergonomic furniture, screen reading, zoom text, voice recognition and other hardware solutions.

The Navigators provide employer education that includes technology fairs, Mental Health Toolkit, Medicaid Purchase plan, and disability specific resources. They also market bonding and tax credits that encourage employers to hire targeted groups.

A major collaborative effort to ensure the array of services for persons with disabilities who have been part of the long-term care system was the formation of a Managed Care and Employment Task Force in May 2007. The 28 members represented state-wide geography and a wide range of experts including the BWT Director and DVR staff. The Task Force was "charged with recommending a comprehensive strategy to expand work options for adults who rely on the community-based, long-term care system." DHS has recently released the Managed Care and Employment Task Force Final Report that involves an extensive range of related training and employment recommendations along with collaboration proposals. The recommendations (with detailed sub-sets not listed below) related specifically to workforce issues are as follows:

- "DHS should adopt a clear policy on employment for the managed long-term care system to guide all system partners in a common effort to achieve common goals.
- In support of full implementation of the policy on employment by the managed long-term care system, DHS should offer strong support, technical assistance, and financial incentives to Managed Care Organizations (MCOs) in order to increase employment outcomes for managed care members, and should ensure that certification of MCOs takes into account MCO capacity to support integrated employment outcomes.
- In order to blend all resources available for individuals wishing to pursue employment, DHS and MCOs should strengthen coordination with system partners, including the school system, vocational rehabilitation system, and the workforce One-Stop system.
- In order to ensure all MCO members have a range of employment choices equal to those available to citizens without disabilities, targeted efforts should be undertaken to increase the pool of Wisconsin employers hiring qualified applicants with disabilities to fill existing or customized positions.
- As individuals consider the possibilities around employment, benefit specialists should be available to provide accurate, timely and easy-to-understand information on the interaction of benefits eligibility and employment, including work incentives that allow individuals to work while maintaining eligibility for Social Security, Medicaid, and long-term care services.
- In order to ensure all MCO members have a range of employment choices equal to those available to citizens without disabilities and are able to pursue their individualized employment goals, service providers should be helped to expand and improve their capacity to develop and support high quality integrated employment outcomes."

The full report is located at:

<http://dhs.wisconsin.gov/wipathways/PolicyDocs/MCETF%20Final%20Report.pdf>

As background, Wisconsin was among 11 states to be awarded this federally-funded grant to improve systems and resources in order to maximize integrated and competitive employment for persons with disabilities while protecting and enhancing workers' healthcare and other benefits including job supports. Currently, there are 42 initiatives to address these strategic priorities:

- Support principles of universal design;
- Create well prepared and qualified employees through the education system from pre-kindergarten to post-secondary education;
- Create a system of unprecedented collaboration among all service providers, with a person-centered focus;
- Increase access to long-term care and other employee benefits for people with disabilities;

- Create an effective and practical technical assistance program for employers who intentionally and successfully employ and accommodate people with disabilities; and,
- Develop a comprehensive communication plan for public and employer awareness.

The DWD and DHS Secretaries have made a commitment to collaborate on implementation strategies of the Task Force recommendations. DET and DVR are drafting responses for systemic and programmatic changes in order to improve services for this population. The CWI Medicaid Subcommittee, referenced in III.B.1., is serving as the advisory body to this vital effort.

IX. C. 4. g. Veteran's Services Staff Role in the One-Stop Delivery System

See VI.B. for organizational alignment of veterans services.

The major role of the Disabled Veterans' Outreach Program (DVOP) within the Job Center system is to provide intensive service delivery, through case management, to veterans with employment barriers, with special emphasis on targeted groups such as minorities, females, economically disadvantaged, disabled, homeless, and incarcerated individuals. The major role of the Local Veterans' Employer Representative (LVER) within the One-Stop delivery system is to provide business services to employers that will result in increased job opportunities for veterans through the job development process.

Both programs are measured by entered employment and *job retention* performance standards with the total veteran population and the disabled veteran population as the universe. Individual performance standards for LVERs and DVOPs include case management and staff-assisted placement of all veterans and disabled veterans, as well as job retention standards. In addition, individual performance standards for DVOPs include staff-assisted entered employment and retention for all veterans and disabled veterans. Individual performance standards for LVERs include staff assisted entered employment and retention for all veterans especially recently separated veterans.

The Job for Veterans Act [Public Law 107-288 issued November 7, 2002] which amended 38 U.S.C. Chapter 41 and 20 CFR 1001.120 states that all veterans must be provided "veteran's priority" for all DOL operated programs. Therefore, all WDBs have a local policy to serve veterans first for WIA services.

IX. C. 4. h. Limited English Proficiency (LEP)

Attachment M details the 2008 LEP Plan. LEP individuals are provided with access to Job Center services and all DOL federal financial assistance programs at no cost to the participant. Job Centers and WDBs are monitored for appropriate signage. Oral interpretation services are provided through a combination of bilingual staff, telephone interpreter services and a current vendor list for the translation of vital

documents as required by *Executive Order 13166* and the relevant DOL Policy Guidance including TEGL No. 26-02.

IX. C. 4. i. Activities Planned For Providing Services to Agricultural Employers and Migrant and Seasonal Farm Workers (MSFW)

Wisconsin has in place a network of outreach workers based in the Job Centers statewide. There are six bilingual individuals providing services to both employers and workers. However, each of these individuals has this responsibility as only a portion of their work. When viewed in aggregate across the state, these portions of six positions total less than 1.5 of a full time equivalency.

As bi-lingual staff vacancies occur, local offices are faced with providing bi-lingual services without that staff member present. Job Service has obtained a listing of authorized interpreters for a number of languages, and distributes this listing to all Job Centers statewide.

Wisconsin's current service delivery to both employers and MSFW consists of in-person contact, in-person follow-up, mailings of information and telephone and email communication.

Given the large distances to some of the remote camps and the length of the season during which workers arrive (March through November), the "how to" best serve the MSFW population remains an issue. Wisconsin continues to develop strategies to address issues of limited staffing and how best to utilize the resources available. The current program design includes:

- Wagner-Peyser funded outreach staff travel statewide to migrant camps and provide employment and resource information in person and via mailings and e-mails to workers and their employers.
 - 1.) Staff plan the outreach visits close to the arrival of workers at the beginning of each season. The season starts in March (nursery stock) and continues through November (holiday wreaths and trees).
 - 2.) The timing of the outreach visits is pre-arranged with the employer to best fit the employers' and workers' schedules. In-person visits at work, living sites and gathering areas are made throughout the season.
 - 3.) Outreach is done in coordination and collaboration with other agencies serving the MSFW population. This collaboration includes, but it is not limited to: a) outreach workers who have previously served the area, b) camp inspectors, and c) United Migrant Opportunity Services (UMOS), and d) WTCS staff. This sharing of resources have provided beneficial information-sharing such as maps to locations, times to visit, brochures of resource materials, resource directories and a collaborated presentations that are provided to workers and employers.
 - 4.) Group presentations have been the most efficient delivery method with upwards of 100+ workers at some of these sessions.

Pre and post-season meetings with outreach workers, the State Monitor Advocate and Job Service Management, are an important component of the MSFW program. These meetings allow all staff involved with implementing the program to prepare for the upcoming season, share promising practices, coordinate coverage and develop strategies to deal with difficult issues. At season close, the same group discusses how the pre-season developed strategies have worked, what to work on during the winter period when there is less MSFW activity in preparation for the next season.

The content of the most recent meeting included:

- 1.) An introductory business card with toll-free phone number and local numbers of statewide and nationwide MSFW services.
- 2.) A map clearly defining areas of service and contact information for the MSFW staff responsible for each area.
- 3.) Resource directory brochure for workers. This tool is on-line and can be customized for each area of service in the state. Currently it is being customized by county of service. The resource contains essential information about resources available to MSFW in the area, toll-free numbers and web resources.
- 4.) Agriculture Employer Guide. This is a brief brochure with information on worker retention, labor market information and business assistance available to the agriculture employers. It also includes resource information for employer, web resources and contact information.

Training opportunities are provided for staff. For example, in the fall of 2008, staff were trained on reporting information in the computerized ASSET system. In 2009 the following trainings are anticipated:

- 1.) Continue with specific training on ASSET
- 2.) Continue laptop training and on-line services training.
- 3.) Comprehensive review and refresher training on providing services, complaint system and networking.

The newly launched JCW will allow MSFW to view job openings, and other pertinent job information before they travel to the state. Technologies such as e-mail, Internet, and other computer strategies will be utilized to meet the needs of a widely dispersed and mobile population of employers and workers.

IX. C. 5. Priority of Service

IX. C. 5. a. Procedures and Criteria

All WDBs have local priority of service policies in place related to public assistance and other low income individuals based on the state policy that was revised in response to the Veteran's priority of service mandate. In addition, DET also provides information to the WDBs through the WIA Local Plan Guidelines and approval process.

IX. C. 5. b. Provision of Priority of Service to Veterans

Wisconsin issued *State Veteran Program Letter 01-05* on April 13, 2005, that outlines the Veteran first-served requirements for all DOL programs.

This resulted in WDBs revising their local policies. *Veteran Program Policy Letter 01-07* was issued March 19, 2007, for implementation of the Veteran's Priority Performance Goals for all DOL funded programs.

IX. D. Rapid Response (1- 7)

IX. D. 1. Rapid Response

The DW Unit within BWT/DET is the organizational unit responsible for conducting RR activities. The unit has two full time RR Coordinators. Other staff in the section are trained to provide backup to the RR Coordinators as needed.

Activities are coordinated with WDBs and local elected officials through designated staff contacts in each WDA. In events that have more than 50 people affected, the state RR staff are responsible for making initial contact, scheduling the initial meeting with the company and where appropriate, local unions. Local WDB staff are included in initial meetings so that they can present local information on services and how to access them.

A variety of sources are used to identify events. These include, but are not limited, contact with the following sources:

- AFL-CIO Labor Education and Training Center state level and field staff;
- Electronic and print media;
- WARN and State Plant Closing/Mass layoff notices;
- State and local Economic Development Agencies;
- Outplacement consulting firms;
- WDB staff and providers;
- UI Profiling and Reemployment services staff;
- Elected legislative officials;
- State and local level business associations; and
- Local Job Center contacts.

During the initial visit with employers, RR Coordinators emphasize the benefits of early intervention. The goal of every initial visit is to walk away having set up the dates and times for worker orientations. The RR Coordinators explain to the company the benefits of conducting the worker orientations early, on-site and on company time.

RR services are informational. Worker orientations are conducted by state and local service provider staff. Local service provider staff are the primary presenters on services available in their area. They present the information to the workers thereby establishing a local contact at the worker orientation. At the orientations, workers are surveyed to determine the interest and need for specific workshops, training and other activities. Trade Act petitions are filed at the initial meeting or shortly thereafter. TAA benefits are not covered in the initial orientation meeting with the workers. Should a company become TAA certified, a separate TAA/Trade Readjustment Assistance session is conducted for the workers.

State RR staff meet with state economic development staff from Commerce to discuss mutual contacts and services. They exchange data with business development staff on each plant-closing event. On occasions where Commerce is working with a client and it is determined that DW services are needed, Commerce staff refer the client to

the DW Unit. Information gathered by the DW Unit through workforce surveys is shared with Commerce staff in an effort to identify the skills of a particular workforce that may be of interest to a new business considering placing a facility in an area where a plant closing or layoff has recently occurred.

RR staff are aware of the services provided by Commerce and local economic development agencies. When conducting an initial RR meeting, state staff always ask the company if they have been in contact with the Commerce to see if something can be done to save the business. If not, and the company is interested, staff refer the company to the Local Economic Development Manager. Representatives of the state Manufacturers and Commerce Association and Commerce sit on the DW Subcommittee of the CWI. These agencies promote RR as a business-friendly activity.

The state RR Coordinators work with outplacement consulting firms to leverage private resources whenever they are involved in any event. Services are planned to be complementary and non-duplicative. The DW Unit coordinates with other agencies including Employee Benefits Security Administration, Veterans' service agencies and the Social Security Administration.

The state uses an Access database to track plant closing notice activity and Trade Act Petition Data. Since RR services are informational, participants are not tracked. All WIA, including NEG, TAA and Job Center services are tracked in the ASSET information system. The link provides information for WARN/dislocations: <http://worknet.wisconsin.gov/worknet/downloads.aspx?menuselection=da&pgm=pcml>

Approximately 80% of the RR funds available are used to provide additional assistance to local areas experiencing increased unemployment because of dislocation events that require funds beyond the formula amount.

IX. E. Youth

IX. E. 1. Strategies, Requirements and Coordination

Strategies for providing comprehensive, integrated services to WIA youth.

Governor Doyle is committed to quality programs for youth through the KidsFirst, *Next Steps* and other initiatives. For the WIA-related elements, DET's Local Plan Guidelines require extensive information on WDB's youth strategies and how they will integrate those services with multiple partners.

Overall Strategies

Over-arching strategies to meet the vision outlined in I.E. include:

- Provision of additional technical assistance and training to WDBs and youth service providers which would include training on assessment, case management systems, and improving performance;
- Implementation of the Wisconsin Covenant Foundation for financial assistance toward post-secondary certifications and degrees;
- Coordination with other state agencies including DOC/Division of Juvenile Corrections, DCFS, DPI, and the WTCS regarding the provision of comprehensive youth services;
- Analyses of gaps for improvements as part of the youth goal levels for the common measure negotiations;

- Improvement of linkages to the job market, employers, non-profit and faith-based organizations, social service agencies, and youth service providers; and
- Focus on meeting the demands of business, especially high-growth/high demand industries and occupations.

Service Strategies

- Drafting a new state policy on waiving the competitive procurement process for youth providers if there is justification on a case-by-case basis in rural areas and ensuring an on-going oversight of the WDBs that have a state approved waiver;
- Implementing the Manufacturing Apprenticeship Pilot for improved transition into adult apprenticeship;
- Expanding Youth Apprenticeship opportunities for students in Milwaukee Public Schools as part of a consortium providing outreach to employers to expand worksites, student recruitment, related instruction coordination, mentor training, and stakeholder informational meetings;
- Working with WDBs to ensure that the education and skills training needed by youth to attain education/employment credentials, participate in post-secondary education, or become gainfully employed in a career with advancement opportunities is available to them;
- Piloting the development of a work readiness certificate that includes assisting employers in finding and developing the entry level workforce needed to meet their hiring needs;
- Expanding technical assistance and training in labor market information, career portfolios, health and safety in the workplace, post-secondary options, and motivation in the workplace;
- Strengthening the connections with DPI, WTCS, and UW to increase public awareness of the importance of education;
- Expanding pilots such as Career 101 or other such mechanisms to connect schools with WDBs, linking them to employers with demand occupations and job openings as identified by career clusters;
- Helping youth to understand that securing employment opportunities and increasing one's career potential is directly related to completing education and/or skills training; and attainment of education/employment credentials;
- Providing career development training, which includes labor market information for K-12 school teachers and local WIA youth staff and youth service providers;
- Providing technical assistance and training related to helping youth find gainful employment (full-time or part-time), and the necessary support services needed to help them obtain or maintain employment, such as childcare, transportation, assistance with uniforms or other work attire, eye glasses, linkages to community services and assistance with housing;
- Summer job shadowing;
- Manufacturing academies for high school juniors and seniors; and
- Financial literacy training and credit counseling.

Out-of-School Youth

Serving out-of-school youth is one of the most crucial issues facing Wisconsin. Out-of-school youth have problems connecting to the labor market. The major challenge in serving this population is not in identifying them, but recruiting, retaining and keeping them engaged in the program. Most out-of-school youth programs are not designed to meet the needs of older youth. These programs do not offer age-appropriate or other

activities that interest youth. DET and WDBs will focus on strategies to provide for necessary employment as well as addressing need for basic skills, occupational skills, and work readiness skills.

Some WDBs have made significant changes in the design of their local youth program and policies to better address the needs of out-of-school youth. For example, Milwaukee is increasing the percentage of WIA youth program funding for out-of-school youth from 30% to 40%. In the Green Bay area, the in-school youth program was scaled down and now less than 30% of WIA funds are used for in-school youth. The bulk of the WIA youth allocation is directed to out-of-school youth.

Strategies to Recruit Out-of-School Youth

- Marketing youth-focused outreach materials;
- Developing youth-based informational websites; and
- Presentation by Job Center Staff to youth and their families in traditional and non-traditional places, such as convenience stores, laundromats, and youth centers.

Strategies to Target Services to Out-of-School Youth

- Focusing on strategies to retain those out-of-school youth engaged in required education/skills training activities;
- Improving accessibility to Job Centers services for out-of-school youth through
 - Consideration of establishing convenient and extended hours for youth;
 - Conducting out-of-school youth forums and focus groups;
 - Presentation by Job Center staff in places frequented by out-of-school youth; and
 - Providing separate youth oriented areas in the Job Centers to include information regarding youth services and youth-specific materials.

Strategies to Retain Out-of-School Youth

- Recruiting employers to serve as guest speakers at events/activities, providing youth with information about their companies, their industry, expectations, and hiring practices; and
- BWT youth staff will provide TAT for WDB staff and youth service providers on how to better serve out-of-school youth.

Youth with Disabilities

The Wisconsin Statewide Transition Initiative (WSTI) for youth with disabilities workgroup led by DPI, including a staff person from BWT, will work at the grass-roots level to ensure ongoing collaboration and communication regarding services to youth with disabilities as they move from school to the world of work, post-secondary education or back to the community.

WSTI partners include:

- DPI;
- Cooperative Educational Service Agencies (CESA);
- WI Family Assistance Center for Education, Training and Support;
- WTCS;
- UW Madison Center for Education and Work;
- DCF;
- DOC/Division of Juvenile Corrections;

- Wisconsin Statewide Parent-Education Organization; and
- Public school (K-12) representative.
- WI Regional Service Network;
- WI Statewide Parent Educator Initiative;
- WI Assistive Technology Initiative;
- DOC;
- University of Wisconsin System;
- National Alliance for Secondary Education and Transition;
- WI Family Assistance Center for Education, Training and Support;
- Waisman Center (UW-Madison);
- National Secondary Transition Technical Assistance Center;
- Individuals with Disabilities Education Act Partnership; and
- Independent Learning Centers.

In and Out of Foster Care Youth

Wisconsin's Shared Youth Vision team consists of individuals from the BWT, DPI, DCF, WTCS, Wisconsin Association of Family and Children's Agencies, and Lad Lake, Inc. The team is currently working on a youth resource mapping project. The purpose of the project is to identify federal, state, local agencies and organizations that provide programs, services or have resources to help disconnected youth. The resource guide will be distributed to the WDB youth leads who in turn will disseminate to their respective youth providers, Community Faith Based Organizations and other agencies service foster care youth.

Juvenile Offenders

The Shared Youth Vision team developed a model to help juvenile offenders transition back into the community, work place, secondary education or post secondary education. Ninety days prior to the juvenile offenders release their agent convenes a transition team to develop a plan for the youth before they are released.

Court Involved Youth

DET staff participates in an interagency work group created by the DOC focused on court involved youth. The work group includes members from DPI, DWD, DCF, and the WTCS. The purpose of the workgroup is to help provide information, resources, and training to enhance the education of youth while they are incarcerated and when they transition back to their community.

Homeless Youth

Ongoing communication and collaboration with partners that include the Wisconsin Association for Homeless and Runaway Services, DPI, DCF, Cooperative Educational Service Agencies and Public Schools will ensure youth service providers are aware of available programs and services at Job Centers and refer homeless youth to these services. The Runaway Service agency is composed of 20 service providers outside of the "system" that addresses the needs of homeless youth. They provide training and connect youth with the WDB youth staff.

Migrant and Seasonal Farm Worker Youth

DET and WDB youth staff collaborate with local school districts, local head start programs, local non-profit organizations including faith-based entities and employers that provide services and programs to migrant and seasonal farm worker youth.

Refugee Youth

Currently the Bureau of Migrant, Refugee and Labor Services has an initiative called Road to Work. The purpose of Road to Work is to help refugee women and out of school youth (18 – 25 years) obtain English, skills training and jobs. DET collaborates with county and local agencies, voluntary agencies, and refugee services providers to assist in connecting to Job Centers that can provide various services to refugees.

Enhancing Middle School and High School Education.

PLTW is a pre-engineering program for middle schools and high schools, designed to interest students in careers in engineering and to begin preparing them to be successful in advanced engineering education. There are 120 High Schools and 34 Middle Schools participating in PLTW. DWD was an active partner in this program with WIA funding.

IX. E. 2. Job Corps

Wisconsin has one Job Corps named Blackwell Job Corps Center, which is located in Laona. They provide the following education and training at their center:

- High School Equivalency Diploma (HSED);
- Work- based learning opportunities available by trade;
- Personalized career development plan; and
- Hands-on training in a chosen trade area.

The participants can choose a trade in the following areas:

- Bricklaying;
- Carpentry;
- Business Technologies;
- Electrician;
- Facility Maintenance;
- Health Occupations;
- Painting; and
- Welding.

For example, Blackwell Job Corps staff refers Job Corps participants, after they graduate, to North Central WDA to see if they are eligible to participate in their WIA Youth Program. Many of the WDAs make referrals to Blackwell for those out-of-school youth that participate in their WIA youth program. Schools that have contact with their high school dropouts inform these youth about the Blackwell Job Corps Center where they could receive educational services that would enable them to receive a HSED or a General Education Diploma.

Another Job Corps Center is scheduled to open in Milwaukee in 2010. Coordination between Job Corps and other youth programs, particularly with MAWIB in the Milwaukee area, is proceeding.

IX. E. 3. Reserve Funds for Statewide Activities to Serve Youth

IX. E. 3. a. Utilizing Funds to Promote Coordination

As addressed in I.E., III.C.4., a number of the Governor's workforce initiatives involve cross-agency collaboration with anticipated common outcomes measures. Collaborative efforts with DPI, WTCS, DOC, and

other entities for improved training and education for youth are being developed through the NGA process described in III.C.1. and III.C.4. as well as the regional industry-sector planning.

IX. E. 3. b. Cross-cutting Models

PLTW has been a partnership with schools, universities and technical colleges to prepare middle and high school students for good-paying jobs in engineering and science. This quality program focuses on STEM (Science, Technology, Engineering, Mathematics) education and careers and serves as the corner stone to ensure a competent and well-trained technical workforce to address the pipeline needs.

IX. E. 3. c. New Models for Alternative Education

Other examples of cross-cutting models and alternative education include:

- The **Dane County Transition School** is an innovative charter school that serves 60 at-risk students, 14 – 21 years of age. It is designed around specific program objectives that re-engage at-risk students into the learning process and help students realize that education is practical and functional to everyday living. BWT's youth program staff person has provided technical assistance and training on career development, case management, assessment tools, and labor market information.
- **Generac Power Systems, Inc. Youth Apprenticeship Program – A Second Chance** designs and manufactures top quality, long life power generation equipment. They are one of the leading companies in this dynamic business. Many years ago the Generac Company realized there was a shortage of young people choosing manufacturing as a career. They also knew that the traditional high school experience was not for everybody. As a result, they partnered with DWD, UW Whitewater, and several local school districts to integrate the Manufacturing Production Technician Youth Apprenticeship Program into their business. As a part of the year-round competency-based program, at-risk students work in various departments throughout the company, as well as on a variety of production lines. This “hands on” experience is combined with interactive classroom on-site time to help the students learn important concepts in engineering, math, science, English, and social studies as well as earn credits toward high school graduation.

The apprentices are paid an hourly wage, expected to report to work like other employees, and have their pay reduced for tardiness, unacceptable work, or any other similar infraction. A certified teacher works with the students in Generac’s on-site Training Center and coordinates this twenty-month program with the local high school. With individual instruction and numerous mentors, participants make valuable connections to help them learn and succeed. Students who complete the program are awarded a state Youth Apprenticeship certificate and receive a high school diploma from their local high school. Generac has recruited a number of other businesses in southeast Wisconsin to replicate this program model, resulting in

many more at-risk students completing high school and acquiring valuable job skills.

IX. E. 3. d. Demand-Driven Models

In addition to IX.E.1., DWD has initiated activities with the following models:

- Skill certification and certification of work readiness, assisting employers in finding and developing the entry level workforce needed to meet their hiring needs;
- MSSC program expanded into high school training in advanced manufacturing skill area; and
- "Academies" have taken career development and the boot-camp concept to new levels. DWD provided a grant to North Central Wisconsin WDB along with technical college partners for a manufacturing academy. High school juniors and seniors attended the four-day program free of charge that included (a) the design and fabrication of a product in a campus manufacturing lab, (b) tours of local manufacturing facilities, and (c) sessions on career exploration and financial information for continuing post-secondary education. Upon completion, the attendees earned one to two credits of technical college coursework.

IX. E. 4. Program Design

In addition to the Local Plan information, BWT uses the Monitoring Guide, VIII. H., to make sure the WDBs are meeting the WIA provisions regarding youth program design. The following information is collected from each local board:

1. Describe the outreach and recruitment process for in and out-of-school youth. Describe how it is determined who gets into the program and who does not. Describe the process used to refer youth that do not participate in the program.
2. Describe assessment tools used to evaluate academic levels and career goals.
3. Describe the services provided and identified in the ISS to assist youth who are basic skills deficient. Include who the providers are, the cost, how the youth's process is monitored, and how it is determined the youth has reached an acceptable level.
4. Does the local board specify a minimum basic skills test score which determines if the youth will/or will not become a participant in the WIA youth program? If the youth is at or below this score, where are they referred for services?
5. Describe youth strategies, services, and activities which make your youth program a year-round comprehensive program versus a summer work program only.
6. Describe how the local board will program the 10 program elements available to youth participants.
7. What is the impact of the youth program on the local economy?
8. What is the impact of the youth program on schools?
9. How are you coordinating the WIA Youth Program with other local youth programs and initiatives such as PLTW, Youth Apprenticeship, and Science, Technology, Engineering, and Mathematics fields.

IX. F. Business Services

IX. F. 1. Determination of Employer Needs

DET requires Business Service Teams as part of the Job Center Standards. These Business/Employer service teams operate at varying levels at each of the Job Centers. Workforce partners are part of the team to collaborate on job development and employer needs activities. Employer feedback has identified that there still exists too many people from the various programs contacting them, and too many silos created by each of the participating partners. Therefore, DET has these focused goals in the next year to improve employer services by the Business Service Teams:

- Each Team has a single employer point of contact;
- Team members will focus on regional/hub and shed its programmatic identity;
- Cross-train Team members to better guide them on what each partner has to offer, and relay that to their employer contact, including tax credits and other employer benefits;
- Clarify relationships between the Call Center Anywhere (job order taking system) and the Business Service Team; and
- Clarify relationships between the Team and the job seeker servicer delivery system so information is shared and distributed.

The WDBs provide a plethora of services to employers. As part of a best practices scan in 2008, the following are examples of the local area services beyond the traditional and on-going job fairs:

- Taking the lead in organizing industry-specific business clusters with regular "what do you need" meetings;
- Memberships in local area's Society of Human Resources Managers, Chambers of Commerce and economic development entities;
- Developing and presenting Manufacturing Awareness Project for employers that gives potential employees information about the manufacturing industry;
- Providing recruitment, pre-screening, interviewing, background and reference checks;
- Placement and retention assistance of DVR referred employees;
- Marketing and providing assessment and testing services including data entry, industrial skills, math and reading levels;
- Customizing training for fast-turn around specialized training;
- Integrating Business Service responsibilities into WDB sub-grantee agreements; and
- Hosting major events such as Employer of the Year Awards and Retooling the Talent Pool

DWD is developing an updated customer satisfaction survey that will be available electronically through the JCW. The new focus has been on skill needs, matching requirements, and the expectations of both the physical Job Center system and the electronic tools used to connect jobseekers with employers (this was especially critical in the development of JCW).

Locally, there is ongoing cooperation between WDB staff and Job Service to both strengthen partnerships and improve business relations. This coordination is redefining how and where business services are provided, in addition to the continually shifting list of what services are needed.

IX. F. 2. Integration of Business Services and Wagner-Peyser

Wisconsin continues to make improvements in the One-Stop service delivery system. One of the biggest changes was the development of JCW and the statewide call center. JCW now allows resume posting and searches, which provides an entirely new level of service to employers and ensures their connection with Job Center customers – be they physical or virtual. The call center system has eliminated duplication and overlap from the job order process, with only trained, experienced Job Service staff serving as call center customer service agents and processing all JCW job orders statewide.

Through help screens and clear communication, we ensure that all businesses are referred back to local service providers (be they Job Service or other partners) for enhanced service provision above and beyond job order processing. As new partnerships with business and industry are formed, the workforce system will continue to devise additional development strategies that facilitate the adoption of common workforce, educational, and economic goals. By continuing efforts to identify the high-growth job areas within Wisconsin we will be responding effectively to the business and industry needs for a skilled workforce and will be successful in meeting the demands. This is especially critical given the state of the current economy and the needs of jobseekers.

IX. F. 3. Streamlining Federal Tax Credit Programs

The Work Opportunity Tax Credit Program (WOTC) benefits both employees and employers. Employer involvement and participation in the WOTC program involve staff working directly with businesses, job applicants, and employment consultants, then processing the submitted documents, and issuing conditional certifications for the employers to claim the applicable target group tax credit. (The target groups include TANF participants, Veterans, ex-felons, high-risk youth, DVR clients, food stamp, supplemental security income and long-term family assistance recipients.) The State's Development Zone Credit also targets DW and residents of a federally-designated enterprise community. In the summer of 2008, there were conversations with the CWI Executive Committee on ways to improve the efficacy of these programs. The following guidance came from those discussions, and DET is determining the feasibility for implementation:

- Continue separate, but similar federal and state tax credit programs;
- Expand the Development Zone Credit to cover all Wisconsin employers;
- Create an automatic Wisconsin Credit for each federal credit granted, and
- Develop a tax credit for employers who provide apprenticeship.

IX. G. Innovative Service Delivery Strategies/Maximize Resources

DWD has made a number of shifts in the past year as described in other parts of the plan in order to introduce and/or strengthen service delivery strategies, increase partners around the table, and leverage resources. In summary, those included:

- Creation of *JobCenterofWisconsin.com* to upgrade services for employers and job seekers;
- Revised Job Center Standards
- Re-stationing Job Service and Veterans staff in consolidated regional sites;
- Redirection of funds for more emphasis on assessment and career advising with the intention of implementing across programs common tools; and
- Formalizing regional strategic planning.

The result of the NGA work (III.C.1., V.D.) in the summer of 2009 is anticipated to include major systemic and strategic efforts. In addition, the implementation of a number of the waivers will also result in service delivery improvements. For example, the use of up to 10% of the formula funds for statewide allowable activities, including incumbent worker training, will shift service delivery strategies to focus on state goals including:

- Increased business sustainability by reducing the risk of laying off employees or business closure because workers have not kept current with new skills and technologies;
- Increased market penetration of WDB's local employer base and access to jobs that are vacated by incumbent workers advancing due to their increased skill levels;
- Increased participation in career pathways and life-long learning models;
- Meet industry needs by addressing current labor shortages; and,
- Increased shift to on-the-job and customized training, and other more employer-directed short-term training programs that will ensure appropriate skill-set attainment to match the employer's job needs.

IX. H. Strategies for Faith-Based and Community Organizations (FBCO)

IX. H. 1. Describe the activities to:

IX. H. 1. a. Increase Opportunities for Participation

The value of FBCOs as training providers serves to maximize consumer choice for training seekers using the state's ITA list. For example, there is a broad cross-section of approved private, faith-based post-secondary and health care institutions that offer programs. Among accredited institutions are Cardinal Stritch University, Carthage College, Concordia University, Edgewood College, Marian College, Marquette University, St. Mary's University, St. Norbert College, St. Scholastica University, St. Thomas University, Villanova University, and Viterbo University. These institutions are located within and outside of Wisconsin's borders.

Additionally, FBCOs offering training programs found on the state's ITA list include the Good Samaritan Society of St. Croix Valley, Goodwill Industries, Grace Lutheran Foundation, Interfaith Older Adult Programs, St. Joseph Hospital, St. Joseph Residence, St. Luke Medical Center, St. Michael's Hospital, and the St. Anne Training Center.

IX. H. 1. b. Expand Access to Clients

For the WIA Local Plans, DWD specifically requested the WDBs to "describe (a) those activities to be undertaken to increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system, and (b) those activities to be undertaken to expand the access of faith-based and communication organizations' clients and customers to the services offered by the One-Stops in the WDA."

Examples at the local level within the WIA infrastructure include:

- Ensuring FBCOs are included in all competitive RFPs and as subcontractors for special grant initiatives;
- Referring a client to FBCOs when appropriate as part of their employment plan;

- Inviting FBCOs to provide itinerate services at the job centers;
- Creating out-stations at local faith centers to serve as computer resource areas;
- Participating on the local job center coordination teams;
- Coordinating services specifically for special needs populations and recent immigrant members of a community; and
- Sharing resources for joint public service announcements and extensive network referrals.

IX. H. 2. Strengthen State Collaboration

IX. H. 3. Leveraging Resources

Through the JCW marketing campaign across the state, efforts were made to increase FBCO's awareness of the one-stop system opportunities.

An example of strengthening collaboration and leveraging resources, the WDB of South Central Wisconsin connected with DOL's initiative, SHARE Network. This model utilizes faith-based and community-based organizations as access points for workforce development system services. As a result of their initial efforts, DOL has provided on-site training to further expand the understanding of the model, and begin to customize tools and trainings for implementation in that region.

X. State Administration:

X. A. Technology Infrastructure and Management Information System

DWD provides a wide variety of IT support to Wisconsin Job Centers:

- ASSET: an automated case management system for tracking a customer's services and outcomes;
- JobCenterofWisconsin.com: This website replaced the department's outdated JobNet and JobNet Business systems. Job seekers are able to search for job openings statewide, by county, city, or zip code. It allows employers to post job orders and search for workers using keyword searches. Job seekers can create and save multiple professional-quality resumes. Employers are able to contact job seekers via email generated by the system. The anonymity of the job seeker is maintained until they choose to identify themselves to a potential employer. The system tracks services to employers and job seekers.
- WORKnet: Enables individual customers to access labor market and occupational information, business access to information about the labor market and economy and researchers to access labor market information and historical data;
- wisconsinjobcenter.org: This website is a link to a wide variety of workforce development tools for individual and business customers as well as Job Center staff. This site will be incorporated into JCW;
- Data Warehouse: Provides participation and performance reports for Job Centers;
- Eligible Training Provider List: Allows individual customers and case managers to make informed choices about potential training providers;
- Accessible Workstations: These adaptive computer workstations enable persons with disabilities to access the applications listed above; and
- Dedicated data connectivity lines to comprehensive Job Centers.

X. B. Reserve Funds for Statewide Activities

In addition to the required WIA activities, as noted in V.G and VII.D., the state will emphasize formalizing regional cooperation among all local and state workforce-related partners. Per the CWI recommendations, another piece for this activity will be evaluating the impact of the regional industry partnership investments in order to ensure system efficiency. The challenge will be to formalize the identification of key regional and statewide industry sectors, facilitate meaningful employer engagement in the workforce system, and align education and training programs with employer needs to have skilled workers for businesses to prosper. The goals for the NGA Sector Strategy Initiative include better use of existing resources through the expanded alignment of workforce funds, and coordinated regional service delivery across all partners. Preliminary activities identified to meet those goals include:

- Identification of lead industries and key occupations within those industries, the skills and training required for an on-going talent pipeline;
- Identification and coordination of partnership infrastructures where they do not exist but are vital for economic development and workforce implementation needs;
- Agreement of common outcomes designed to meet employers needs; and
- Cross-agency cooperative agreements for collaboration and leveraging resources.

X. C. Performance Management and Accountability

X. C. 1. Performance Accountability System

ASSET is an internet-accessible participant reporting and data collection system that all case managers and WDBs use to report WIA Title 1 and partner services for both performance measure and WIA Standardized Record Data reporting. ASSET is the official data source for all performance and program management data. The state has directed considerable funds and resources in this system's development to ensure that performance measure calculations are consistent with current Federal reporting requirements as specified in US DOL TEGL 17-05 Common Measures Policy for the Employment and Training Administration's Performance Accountability System and Related Performance Issues.

Staff have developed a number of tools to assist state and local staff in monitoring performance throughout each program year. These tools include:

- Technical Assistance Guides for each group of performance measures for Adult, DW, Older and Younger Youth, and TAA have been developed to help local boards understand and navigate the performance measurement system. These guides explain how each measure works, how data must be reported in ASSET, how and when supplemental employment data is brought into performance measures, and provide an example of how each measure is computed using a sample set of data.
- A "Performance Measure Map" details the performance measurement system as it relates to ASSET. Each of the 15 participant-related performance measures is broken down into its individual components. The guide describes which components are factors in the numerator and denominator, and describes exactly where in ASSET this data is drawn from.
- A WIA policy update system is used to communicate state interpretation of Federal policies where states are given discretion and flexibility. Any published policy that affects performance includes a section designed specifically to describe how data is to be entered to ensure that performance is reported properly.
- Performance measures are a regular component of our technical assistance and training activities throughout the year. In addition to specific performance measure

training conferences held each summer, staff participate in roundtables and provide locally customized training upon request.

Local staff are provided with quarterly performance reports and data that help them to monitor and continuously improve their participant reporting and performance outcomes. In addition to locally customized reports that coincide with the U.S. DOL's quarterly performance reporting formats, DET staff compute program-year-to-date performance outcomes so that local boards can monitor their progress toward meeting their negotiated performance goals.

DET developed a "Performance Achievement Report" that is updated each year following submission of the WIA Annual Report. The report will eventually contain the most recent seven program years of performance outcome data broken down by WDA. The report shows performance outcomes by participant characteristics, targeted populations, and other views. Because the reports are produced based on program year (i.e., July 1 - June 30), instead of "performance measure year" dates (which vary according to the measure), the data provide local boards with another perspective on how program participants fare in their programs. These data are used by local boards to apply for grants and to develop programs designed to address and improve service delivery, program design and participant outcomes.

Despite continuing software development and publishing issues, the Data Validation effort that U.S. DOL launched six years ago has been a useful resource for helping Wisconsin to fine-tune its reporting processes and program policies.

All of these tools and training activities have contributed to the continuous improvement of our performance outcomes over the past several years. The volume of local inquiries about performance measures has declined significantly, because local staff have these resources available to them

For PY07-08 developed performance "prevention" strategies that emphasized quality data and efficient use of ASSET and case manager time and resources to further improve performance outcomes that are sensitive to data entry and reporting errors. This effort began with a Data Quality Summit held in late summer 2007. The conference featured representatives from the U.S. DOL National and Regional Offices and the Social Policy Research Associates. As Phase 2 of the effort, DET performance and program staff conducted onsite technical assistance at each workforce development area.

X. C. 2. Targeted Groups

Wisconsin tracks specific targeted applicant groups required by DOL as part of its annual report requirements. DET maintains an internet accessible data warehouse that is available to any state and local staff who have secured access to the site on which the warehouse resides. This warehouse is developed using Business Objects and Web Intelligence software applications. The warehouse has numerous reports that track targeted populations based on services received, participant characteristics, co-enrollment and caseload management. The reports are updated and refreshed on a weekly basis and allow staff to monitor program and participant activities for active as well as exited participants.

X. C. 3. Additional Outcomes

For PY 2009, Wisconsin is implementing Common Measures. No additional measures have been established.

X. C. 4. Common Data System and Reporting Processes

As stated above, ASSET is Wisconsin's common data collection system. Data is extracted from this system to prepare and submit all WIA quarterly and annual reports. In addition to ASSET, DWD has invested substantial effort and resources into the development of a Job Center Systems Data Warehouse that contains data and reports requested by local boards and other state staff. The warehouse is Internet-accessible and requires security clearance to access the data contained within it. Performance staff also prepare reports and data sets for local boards' use and provide extensive performance measure analysis of the results for each quarterly and annual report.

X. C. 5. CWI and Continuous Improvement

Annually, the CWI and Governor produce an Annual Report that outlines performance attainment for each workforce investment area and the state as a whole. This information is used to develop strategies to adjust the workforce development system to meet the demands of the economy.

X. C. 6. Evaluation and Sanctions

Evaluation of performance is done through annual monitoring either through desk review or onsite. Typically, the DET provides technical assistance but continued poor performance may lead to sanctions.

The sanction process has two phases:

The first phase occurs when a WDB fails one or more performance measures in any given year. If this occurs, DWD will provide technical assistance. This includes helping the WDB to develop a performance improvement plan with the following components:

- Statement regarding which performance indicators will be improved through implementation of the plan;
- Analysis of performance problem, including a description of problem solving techniques used to determine the most likely causes of the problem and a description of the most likely causes;
- Identification of possible actions to improve performance, and descriptions of the actions the WDB will take to improve; and
- A timetable for implementing the selected solutions.

For phase two, if a WDB fails to meet the negotiated performance levels or customer satisfaction indicators for a program for two consecutive program years, DET must take corrective action. Corrective action may include the development of a reorganization plan, under which the Governor:

- Requires the appointment and certification of a new WDB;
- Prohibits the use of particular service providers or Job Center partners that have been identified as achieving poor levels of performance; or
- Requires other appropriate measures designed to improve local performance.

X. C. 7. Proposed Performance Level for Each Measure

The department received a waiver to implement Common Measures. Attachment N shows the Program Year (PY) 2007-2008 Performance measures the department has negotiated with the federal DOL. We will be entering into discussions with the USDOL to establish Common Measure Goals for PY2009. We will negotiate Common Measure performance standards with our local boards. We will continue to collect data on performance on 15 WIA Title 1 performance measures for Adults, DW, Older Youth, and Younger Youth.

X. D. Administrative Provisions

X. D. 1. Appeal Process

For this purpose, DWD uses the appeal process identified earlier in VIII. A.3.

X. D. 2. Non-Discrimination Compliance

The state ensures compliance with the non-discrimination requirements as described in the equal opportunity MOA Recertification and VIII.H.

XI. Assurances

1. The state assures that it will establish, in accordance with section 184 of the WIA, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the state through the allotments made under sections 127 and 132. (~1 12(b)(1 1)). The state is audited by the Wisconsin Legislative Audit Bureau.
2. The state assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that -
 - a. the state has implemented the uniform administrative requirements referred to in section 184(a)(3);
 - b. the state has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
 - c. the state has taken appropriate action to secure compliance with section 184 (a)(3) pursuant to section 184(a)(5). (~ 184(a)(6).)
3. The state assures that the adult and youth funds received under the WIA will be distributed equitably throughout the state, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (~1 12(b)(12)(B).)
4. The state assures that veterans will be afforded employment and training activities authorized in section 134 of the WIA, and the activities authorized in chapters 41 and 42 of Title 38 US code. The state assures that it will comply with the veterans priority established in the *Jobs for Veterans Act*. (38 USC4215) and Employment and Training Administration Guidance Letter No. 5-03, dated September 16, 2003.
5. The state assures that the Governor shall, once every two years, certify one local board for each local area in the state. (~1 17(c)(2).)
6. The state assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The state assures that no funds received under the WIA will be used to assist, promote, or deter union organizing. (~ 181 (b)(7).)
8. The state assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a MOA has been developed and implemented (~ 188.)
9. The state assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (~185.).
10. The state assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at *section 189(c)* of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided

to the state by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:

- General Administrative Requirements:
 - 29 CFR part 97 --Uniform Administrative Requirements for state and Local Governments (as amended by the Act)
 - 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
 - OMB Circular A-87 --Cost Principles (as amended by the Act)
 - Assurances and Certifications:
 - SF 424 B --Assurances for Non-construction Programs
 - 29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20
 - CFR part 93 --Certification Regarding Lobbying (and regulation)
 - 29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)
 - Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the WIA, or subsequent Executive or Congressional mandates.
11. The state certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
 12. The state certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
 13. The state certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
 14. The state assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
 15. The state certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
 16. As a condition to the award of financial assistance from the DOL under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - Section 188 of the WIA of 1998, which prohibits discrimination against all individuals in the US on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the US or participation in any WIA Title I;
 - Financially assisted program or activity;
 - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
 - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; andTitle IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity.
- The grant applicant understands that the US has the right to seek judicial enforcement of this assurance.

17. The state assures that funds will be spent in accordance with the WIA and the Wagner-Peyser Act and their regulations, written DOL Guidance implementing these laws, and all other applicable federal and state laws and regulations.

Acronyms

ASSET Automated System Support for Employment and Training

BRG Business Relations Group

BWT Bureau of Workforce Training

CFR Code of Federal Regulations

CLEO Chief Local Elected Official

Commerce – Department of Commerce

CRC Civil Rights Compliance

CWI Council on Workforce Investment

DCF Department of Children and Families

DET Division of Employment and Training

DHS Department of Health Services

DOC Department of Corrections

DOL Department of Labor

DPI Department of Public Instruction

DVR Division of Vocational Rehabilitation

DWD Department of Workforce Development

DW Dislocated Worker

ETA US Employment and Training Administration

ETP List List of Eligible Training Programs and Providers

FBCO Faith-based and Community Organizations

GROW Growing Regional Opportunities in Wisconsin

HSED High School Equivalency Diploma

IT Information Technology

ITA Individual Training Accounts

IVR Interactive Voice Response

JCW Job Center of Wisconsin

LEP Limited English Proficiency

LMI Labor Market Information

LPL Local Program Liaison

LVER Local Veterans' Employer Representative

MAWIB Milwaukee Area Workforce Investment Board

MCO Managed Care Organization

MOA Methods of Administration

MOU Memorandum of Understanding

MSFW Migrant and Seasonal Farm Workers

MSSC Manufacturing Skills Standards Certification

NEG National Emergency Grant

NGA National Governor's Association

OEA Office of Economic Analysis

OSO One-Stop Operator

PLTW Project Lead the Way

PY Program Year

RFP Request for Proposal

RISE Regional Industry Skills Education

RR Rapid Response

TAA Trade Adjustment Assistance

TANF Temporary Assistance for Needy Families

TAT Technical Assistance and Training

TEGL Training and Employment Guidance Letter

UI Unemployment Insurance

UMOS United Migrant Opportunity Services

US United States

IVR Voice Response

W-2 Wisconsin Works (Wisconsin's TANF Program)

WAJTE Wisconsin Association of Job Training Executives (WDB Directors)

WDA Workforce Development Area

WDB Workforce Development Board (local)

WIA Workforce Investment Act

WID Workforce Information Database

WIRED Workforce Innovations in Regional Economic Development

WOTC Work Opportunity Tax Credit Program

WRTP Wisconsin Regional Training Partnership

WSTI Wisconsin Statewide Transition Initiative

WTCS Wisconsin Technical College System

WWPS Wisconsin Worker Profiling System

Attachments

Attachment A	ETA Regional Administrator
Attachment B	Program Administration Designees and Plan Signature
Attachment C	Cabinet/State Agency Organization chart (III.A.1.)
Attachment D	Governor's Council on Workforce Investment Act Members (III.B.2)
Attachment E	<i>GROW</i> Map (III.C.1.)
Attachment F	Waivers Extension Request (V.J.)
Attachment G	DET Organization Chart (VI.B.)
Attachment H	Comprehensive Job Center Map (VII. C.)
Attachment I	Grievance Procedure (VIII.I.)
Attachment J	WDA Map (VIII.A.I.)
Attachment K	Monitoring Guides (VIII.H.)
Attachment L	Comprehensive Job Center Standards (IX.A.3.)
Attachment M	Limited English Proficiency Agreement (IX.C.4.h.)
Attachment N	Proposed Performance Levels for Each Measure (X.c.7.)

Attachment A

ETA Regional Administrator

REGION 5 - CHICAGO/KANSAS CITY

Byron Zuidema
Regional Administrator
U.S. Department of Labor/ETA
230 S. Dearborn Street, Rm. 628
Chicago, Illinois 60604
(312) 596-5400
FAX: 312-596-5401
Zuidema.byron@dol.gov

Attachment B

Program Administration Designees and Plan Signature

Name of WIA Title I Grant Recipient Agency: Department of Workforce Development
Address: 201 East Washington Avenue A400, Madison, WI 53702
Telephone Number: 608-267-1410 TTY: 608-267-0477
Facsimile Number: 608-266-1784
E-mail: roberta.gassman@dwd.state.wi.us

Name of WIA Title I Signatory Official: Roberta Gassman, Secretary, Department of Workforce Development
Address: 201 East Washington Avenue A400, Madison, WI 53702
Telephone Number: 608-267-1410 TTY: 608-267-0477
Facsimile Number: 608-266-1784
E-mail Address: roberta.gassman@dwd.state.wi.us

Name of WIA Title I Liaison: Ron Danowski, Division Administrator, Division of Employment and Training
Address: 201 East Washington Avenue, G108, Madison, WI 53702
Telephone Number: 608-266-3485
Facsimile Number: 608-261-8506
E-mail Address: ron.danowski@dwd.state.wi.us

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:
Roberta Gassman, Secretary, Department of Workforce Development
Address: 201 East Washington Avenue A400, Madison, WI 53702
Telephone Number: 608-267-1410 TTY: 608-267-0477
Facsimile Number: 608-266-1784
E-mail Address: roberta.gassman@dwd.state.wi.us

Name and title of State Employment Security Administrator (Signatory Official):
Roberta Gassman, Secretary, Department of Workforce Development
Address: 201 East Washington Avenue A400, Madison, WI 53702
Telephone Number: 608-267-1410 TTY: 608-267-0477
Facsimile Number: 608-266-1784
E-mail Address: roberta.gassman@dwd.state.wi.us

As the Governor, I certify that for the State of Wisconsin, the agencies and officials designated above have been duly designated to represent the State/Commonwealth in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

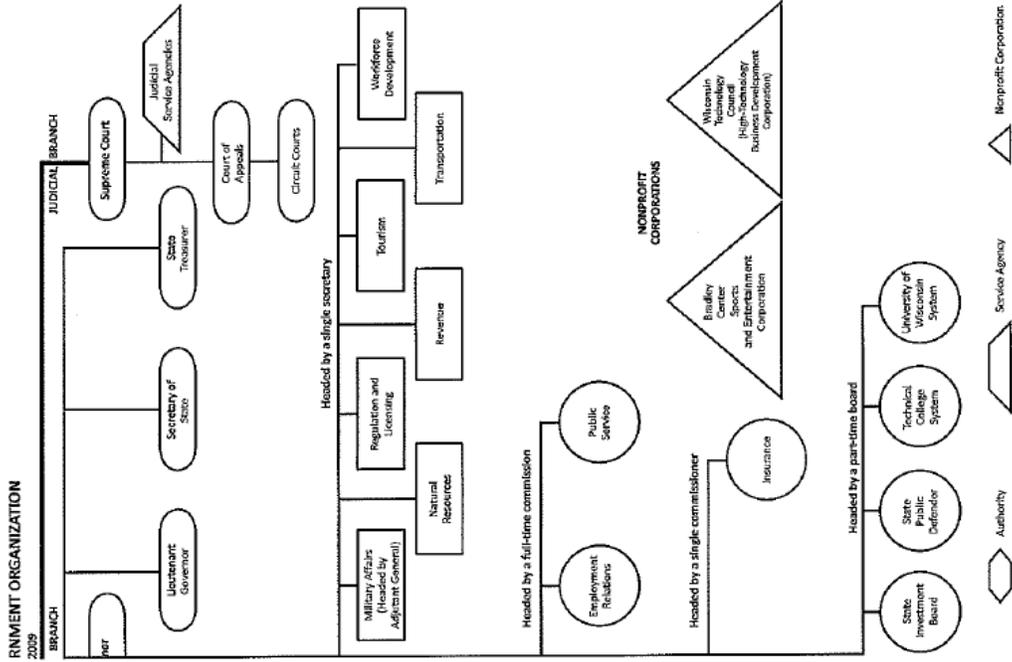
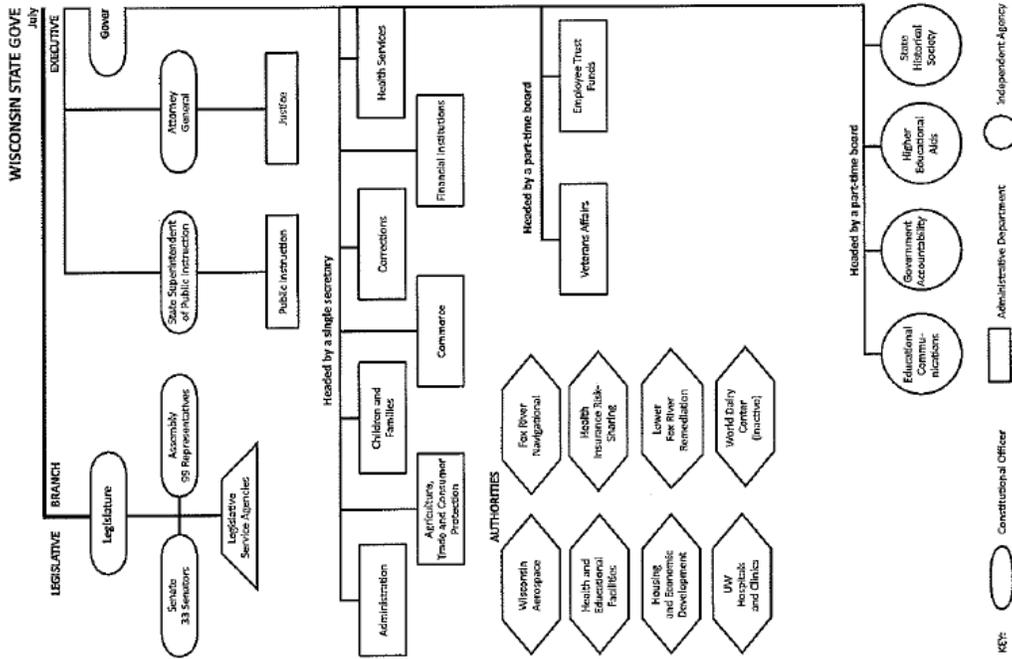
I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor _____

Signature of Governor _____ Date _____

Attachment C

Cabinet/State Agency Organization Chart



Units of state government not shown on the chart are listed on following page.

Attachment D

Members of the Governor's Council on Workforce Investment

Tim Sullivan, CEO, Bucyrus International, Inc.: South Milwaukee

Joel Rogers, Director Center on Wisconsin Strategy: Madison

Daniel D. Andrist, Sales Consultant, Dorsch Ford KIA: Green Bay

Lyle A. Balistreri, President Milwaukee Building and Construction Trades Council: Milwaukee

Colleen Bates, Eau Claire County Supervisor: Eau Claire

Reggie Bicha, Secretary Department of Children and Families

Robert Borremans, Executive Director SW WI Workforce Development Board: Edgerton

Thomas Brien, Employee, General Motors: Janesville

Sharon Canter, Milwaukee Women, inc: Milwaukee

Elizabeth "Libby" Burmaster, State Superintendent of Public Instruction

Thomas L. Burse, President Buveck Consultants LLC: Milwaukee

William Chaudoir, Executive Director Door County Economic Development Corp: Sturgeon Bay

Daniel Clancy, President Wisconsin Technical College System

Senator Spencer Coggs (D), Wisconsin State Senate, 6th District

Jewel Currie, Director of Field Support, WE Energies: Milwaukee

Kathleen Drengler, Director Human Resources North America, Greenheck Fan Corporation: Schofield

Richard Leinenkugel, Secretary Department of Commerce

Barb Fleisner, Executive Director, Centergy, Inc.: Wausau

Rick Raemisch, Secretary Department of Corrections

Roberta Gassman, Secretary Department of Workforce Development

Jim Haney, President, Wisconsin Manufacturers and Commerce: Madison

Susan E. Hatch, President, Hatch Staffing Services: Milwaukee

John Heyer, President and Owner, Kettle Moraine Coatings, Inc.: Jackson

James P. Hill, Executive Director, La Crosse Area Development Corporation: La Crosse

Tina Koehn, Vice President of Administration, UMOS Inc.: Milwaukee

Gayle Kugler, Director, WI Small Business Development Centers, Wisconsin Entrepreneurs' Network: Madison

Senator Joseph Leibham (R), Wisconsin State Senate, 9th District

Don Madelung, President, Herzing College: Madison

Phil Neuenfeldt, Secretary-Treasurer, Wisconsin State AFL-CIO: Milwaukee

Kent Olson, President/Owner, Olson Tire & Auto Service, Inc.: Wausau

Dr. Lee Rasch, President, Western Technical College: La Crosse

Mark Reihl, Executive Director, Wisconsin State Council of Carpenters: Madison

Donald L. Rouse, WOW WDB Member: Menomonee Falls

Christopher A. Ruud, Executive Vice President, Ruud Lighting: Racine

John A. Scocos, Secretary, Department of Veterans Affairs

Julia Taylor, President, Greater Milwaukee Committee: Milwaukee

Karen Timberlake, Secretary, Department of Health Services

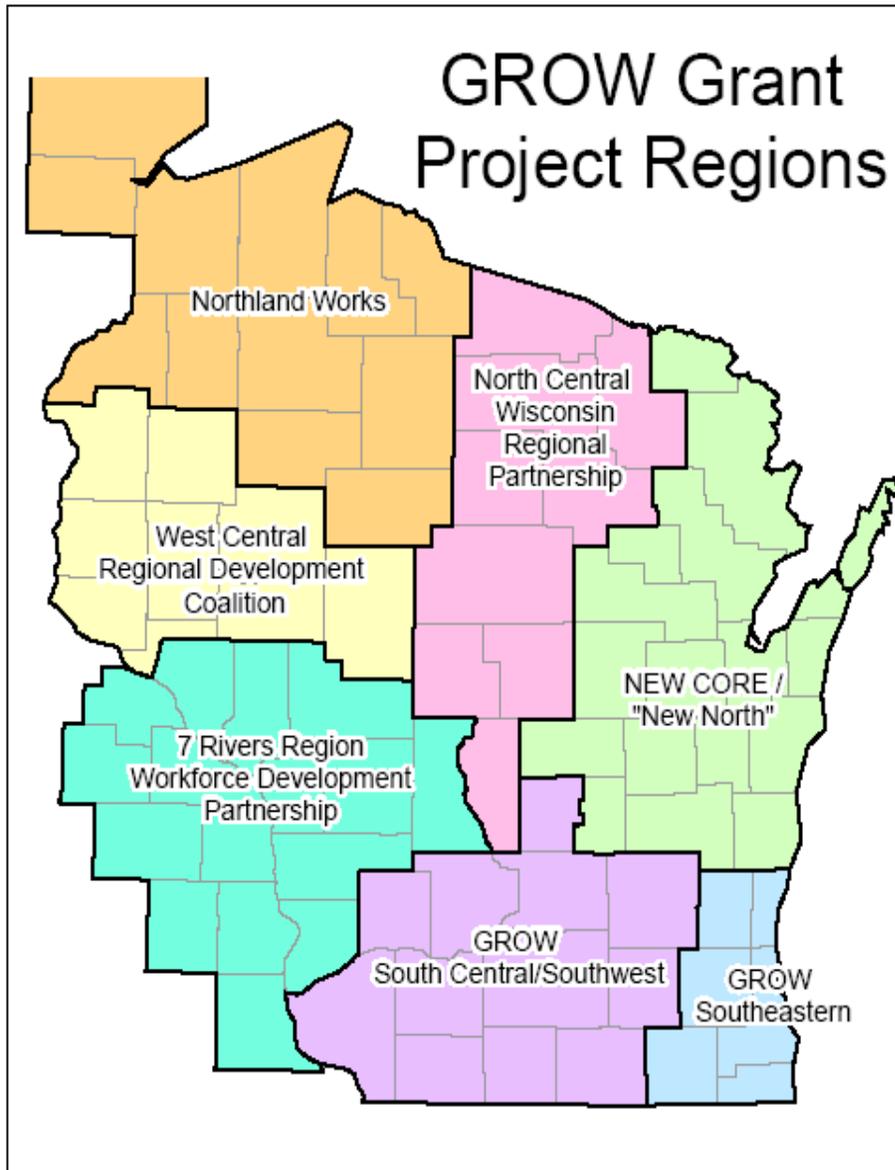
Dean Welch, Vice President of Operations, IT Convergence, Madison

Joan Wilk, Professor Emeritus, College of Nursing: Milwaukee

Representative Josh Zepnick (D), Wisconsin State Assembly, 9th District

Attachment E

GROW Map



Wisconsin Department of Workforce Development, Bureau of Workforce Information, April 2006
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Attachment F

Waiver Extension Requests

The Governor submitted a state waiver plan to DOL on August 29, 2008. (V.J.) that DOL responded to November 29, 2008. Given that the waivers have not been fully implemented for the program year, the "performance outcomes achieved" element cannot be addressed at this time.

The Governor is requesting that the following DOL approved waivers be extended through June 30, 2010:

1. Waiver to permit the State to replace the performance measures with only common performance measures, WIA Section 136 (b) The State will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult and WIA Dislocated Worker Programs, and the three youth common performance measures to negotiate goals and report outcomes for the WIA Youth Program. The purpose of this waiver is to remove the burdensome complexities inherent in the current WIA program performance reporting, to improve the accountability system, and encourage complimentary cross-program outcomes. The Governor's focused areas in *Next Steps* will continue to transform the workforce investment system into regional economic development arenas emphasizing high-demand, high-growth industries and family-sustaining employment. The complexity and narrowly focused WIA Title I performance measures made conversations and cooperation with partners regarding dovetailing cross-program outcomes difficult. The common measures will aid in the alignment of these demand-driven strategies among the various workforce programs and substantially reduce barriers to cooperation among programs.
2. Waiver to transfer funds up to 100 percent between the Adult and DW local formula funds, WIA Section 133(b)(4). The State may approve WDB requests to transfer their formula allocation funds to address specific geographic, demographic, and industry needs for service delivery flexibility. The waiver would give local boards the ability to respond to on-going changes and significantly increase the WDB's flexibility over program delivery to best address the specific geographic, demographic and industry needs that change from community to community. With this flexibility, the WDBs will be able to maximize program effectiveness.
3. Waiver to use up to 10 percent of local formula funds to provide statewide employment and training activities, including incumbent worker training, WIA Section 134. The use of local funds to address the skill upgrade needs of job seekers, develop exemplary program activities, and expand local service delivery options within the 10 percent will still need to be tracked by funding stream. Individuals served in this targeted window will be reported in performance outcomes including those defined as "incumbent workers." The Governor's *Next Steps* includes priorities for "worker training," "advancing industry-led training initiatives" and "emerging industry skills partnerships," all of which support innovative incumbent worker training activities. The Governor emphasized that "By strengthening partnerships among schools, technical colleges, workforce development boards, labor unions, businesses and the state, we can deliver the training our workers need to improve their skills, knowledge and productivity and at the same time provide business with the qualified workers they need." Furthermore, this waiver supports the CWI's recommendation to "improve the participation of private sector employers for training, job placement and retention..."
4. Waiver regarding the competitive procurement process for youth providers in rural areas, WIA Section 123. The waiver is specifically for rural areas, and on a case-by-case State review of documented justification from the local area. The State will provide "on-going oversight and onsite monitoring" of the WDBs that have a State-approved waiver. The State needs this flexibility given that two-thirds of Wisconsin is comprised of rural areas. These areas have an insufficient number of eligible providers, or a network ill-equipped to deliver all ten youth program elements in a comprehensive and efficient manner.

5. Waiver to extend the period of initial eligibility of training providers which postpones the implementation of the subsequent eligibility provision, 20 CFR 663.530. The State has not determined a cost-effective way to implement the provision, and also anticipates WIA reauthorization to change the training provider requirements.

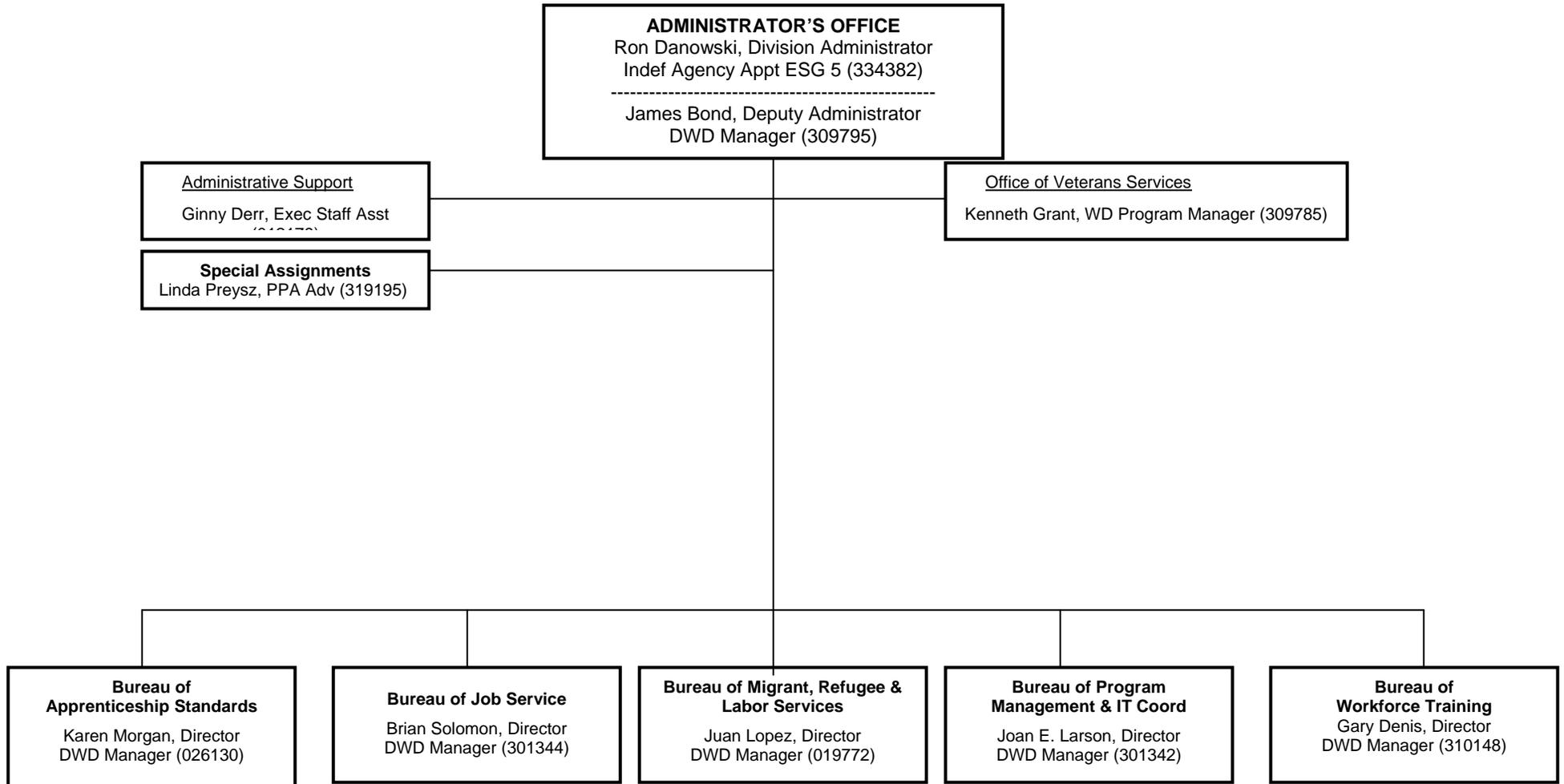
Revise if second phase request to DOL has not been granted:

6. Waiver to permit the state to develop more flexible recapture and reallocation policies, WIA Section 133 (c). The state has proposed a reallocation policy based on expenditures rather than obligations. (VIII.J.) The ability to have an expedient reallocation policy will enable the State to redistribute unused formula funds to meet high-demand needs throughout areas of the State.

Attachment G

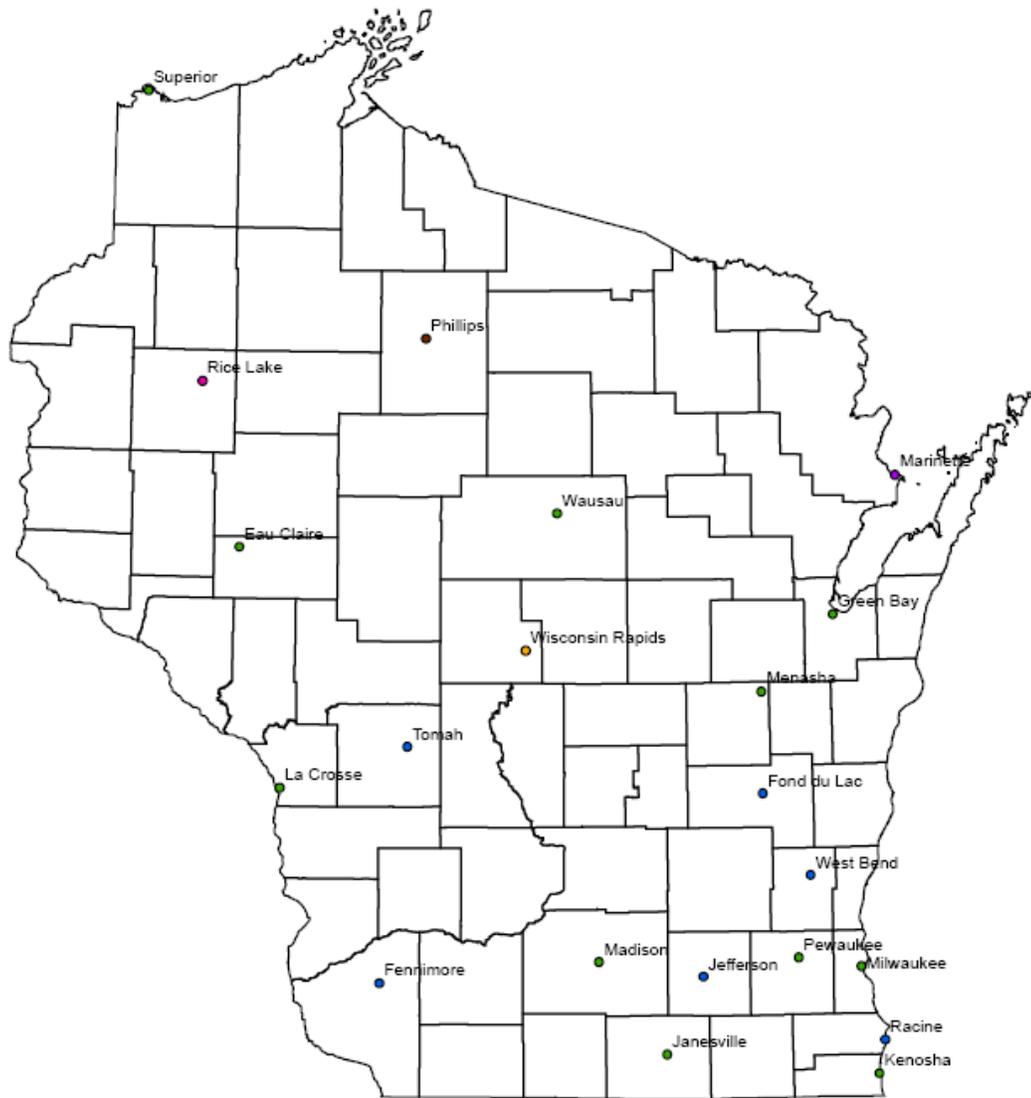
DET Organization Chart

DIVISION OF EMPLOYMENT AND TRAINING



Attachment H
Comprehensive Job Center Map

22 Wisconsin Job Centers



Wisconsin Department of Workforce Development, Labor Market Information
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1/29/2009

Attachment I

Complaints/Grievances and Appeals

S. COMPLAINTS/GRIEVANCES AND APPEALS.

These are the procedures DWS grantees/contractors, employees, applicants for or participants in DWD-funded programs, and other parties affected by the operations of DWD-funded programs shall use to resolve complaints/grievances and appeals regarding alleged violations of DWD grants, its related regulations, applicable Wisconsin statutes, other applicable federal or state requirements, the provisions of this document or the terms of a DWD grant agreement or contract.

1. General Requirements for processing complaints/grievances and appeals.

a. Program and Grant Responsibilities. DWD grantees shall establish and maintain complaint/grievance and appeal procedures that conform to DWD Grant and other applicable federal and state requirements. To be valid, systems for resolving DWD Grantee complaints/grievances must provide for due process.

(1) The elements of due process:

(a) Notice to the parties of the specific charges and the responses of those involved;

(b) Reasonable timing;

(c) An impartial decision-maker;

(d) The right of the parties to representation;

(e) The right of each party to present evidence both in writing and through witnesses;

(f) The right of each party to question others who present evidence; and

(g) A decision made strictly on the recorded evidence.

(2) The grantees must:

(a) Describe their complaint/grievance and appeal procedures in their DWD grant agreements.

(b) Assure that their subgrantees are informed of and maintain procedures consistent with the requirements of this section.

(c) Require that every employer who hires participants under DWD-funded programs shall maintain complaint/grievance and appeal procedures, which include the employer's terms and conditions of employment as described in WIA Title I Section 122 (h)(1) and applicable collective bargaining agreements.

(d) Follow their own written procedures in resolving WIA Title I complaints/grievances at the local level.

(e) Post complaint/grievance and appeal procedures in a prominent place(s) and ensure that DWD grant participants are made aware of their rights regarding complaints/grievances, appeals, and hearings.

(f) Retain all records about complaints/grievances and appeals for a period of three years or beyond three years if the complaints/grievances and appeals are not resolved or are under audit, investigation, or litigation.

b. Final Authority on Decisions. The DWS administrator, on behalf of the Governor, has the final decision-making authority on complaints/grievances arising from the administration, implementation and operation under DWD grants.

c. Forms for Filing Complaints/Grievances. The DWS Complaint Information Form must be used for all formal complaints/grievances filed with DWS. Local agencies may modify the form for their own use as long as they comply with basic complaint/grievance filing requirements.

d. Technical Assistance. DWS shall provide technical assistance to grantees or other parties needing information on complaint/grievance procedures and related issues.

e. One-Stop Complaint Procedures. DWS in conjunction with its grantees and other federal financial assistance partners has instituted a Job Center Complaint Coordination System (JCCCS) in all Wisconsin Job Centers. Each Job Center has a Complaint Coordinator. The

Coordinators refer complaints, regardless of program fund source, to the appropriate entity within or outside of the Job Center.

2. Complaint/Grievance Preparation.

a. Written and Within One Year. The complainant shall file a written complaint/grievance within one year after the alleged violation took place.

b. Addressed to Respondent. Complaints/grievances should be addressed to the appropriate respondent agency.

c. Accurate and Complete. A complaint/grievance must be sufficiently accurate and complete to be evaluated on its own. It is suggested that formal complaints/grievances be notarized.

d. Establishment of Filing Date. The filing date of a complaint/grievance is established when a complainant submits a written complaint/grievance that provides:

(1) The full name, telephone number (if any), and address of the person(s) or organization(s) making the complaint/grievance;

(2) The full name and address of the respondent against whom the complaint/grievance is made;

(3) A clear and concise statement of the facts, including pertinent dates constituting the alleged violation;

(4) The provisions of the DWD grant, the regulations, or other applicable agreements believed to have been violated;

(5) A statement disclosing whether the complaint/grievance has been cross-filed with any other jurisdiction and whether these other proceedings have commenced or been concluded, including dates, authorities, and other pertinent information.

e. Response by recipient grantee. The grantee shall acknowledge receipt of a complaint/grievance in writing within five (5) working days. Where possible the file date should be included in the response.

3. Requirements for Complaints/Grievances Alleging Discrimination.

a. Section 188 of Title I of WIA prohibits discrimination on the basis of age, disability, sex, or on the basis of race, color, or national origin, political affiliation or belief, status as a program participant, or against beneficiaries on the basis of citizenship/status as a lawfully admitted immigrant authorized to work in the United States. Complaints/grievances alleging a violation of WIA Title I s.188 and 29 CFR, Part 37.70 – 37.114, regarding discrimination will be processed as follows:

(1) The complaint may be filed either with the United States Department of Labor (DOL) Director of the Civil Rights Center (Director/Civil Rights Compliance (CRC) – the cognizant federal agency for discrimination complaints) or DWS. (2) The Director/CRC, for good cause shown, may extend the filing time deadline. This time period for filing is for the administrative convenience of the Directorate and does not create a defense for the respondent.

(3) Any person who elects to file a complaint with DWS shall allow DWS 90 calendar days to process the complaint.

(4) DWS has adopted procedures which allow any party to a discrimination complainant to request Alternative Dispute Resolution (ADR) or mediation of their complaint. ADR allows disputes to be resolved in a less adversarial manner and is totally voluntary. The complainant may file a complaint with the Director/CRC within 30 days should ADR fail to provide a satisfactory resolution of the complaint. The Equal Rights Division of DWD will provide ADR or mediation for parties requesting this method of resolving discrimination complaints.

(5) If, by the end of 90 calendar days, DWD has not completed processing the complaint, has failed to notify the complainant of the resolution, or has offered a resolution not satisfactory to the complainant, including ADR, the complainant may, after the 90 calendar days have passed, file a complaint with the Director/CRC by completing and submitting CRC's Complaint Information and Privacy Act Consent Forms. The complaint must be filed no later than 30

calendar days after DWD has issued a final decision or 90 days have passed. In any event, the complaint must be filed with CRC no more than 120 days after the complaint was initially filed.

(6) The Director/CRC shall, at the conclusion of the investigation, advise the complainant and respondent whether there is reasonable cause to believe that a violation of the nondiscrimination and equal opportunity provisions of a DWD Grant or 29 CFR, Part 37, has occurred.

(7) A complainant has 180 days to file a discrimination complaint.

b. Discrimination Based on State Fair Employment Statutes. Complaints/grievances alleging a violation of the State of Wisconsin's Fair Employment Statute, 111.31-111.395, Stats., regarding discrimination must be filed with the DWD-Equal Rights Division (ERD) within 300 days after the alleged discrimination took place. Complaints/grievances filed with the DOL-CRC may be cross-filed with the state DWD-ERD. The Fair Employment Statute extends protection to classes not covered under federal law, such as arrest/conviction record, marital status, sexual orientation, military reserve status, and use of lawful products. Complaints/grievances appealed to the Equal Rights Division must be filed using the ERD Discrimination Complaint Form. A link to this form follows: <http://www.dwd.state.wi.us/er/pdfs/ERD-4206a-F.pdf>

4. Requirements for Complaints/Grievances Alleging Noncriminal Violations other than Discrimination.

a. Grantee as Respondent. When a DWD grantee is a respondent to complaints/grievances about the administration, implementation, and operation of its DWD-funded employment and training programs, the following procedures must be used:

(1) The complainant shall file a written complaint/grievance within one year after the alleged violation took place.

(2) The grantee shall review the complaint/grievance to determine if it was filed within the one-year time limit and if it falls within the jurisdiction of the DWD Grantee and WAA. If the criteria are not met, the grantee shall provide the complainant with written notice of the rejection of the complaint/grievance and the reasons for that rejection. If the criteria are met, the grantee shall provide the complainant with written notice of the acceptance. The filing date shall be included in the notice.

(3) After accepting the complaint/grievance, the grantee shall:

(a) Conduct a hearing within 30 calendar days of the filing date; and

(b) Issue a decision to the complainant within 60 calendar days of the filing date.

(4) Format for a written decision.

(a) Summary Statement that identifies issue(s) being contested and which caused the hearing to be called. Include citation of law(s), rule(s), regulation(s), policy(ies), and agreements alleged to have been violated.

(b) Findings of Facts, which enumerates items the hearing examiner accepts as facts based upon demonstration of support (documentation) from complainant's and respondent's presentation of facts and opinions.

(c) Conclusion is a brief summary of the facts, which affirm or deny assertions made by parties at the hearing.

(d) Decision should be based on the conclusion(s) and provide a remedy for final resolution.

(e) Appeal rights must be included in the written decision. This statement of appeal rights shall include how, where, and how much time the aggrieved party has to appeal the decision.

(5) After receiving an adverse decision or no decision on a complaint/grievance within 60 calendar days, the complainant may file an appeal requesting a state level independent review. This appeal must be filed with DWD within the following time limitations:

(a) The complainant must file the appeal within 10 calendar days after the complainant received the decision; or

(b) If the complainant did not receive a decision, the complainant must file the appeal within 15 calendar days after the decision was due.

(6) After accepting a complaint/grievance that has been appealed from the grantee level requesting a state level review, the DWS administrator, on behalf of the Governor, shall review the case and issue a final decision within 30 calendar days after the appeal was filed.

(7) Appeal. A complaint alleging that DWD, on behalf of the Governor, has not issued a decision within 60 days after a complaint is filed or the party to such decision receives an adverse decision may appeal these issues to the Secretary of Labor. The Secretary shall make a final determination no later than 120 days after receiving such an appeal.

b. DWD as Respondent. When DWD is a respondent to complaints/grievances about the administration, implementation, and operation of its DWD-funded employment and training programs, the following procedures shall be used.

(1) The complainant must file a written complaint/grievance within one year after the alleged violation took place. For a complaint or grievance involving audit resolution, an appeal must be filed between 15 and 30 days after the issuance of the determination letter, as detailed in the letter.

(2) DWD must review the complaint/grievance to determine if it was filed within the one-year time limit and if it falls within DWD's jurisdiction. If the criteria are not met, DWD shall provide the complainant with written notice of the rejection of the complaint/grievance and the reasons for that rejection. If the criteria are met, DWD shall provide the complainant with written notice of the acceptance of the complaint/grievance.

(3) After accepting the complaint/grievance, DWD shall:

(a) Appoint a hearing examiner;

(b) Conduct a hearing within 30 calendar days of the filing date; and

(c) Issue a decision to the complainant within 60 calendar days of the filing date.

(4) After receiving an adverse decision or no decision on a complaint/grievance within 60 calendar days, the complainant may file an appeal requesting a state level independent review. This appeal must be filed with DWD:

(a) The complainant must file the appeal within 10 calendar days after the complainant received the decision; or

(b) If the complainant did not receive a decision, the complainant must file the appeal within 15 calendar days after the decision was due.

(5) After accepting the appeal, DWD shall designate a review officer to conduct the state level independent review.

(6) After reviewing the case file and (if needed) gathering additional information, the Independent Review Officer shall issue a recommended decision to the DWS administrator within 30 calendar days after the appeal was filed. The DWS administrator may accept, reject, or modify the Independent Review Officer's recommended decision.

(7) The DWS administrator must, on behalf of the Governor, issue a final decision within 30 calendar days after accepting the request for a state level independent review.

c. Employer/Work-training Provider as Respondent. When an employer or work-training provider acting under agreement with a DWD grantee/contractor is a respondent to complaints/grievances about the administration, implementation, and operation of DWD-funded employment and training programs, including complaints of unlawful employee displacement by a DWD program participant, the following procedures must be used:

(1) The complainant shall file a written complaint/grievance within one year after the alleged violation took place.

(2) The grantee or contracting agency shall review the complaint/grievance to determine if it was filed within the one-year time limit, if it falls within the jurisdiction of the DWD grantee/contractor, and if it meets grievance/complaint criteria under WIA or TANF/W-2. If the criteria are not met, the grantee shall provide the complainant with written notice of the rejection of the complaint/grievance and the reasons for that rejection. If the criteria are met, the

grantee/contractor shall provide the complainant with written notice of the acceptance. The filing date shall be included in the notice.

(3) After accepting the complaint/grievance, the DWD grantee/contractor shall contact the respondent, investigate the complaint, and attempt to reach an informal resolution.

(4) If an informal resolution cannot be reached, the grantee/contractor shall:

(a) Conduct a hearing within 30 calendar days of the filing date.

(b) Issue a decision to both the complainant and respondent within 60 calendar days of the filing date.

(5) Format for written decision.

(a) Summary Statement that identifies issue(s) being contested and which caused the hearing to be called. Include citation of law(s), rule(s), regulation(s), policy(ies), and agreements alleged to have been violated.

(b) Findings of Facts, which enumerates items the hearing examiner accepts as facts based upon demonstration of support (documentation) from complainant's and respondent's presentation of facts and opinions.

(c) Conclusion is a brief summary of the facts, which affirm or deny assertions made by parties at the hearing.

(d) Decision should be based on the conclusion(s) and provide a remedy for final resolution.

(e) Appeal rights must be included in the written decision. This statement of appeal rights shall include how, where, and how much time the aggrieved party has to appeal the decision.

(6) After receiving an adverse decision or no decision on a complaint/grievance within thirty calendar days, either the complainant or the respondent (or both) may file an appeal requesting a state-level independent review. This appeal must be filed with DWD within the following time limitations:

(a) The complainant and/or respondent must file the appeal within 10 calendar days after they received the decision; or

(b) If the complainant and/or respondent did not receive a decision, they must file the appeal within 15 calendar days after the decision was due.

5. Requirements for Complaints/Grievances Alleging Incidents of Fraud and Abuse Violations of DWD Grants

a. Notification of Requirements. All WDAs and other organizations receiving DWD funds shall respectively notify the LEO, WDB members, employees, subrecipients, all DWD grant participants, and the general public of the contents of this subsection.

b. Nationwide System for Reporting Incidents. The DOL-ETA, in conjunction with the Office of Inspector General (OIG) has established a nationwide system to report any suspected or actual incidents of fraud and abuse. Under this system, the following procedures will apply to DWD grant recipients.

(1) Individuals who become aware of any allegation or complaint/grievance about possible fraud, misfeasance, nonfeasance, or malfeasance, misapplication of funds, gross mismanagement, and employee or participant misconduct involving DWD grant programs or operations should report that information as follows:

(a) Staff of WDAs or statewide grantees shall within one working day, file an Incident Report using the DWD Grant Fraud and Abuse Incident Report form and submit it to DWD according to procedures on the back of the form.

(b) Staff of program operators other than WDAs or statewide grantees or members of the public may report suspected incidents of fraud and abuse either to the local WDA Administrative Entity or to DWD.

(c) It is not the intent of the DOL or DWD to limit use of the Incident Report to elicit information only after an act or allegation has already been determined legally prosecutable. On the contrary, any act that raises questions concerning possible illegal expenditures or other unlawful activity should be reported immediately.

(2) Complainants who fear that their positions will be compromised if they submit information through the WDA/DWD reporting system may send an Incident Report directly to the OIG, P.O. Box 1924, Washington, D.C., 20013, or telephone the OIG's hotline that is maintained for public use by individuals who want to report a suspected wrongdoing. The toll free number is (800) 424-5409. The OIG is required to respond to hotline referrals within 30 days.

(3) The identity of individuals who provide information will not be disclosed unless they consent or the OIG determines that disclosure is unavoidable during the course of an investigation. The DOL prohibits reprisal against any employee who discloses information about wrongdoing or makes a valid complaint/grievance. Wisconsin's "Whistle Blower Law" provides similar protection for most state employees (230.80-230.89, Stats. & 895.65, Stats.)

c. DWD Reports to DOL. DWD must submit a DOL Incident Report within five working days to the DOL regional administrator, who must immediately refer it to the Regional Inspector General for Investigation for disposition.

d. Follow-up on Reports. Any DWD grantee that has reported an incident of alleged fraud and abuse shall follow up on these cases and work with DWD, appropriate governmental agencies, and, where necessary, law enforcement agencies, such as the district attorney and the Federal Bureau of Investigation, during the investigation and resolution of the case. For any **reported incident of fraud and abuse, the affected grantee shall do the following:**

(1) Investigate the matter in question, have it investigated by appropriate authorities, or if requested, assist with official investigations.

(2) During the resolution of the allegations, ensure that necessary documents are made available, that witnesses and other parties involved in the incident are contacted, that records are maintained, and that the investigatory process is proceeding smoothly.

(3) If the investigation results in disallowed costs, follow the local debt collection process to recover the funds.

(4) Once a fraud report has been transmitted to DWD, interim reports must be submitted when the status of an investigation changes or the grantee is aware of material changes in the methods of resolving the incident. Once an incident has been resolved, a final report is required to close out the case.

e. DWD Assistance. On behalf of the Governor, DWD is responsible for overseeing the integrity of DWD grant programs in the state and providing assistance to grantees in the resolution of cases involving allegations of fraud and abuse. DWD will assist in the investigation and resolution of cases as appropriate, monitor progress and prepare applicable reports.

6. DWD Hearing Process. DWD will use the following procedures to conduct hearings when it is the respondent in complaints/grievances. Grantees may use these procedures or follow their own procedures if based on the elements of due process previously listed.

a. Hearing Request and Response. The complainant may request a hearing by submitting a written request to DWD. DWD will schedule the hearing within 30 days after the complaint/grievance filing date and provide written notice to both parties, including the date, time, and place; issues to be decided; and relevant background material.

b. Open to Public. The hearing is informal and is open to the public.

c. Hearing Provisions. The complainant and the respondent should both attend the hearing. During and prior to the hearing, DWD will apply the following rules:

(1) Complainants may amend the complaint/grievance at any time prior to the hearing.

(2) Complainants may withdraw the request for a hearing in writing prior to the hearing.

(3) Complainants or respondents may request rescheduling of the hearing for good cause within the prescribed 30-day limit.

(4) Complainants and respondents may be represented by an attorney or other representative of their choice.

(5) Complainants and respondents may bring witnesses and provide/submit documentary evidence.

(6) Respondents/grantees and/or subgrantees shall produce requested records or documents relevant to the issues and kept in the ordinary course of business. Both parties may examine all evidence presented at the hearing.

(7) Complainants and respondents may question any witnesses or parties to the hearing.

d. Hearing Examiner's Role and Hearing Provisions:

(1) The role of the hearing examiner prior to the hearing:

- (a) Prepare and review of the case file;
- (b) Determine the issues involved, affected laws, regulations, or other rules;
- (c) Formulate a set of questions for use at the informal hearing; and
- (d) Determine limits of pre-hearing discovery to be allowed.

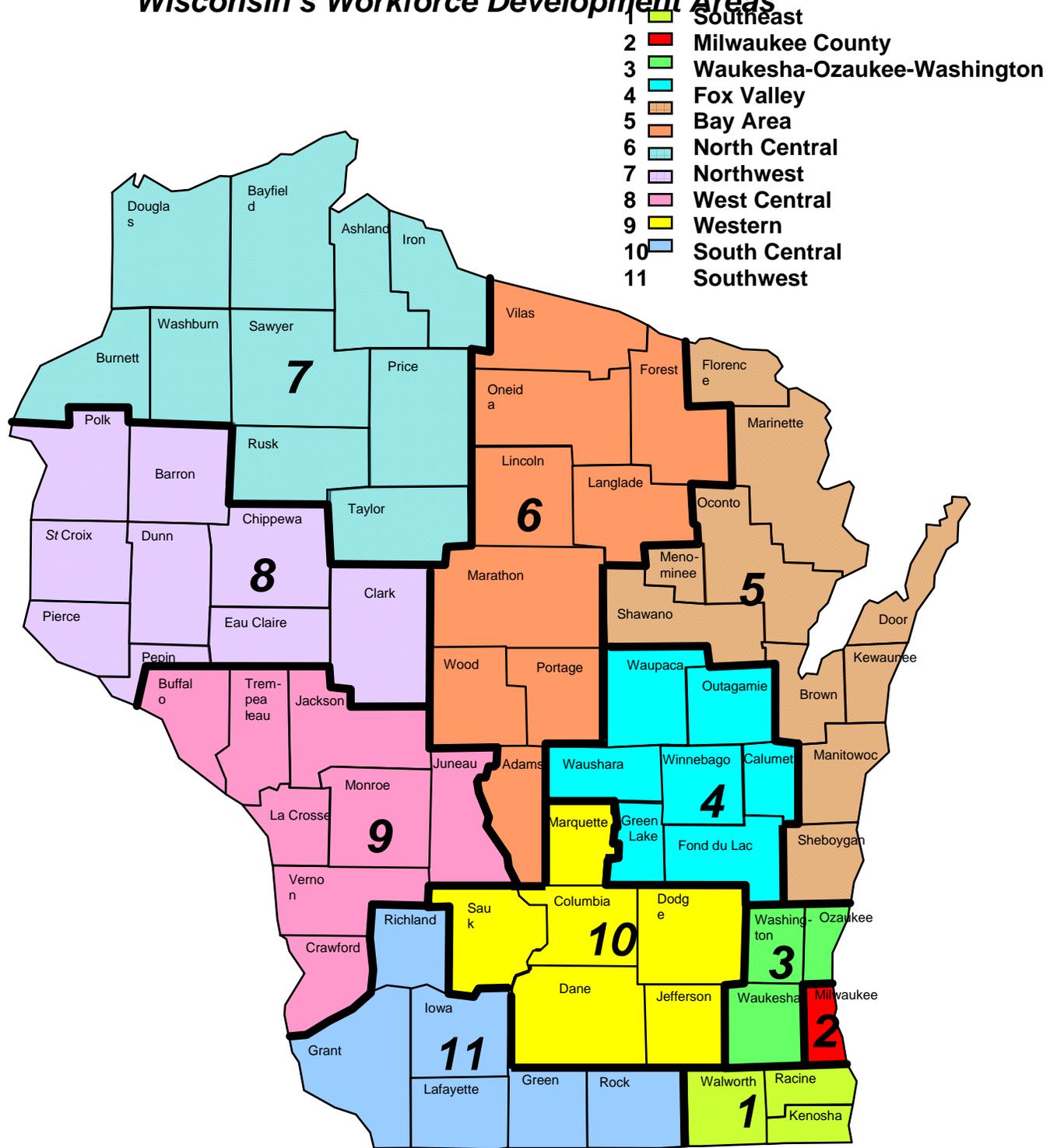
(2) The role of the hearing examiner during the hearing:

- (a) Make a record of the hearing;
- (b) Ensure that the hearing procedure is followed;
- (c) Rule on motions (standard courtroom rules of procedure need not apply);
- (d) Determine the order of witnesses, question witnesses, take testimony, and maintain order; and
- (e) Accept evidence and/or exhibits during or after testimony and discourage lines of inquiry not relevant to the original complaint/grievance.

(3) The role of the hearing examiner after the hearing:

- (a) Not discuss the case with any of the parties;
- (b) Consider and evaluate all relevant facts, evidence and arguments; and
- (c) Formulate and transmit a written decision to all parties, including applicable appeal or civil remedies the complainant may pursue.

**Attachment J
WDA Map
Wisconsin's Workforce Development Areas**



Attachment K

Monitoring Guidelines

Program Year 2007

Desk Review Survey

***Workforce Investment Act (WIA) Title IB
(Adult, Dislocated Worker and Youth)***

Department of Workforce Development
Division of Employment and Training (DET)
Bureau of Workforce Training, Local Services Section
201 E. Washington Avenue, P.O. Box 7972
Madison, WI 53707-7972

The Desk Review Survey is a part of the Workforce Development Area (WDA) program review process. Its purpose is to assist you and DET staff to prepare for the upcoming on-site visit. Prior to the onsite review, a desk review is conducted. A variety of information is used in doing so, including your response to this survey.

Please submit the completed Desk Review Survey and requested documents to your DET Local Program Liaison (LPL) at least three weeks prior to your scheduled on-site monitoring visit. Failure to return the Monitoring Survey by the due date may result in a monitoring finding and/or ineligibility for additional grant funding opportunities. The Desk Review Survey and all attachments **must be submitted electronically. Hard copies are not required.**

Thank you for your assistance in completing this portion of the Program Year (PY) 07 review process. Please contact your LPL if you have any questions or concerns.

Theresa Loerke (608) 264-8179
Karen Pfeil (608) 266-9663

theresa.loerke@dwd.state.wi.us
karen.pfeil@dwd.state.wi.us

Monitoring

Please submit the Workforce Development Board’s (WDB’s) Monitoring Plan, schedule and monitoring instruments.

Local Policy Updates

Please submit **(electronically)** any changes to WDB local policies for your WIA programs since the last WDB local plan submission. If no changes have been made indicate by “N/A”. These policies include:

- a. Priority of service policy for intensive services (“insufficient funds” analysis)
- b. Priority of service policy for training services (“insufficient funds” analysis)
- c. Veteran’s Priority for: (a) Job Center Services; and (b) priority of service policy
- d. Local “income-based” eligibility determination policy for serving adult participants

WIA Title IB Adult, Dislocated Worker and Youth Programs

1. Identify current Adult Program Service Providers

Service Provider	Counties/Job Centers/Target Groups or Services

2. Identify current Dislocated Worker Program Service Providers

Service Provider	Counties/Job Centers/Target Groups or Services

3. Please review the Youth Service Provider listing at www.dwd.state.wi.us/dwdwia/youth/default.htm and identify any changes.

35% High Wage Training

1. Provide the names and Personal Identification Numbers (PINs) for all participants counted in the 35% high wage training category during Program Year 2007. Please indicate if they are considered in the “career ladder” path. Include the training program, identified career, training costs, and supportive services costs for each participant.

Job Center Standards and Criteria

1. Please submit (electronically) Attachment A (Job Center Standards for Comprehensive Job Centers) forms for Program Year 2007 for each of the Comprehensive Job Centers (CJC) in your WDA since they were last submitted as part of Program Year 2006 WDB monitoring. The Attachment A form to complete is attached. Attachment B provides instructions for how to complete this form.
2. If any new Comprehensive Job Centers (CJC) has been created since Program Year 2006 monitoring, please submit a copy of the following:
 - A copy of the Board action (e.g., agenda, minutes, etc.) which approved the designation of the new CJC.
 - Data shared with the Board to assist them in making their decision to certify the new CJC.

Job Center Service Standards for Comprehensive Job Centers (CJCs)

WDA _____
Date Completed _____

CJC Location _____

Standards 1a. - 1i. General Provisions			
Describe the Job Center's major goals and priorities for these General Provisions in PY2007			
Wisconsin Job Center Service Standards (Note: Refer to the published Job Center Service Standards)	Attain- ment Status (FM, PM, NM)*	Accomplishments to Date (July 1, 2007 to present)	Planned Activities (Who? What? Where? When? How?)
Standard 1. General Provisions			
1a. Level of Service			
1b. Veterans			
1c. Customers Make Informed Choices			
1d. Services are Coordinated			
1e. Program Information is Accessible			
1f. Accommodations			
1g. Customers Receive Services			
1h. Customers are Treated with Respect			
1i. Privacy and Confidentiality			

Standards 2a. - 2f. Staff Competencies			
Describe the Job Center's major goals and priorities for these Staff Competencies in PY2007			
Wisconsin Job Center Service Standards (Note: Refer to the published Job Center Service Standards)	Attain- ment Status (FM, PM, NM)	Accomplishments to Date (July 1, 2007 to present)	Planned Activities (Who? What? Where? When? How?)
Standard 2. Staff Competencies			
2a. Community Resources			
2b. Referral Process			
2c. Job Center Tools/Tech			
2d. Special Needs			
2e. Privacy and Confidentiality			
2f. Customer Service Techniques			

Standards 3a. - 3d. Job Center Effectiveness			
Describe the Job Center's major goals and priorities for these Job Center Effectiveness Standards in PY2007			
Wisconsin Job Center Service Standards (Note: Refer to the published Job Center Service Standards)	Attain- ment Status (FM, PM, NM)	Accomplishments to Date (July 1, 2007 to present)	Planned Activities (Who? What? Where? When? How?)
Standard 3. Job Center Effectiveness			
3a. All Customers Served in a Timely Manner			
3b. Customer Satisfaction			
3c. Other Continuous Improvement Models			
3d. An Evaluation Created Locally			

Standards 4a. - 4i. Job Seeker Services Standard			
Describe the Job Center's major goals and priorities for these Job Seeker Services Standards in PY2007			
Wisconsin Job Center Service Standards (Note: Refer to the published Job Center Service Standards)	Attainment Status (FM, PM, NM)	Accomplishments to Date (July 1, 2007 to present)	Planned Activities (Who? What? Where? When? How?)
Standard 4. Job Seeker Services Standard			
4a. Info on education, employment and training			
4b. Info on local services			
4c. Info on Pre- and Post-Support Services			
4d. Initial, comprehensive and Specialized Assessments			
4e. Career Planning			
4f. Current Job Openings			
4g. Assistance with Job Search			
4h. Info on Unemployment Insurance (UI)			
4i. Financial Literacy Training			

Standards 5a. – 5i. Employer – Business Services Standard			
Describe the Job Center’s major goals and priorities for these Employer – Business Services Standards in PY2007			
Wisconsin Job Center Service Standards (Note: Refer to the published Job Center Service Standards)	Attainment Status (FM, PM, NM)	Accomplishments to Date (July 1, 2007 to present)	Planned Activities (Who? What? Where? When? How?)
Standard 5. Employer – Business Services			
5a. Writing Job Descriptions			
5b. Placing Job Orders			
5c. Recruiting Qualified Job Applicants			
5d. Labor Market Info			
5e. Employer Events			
5f. Accommodations			
5g. Info on Retention and Post-Employment Support			
5h. Info on Workplace and Customized Training			
5i. Enhanced Business Services			

Instructions for Completing Job Center Service Standards Form

The Job Center Service Standards apply to all Comprehensive Job Centers (CJC) and their Access Points of Service (APS) in the WDA. CJCs are expected to meet all Job Center Service Standards and APS are expected to meet any Job Center Service Standards that apply to them.

Goals and priorities:

For Job Center Service Standards #1 - #5, identify the Workforce Development Board's (WDB's) major goals and priorities. In this section, also include goals and priorities that have been identified for the Comprehensive Job Center or the APS that may not be reflected in the Job Center Service Standards. For example, a Job Center may have goals for offering a service in addition to those required under the Job Center Service Standards.

For each Standard and every subpart of the Standard:

- Provide an assessment of the present attainment status of the Standard.
- Describe activities and accomplishments that have occurred to date that address the requirements of the Standard and that support the assessment that you have provided of the present attainment status of the Standard.
- Identify activities planned to address the requirements of that particular Standard including expected outcomes and target dates for objectives to be reached.

Attainment Status:

- Use the "Attainment Status" column to indicate your assessment of the extent to which each Standard has been met. Note: There is a row to indicate the attainment status for the entire Standard as well as each subpart of the Standard. **In order for the entire Standard to be fully met, each subpart of the Standard must also be fully met.**
- For each Standard (row) or part thereof, e.g., 3a, use the following abbreviations to indicate the attainment status that applies. Use FM for "fully met", PM for "partly met", and NM for "not met."
- Base the assessment of the attainment status for any Standard on the description of the Standard as published in "Wisconsin's Job Center Service Standards." The Standards are numbered so you can match the table to the published document. (See Attachment H of the December, 2005 Local Plan Guidelines) http://dwd.wisconsin.gov/dwdwia/docs/local_plan_guidelines123005.doc

Accomplishments to Date (July 1, 2007 to present):

- Use this column to describe actions that have been completed to meet each Standard.
- Activities described here should support the assessment (i.e. FM, PM, NM) you have provided for the attainment status of that Standard.

Describe Planned Activities:

- Describe planned activities that contribute to meeting the Standard.
- Include expected outcomes and target dates for completing activities.
- Be sure a reviewer can read any part of your description and answer especially “Who?” “What?” “Where?” “When?” and “How?”
- Include key plans regardless of how they will be funded.
- Since Job Center development is a process of continuing improvements, it is necessary to identify and describe planned activities for every Job Center Service Standard even if it is identified as being “Fully Met.”
- For any Standard assessed “Partly Met,” describe what has been done to partly meet the Standard, and what is planned in order to fully meet the Standard in the future.
- If there are no plans to fully meet a Standard, that should be stated and a rationale provided for that decision.

Coordination of Funds:

Identifying Data

WDA _____ Date of Review _____

DET Staff Reviewer(s) _____

WDB Staff Interviewed _____

PURPOSE

The purpose of the Program Year (PY) 2007 Coordination of Funds Guide is to look at the impact of various funding sources and to identify best practices.

ONSITE REVIEW activities focus on collecting information from the workforce development boards (WDB) to share with Department of Workforce Development (DWD) management.

DESK REVIEW of Workforce Investment Act (WIA) activities is used to review existing information prior to conducting the onsite review with the objective of identifying particular issues and concerns that may need attention or discussion during the onsite review.

Sources of Information for the desk review:

1. WIA Local Plan Part 2;
2. WIA Regulations 20 CFR 663.320;
3. Veteran Program Letter 01-05 published by DWD on April 13, 2005; and
4. WIA Regulations 20 CFR 663.600.

1. How are you supplementing WIA Title 1 funding for adult basic education (ABE) activities?
 - List the funding sources which are providing ABE activities to WIA participants such as the Carl D. Perkins Career and Technical Education Act (Perkins IV), WIA Title II Adult and Family Literacy, and WIA Title 1B.
 - Describe the ABE activities being provided including who is providing the services, for how many participants, and when and where these services are provided.
 - Describe if the services are provided free of charge or payment is required. If payment is required, describe how it works. (e.g. Job Center in-kind partner contribution, contract, pay by the hour, pay a set fee by individual, etc.)
 - What is the total dollar amount of WIA Title 1 funds being spent in a program year on ABE activities?
 - If ABE activities are not being provided free of charge for WIA participants, provide an explanation of why not.
 - If the local area has written policies related to this question, the Local Program Liaison should collect copies.
2. How are you supplementing WIA Title 1 funding for training activities?
 - Does the WDB ensure that all WIA participants enrolled in training apply for grant assistance from other sources (e.g. Pell grants) so that WIA funds supplement other sources of training grants?
 - Describe the process used to ensure that the participant applies for the funding, receives a response, shares the response with the case manager, and how the financial aid is used by the participant.
 - Is the participant allowed to keep the financial assistance if they have unmet needs such as living expenses for housing, childcare, food, transportation, etc.? How does the WDB ensure that there is not duplication in the supportive services they provide and what the participant receives through financial aid?
 - How does the WDB ensure that there is not duplication in tuition, books, training related supports such as tools and supplies that they provide and what the participant receives through financial aid?
 - Is there a difference in the provision of WIA assistance if the participant received an educational loan versus an educational grant?
 - How are WIA funds dispersed, or not, for a participant who received an educational loan?
 - If the local area has written policies related to this question, the Local Program Liaison should collect copies.
3. How are WIA case managers helping WIA participants with veterans status get training services under the Wisconsin GI Bill administered by the State Department of Veterans Affairs? How are you maximizing the use of veteran training funds? How are you ensuring there is no duplication in the expenditure and reimbursement of veteran training funds and WIA funds?
4. Describe which agencies and programs that WIA participants are referred to for providing additional services for WIA participants. (i.e., Food Shares, Veterans Services, Child Care Assistance, WETAP, etc.)
5. How are intake staff and case managers made aware of agencies and programs discussed in #1-4 above?
6. If you have to stop new enrollments in training or intensive services due to funding limitations, how are you ensuring that the priority of service participants continue to receive priority? Describe if, and when, the WDB had to implement its priority of services policy in the past two years. Provide an assessment of the outcomes/ramifications.

OBSERVATIONS AND CONCLUSIONS

Use this form to summarize issues and concerns. To the degree possible, note recommendations and follow-up steps to be taken, along with how this will be accomplished, in particular, as well as any technical assistance needs identified.

1. Based on the interview, are there any concerns about the WDB's practices for ensuring funds are coordinated?
2. Were any problems, issues, or technical assistance needs identified?

3. Are there any best practices that could be shared with other WDAs?
4. What are the recommended actions?
5. Is follow-up required? If so, when?

Summary of Review

WDA _____ Date of Review _____

DET Staff Reviewer(s) _____

WDB Staff Interviewed _____

Summary and Observations. Summarize the strengths (including best practices) and weaknesses identified.
Follow Up Needed.

Technical Assistance Needs. Identify technical assistance needs of the WDB or program provider.

35% Policy:

PURPOSE

The purpose of the Program Year (PY) 2007 Workforce Investment Act (WIA) 35% High Wage Training Monitoring Guide is to collect information on the second year of operation of the 35% high wage training policy. This policy is currently being reviewed by a re-engineering workgroup which will make recommendations to change the policy to be more workable.

ONSITE REVIEW primarily focuses on comparing the first year of this policy to the second year of operation. Local input will be collected and shared with Department of Workforce Development (DWD) management and provide additional data for the re-engineering workgroup.

DESK REVIEW of the PY07 35% participant activities and expenditures will be reviewed prior to conducting the onsite review. The objective of this review is to identify particular issues and concerns that need attention and discussion during the onsite review.

Sources of Information for the desk review:

- Local submitted information on 35% participants;
- WIA Local Plan Part 2;
- Administrator's Memo 06-11;
- Frequently Asked Questions (FAQ) on WIA 35%; and
- Wisconsin Technical College *Graduate Follow-Up Report*.

Training Funds for Higher Wage Jobs

1. Based on the desk review, you have attained ___ % of high wage occupational training. This is an increase/decrease from last year. What are you doing to improve your performance?
2. What are your case managers doing to encourage WIA participants in need of training to pursue high wage occupational training?
3. Based on the desk review, _____ % of the participants counted in the 35% are in career ladder slots. Explain how your career ladder approach to high wage occupational training works.
4. What criteria do you use to provide supportive services to high wage occupational training funded by WIA?

5. What criteria do you use to provide supportive services to high wage occupational training funded by sources other than WIA?
6. Given that there is virtually unanimous commitment to high wage training but concerns with how the policy is implemented, what suggestions do you have to improve policy implementation?

OBSERVATIONS AND CONCLUSIONS

Use this form to summarize issues and concerns. To the degree possible, note recommendations and follow-up steps to be taken, along with how this will be accomplished, in particular, as well as any technical assistance needs identified.

1. Based on the interview, are there any concerns about the WDB's progress in meeting the 35% expenditure requirement for training leading to high wage jobs?
2. Were any problems, issues, or technical assistance needs identified?
3. Are there any best practices that could be shared with other WDAs?
4. What are the recommended actions?
5. Is follow-up required? If so, when?

Youth:

PURPOSE

The purpose of the Program Year (PY) 2007 review of the Workforce Investment Act (WIA) Youth Program is to determine whether the program is being implemented in accordance with the provisions of WIA Rules and Regulations and the local WIA Plan. Additionally, the review should identify best practices and technical assistance needs.

ONSITE REVIEW activities focus on implementation of major program activities. Onsite review is complemented and supplemented by ongoing activities throughout the program year, such as plan reviews and attendance at local meetings.

DESK REVIEW of WIA activities should be used to review existing information prior to conducting the onsite review with the objective of identifying particular issues and concerns that may need attention or discussion during the onsite review.

Sources of Information for the desk review:

5. Youth Program-Related parts of the WIA Local Plan;
6. Local WIA policies related to the Youth Program;
7. Job Center System Data Warehouse reports showing participant enrollments and activities;
8. WIA youth participant data in ASSET; and
9. PY07 quarterly performance reports.

Note: The Division of Employment and Training plans to request a waiver from U.S. Department of Labor (DOL) to report performance outcomes for DOL's Common Measures beginning in PY08. You may also be aware that improvement of participant data is a featured component of our WIA State Plan for performance improvement. Reporting of basic skills deficiency and test data that are needed to compute the Youth Literacy and Numeracy Gains performance measure is a desk review activity for our PY08 monitoring cycle. We are reviewing ASSET data for youth who have not exited from the program. No findings will be issued as a part of this review. Your ASSET User group representatives will receive a comprehensive analysis of currently active WIA Title 1 youth participants (both in-school and out-of-school youth) with recommendations for improving the

quality of these data in ASSET. A summary of this review will be included in our final monitoring reports under the youth program section.

The following information is being collected and will also be reflected in the youth program section of the final monitoring report.

1. Describe the outreach and recruitment process for in-school and out-of-school youth. Describe how it is determined who gets into the program and who does not. Describe referrals, services, etc. provided to youth who are not enrolled in the WIA youth program.
2. Describe the services provided and identified in the Individual Service Strategy (ISS) to assist youth who are basic skills deficient? Include who the providers are, the cost, how the youth's progress is monitored, and how it is determined that the youth has reached an acceptable level.
3. Does the WDB specify a minimum basic skills test score which determines if the youth will/or will not be enrolled in WIA? If the youth is at or below this score, where are they referred for services?
4. Describe youth strategies, services, and activities which make your youth program a year-round program versus a summer work experience program only.
5. Describe what leadership development activities are provided for youth. Include the number of youth involved and frequency of these activities.
6. Describe the tutoring services provided for youth. Include who provides this service, the cost, frequency, and how it is determined who will obtain this program element.
7. What is the impact of the youth program on the local economy?
8. What is the impact of the youth program on the schools?
9. How are you coordinating the WIA Youth Program with other local youth programs and initiatives such as Project Lead the Way, Science, Technology, Engineering, and Math (STEM) fields, Youth Apprenticeship Program, etc.

10. OBSERVATIONS AND CONCLUSIONS

Use this form to summarize major findings, issues, and concerns. To the degree possible, note recommendations and follow-up steps to be taken, along with how this will be accomplished, in particular, as well as any technical assistance needs identified.

Based on the interview, are there any concerns about the WDA's youth program?

Were any problems/issues/technical assistance needs identified?

Are there any best practices that could be shared with other WDAs?

What are the recommended actions?

Is follow-up required? If so, when?

Job Center Criteria:

PURPOSE

The purpose of the Program Year (PY) 2007 Workforce Investment Act (WIA) Job Center Service Standards Monitoring Guide is to determine whether the Workforce Development Area (WDA) has at least one Comprehensive Job Center as required by WIA. A Job Center must meet all of the standards in order to be certified as a Comprehensive Job Center (CJC). Access Points of Service (APS) are expected to meet any Job Center Service Standards that apply to them.

ONSITE REVIEW will assess if CJsCs are meeting the Job Center Service Standards and address any concerns and/or clarifications on CJsCs and their APS. Onsite review is complemented and supplemented by ongoing activities throughout the program year, such as plan reviews and attendance at local meetings.

DESK REVIEW is used to review existing information prior to conducting the onsite review with the objective of identifying particular issues and concerns that may need attention or discussion during the onsite review.

Sources of Information for the desk review:

- WIA Local Plan for PY07-08;
- Criteria for Certifying Comprehensive Job Centers Checklists;
- Job Center Service Standards for Comprehensive Job Centers Checklists; and
- Memorandum of Understanding (MOU) for the CJC.

Criteria and Service Standards for Certifying Comprehensive Job Centers

1. The Local Program Liaison (LPL) will follow up on any issues identified in the Program Year 2007 Desk Review Survey submitted by the WDB.
2. Has the Workforce Development Area (WDA) implemented changes identified in response to Program Year 2006 monitoring?
3. Have the changes made by the WDA met the intent if not the letter of the policy?
4. Describe any significant changes in any of the WDA's Comprehensive Job Centers or Access Points of Service since PY06 monitoring (change in status from CJC to APS, closings, reductions in hours, service delivery, staff cuts, locations, phone numbers, Job Center Contacts, etc.).
5. Does the WDA have a strategy to increase/decrease the number of job centers? Explain.
6. What is the WDA's strategy to provide services in areas where centers have had to close?

OBSERVATIONS AND CONCLUSIONS

Use this form to summarize issues and concerns. To the degree possible, note recommendations and follow-up steps to be taken, along with how this will be accomplished, in particular, as well as any technical assistance needs identified.

Based on the interview, are there any concerns about the WDB's certified CJC(s)?
Were any problems, issues, or technical assistance needs identified for the WDB's CJC(s)?
Are there any best practices that could be shared with other WDAs?
What are the recommended actions?
Is follow-up required? If so, when?

Fiscal:

In general: In the past 18 months, has there been any turnover in the key agency staff, i.e. comptroller, procurement manager, agency director, etc?

Has there been any change in the organizational structure of the agency, including closure of Job Center sites?

Have there been any significant changes in policies or financial processes, including approvals, cost allocation, etc.

A – 1: Cost Allocation: Vendor / Ck # / Amount / Note

—

A – 2: Subcontracts: Agency / Dates / Award / Amount

—

A – 3: Direct Labor: Staff / Dates / Timesheets / PD

—

A – 4: Other Direct Costs: (Invoices, Subcontracts) Vendor / Ck # / Amount / Note

—

A – 5: Support Service Payments: Vendor / Ck # / Amount / Note

—

Notes

--

	Yes/ No	w/p ref	By	Date
A-1 <u>Cost Allocation</u>				
1) When was the agency cost allocation plan last updated? What was the latest date it was reviewed or approved by the Board?				_____ _____
2) Is there a separate resource sharing plan for each Job Center in the Job Center agreement? When was the last time it was updated?	_____			_____
3) Does the plan address the allocation of shared revenues as well as shared costs? (i.e. rental of meeting or classroom space?)	_____			
4) Review one month of allocations to assure the plan is being followed.				
5) Are cost pools reduced to zero monthly?	_____			
6) Is the CAP regularly updated for new or deleted revenue sources and does it include a current organization chart?	_____			
10) Sample 12 transactions from the cost pool: Costs must be documented, allowable and treated consistently				
<i>Note: The cost distribution base should not include large subcontract amounts, nor direct client benefit payments which can skew the allocation.</i>				

A-2. Sub-Contracts

- 1) Provide a list of subcontracts related to DWD programs.
- 2) Sample contracts for the following:
- 3) Do the current subgrantee contracts have: _____

	Yes/ No	w/p ref	By	Date
a) Cover page (dates, amount, signed) _____				
b) Terms / conditions _____				
c) Lobbying/Debarment _____				
d) Program plan (narrative) _____				
e) Budget _____				
f) Modifications _____				
4) Do the subgrantee budgets have:	_____	_____	_____	_____
a) Cost reim or fixed fee stated _____				
b) Line item budget detail, if reim _____				
c) Cost/unit, if fixed fee _____				
d) Consistency with program plan _____				
e) Proper subgrantee invoices _____				
f) Revised budgets, if needed _____				
5) Does the agency:	_____	_____	_____	_____
a) Maintain separate subcontract files _____				
b) Maintain a list of subcontracts _____				
c) Maintain a summary of payments _____				
d) Monitor programs, send a report _____				
e) Maintain audit register _____				
f) Review & close audit reports _____				
6) Are subgrantee invoices:	_____	_____	_____	_____
a) Submitted timely _____				
b) Describe services done _____				
c) Approved by agency staff _____				
d) Compared to budget _____				
e) Actual not budgeted amounts paid _____				

A-3. Single Audit (of the agency)

- 1) Were there any audit findings or comments on the latest audit? If so, follow up on the resolution. _____
- 2) Does the auditor prepare the agency's financial statements as part of their work? _____

A-4. Agency Policies and Controls

- 1) When was the Financial Policy Manual last reviewed and approved by the Board? _____
- 2) Where is the official copy kept?
- 3) Do staff know how & where to access it? _____

	Yes/ No	w/p ref	By	Date
4) Do staff know how to access DWD and DOL data? (Admin Memos, manuals, regulations, etc.)				
4) Does the agency have a policy for capitalizing and depreciating equipment purchased for program use? Provide a chart of equipment and a schedule of use/depreciation.	_____			
a) For DWS charges, is the equipment use comparable to the depreciation claimed?	_____			
b) Is the equipment allocated by its use?	_____			
c) Is the life expectancy used reasonable?	_____			
d) Is the straight-line depreciation method used?	_____	_____	_____	_____
e) Does the agency maintain inventory records?	_____	_____	_____	_____
f) Did charges for depreciation end when the equipment was disposed of, removed from service, or had its life expectancy end?	_____	_____	_____	_____
g) Are real estate improvements treated as equipment?	_____	_____	_____	_____
h) If the agency owns it's building, do a review of total costs and how it is charged, maintenance and depreciation allowances, etc.				
5) Review prior monitoring.				
A) Have all 'closed' items been followed up?	_____	_____	_____	_____
B) Have all 'open' items been corrected? Discuss and/or obtain data.	_____	_____	_____	_____
6) Is the agency incorporating Sarbanes-Oxley Act? (For-profit/publicly traded companies must follow completely).	_____	_____	_____	_____

A-5 Procurement

1) When was the procurement policy last updated? (See Financial Policy)	_____	_____	_____	_____
2) How is competition for service contracts maximized?	_____	_____	_____	_____
3) How are the youth services contracts bid? Are the services split up or the area split up to generate more competition?				

- | | Yes/
No | w/p
ref | By | Date |
|---|------------|------------|-------|-------|
| 4) Is all internal or sole source activity justified?
Review files for any sole source or internal awards. | _____ | _____ | _____ | _____ |
| 5) Is the RFP preparation and review kept separate from any bid preparation? | | | | |

A-6) Direct Labor:

- | | | | | |
|---|-------|-------|-------|-------|
| 1) Select 4 employees charged to DWD programs. | _____ | _____ | _____ | _____ |
| 2) Are job descriptions current and accurate? | _____ | _____ | _____ | _____ |
| 3) Were the labor costs charged to the proper award? (direct cost & pool cost) | _____ | _____ | _____ | _____ |
| 5) Were costs charged to the proper time period? | _____ | _____ | _____ | _____ |
| 6) Were timesheets prepared timely and signed by employee & supervisor? | _____ | _____ | _____ | _____ |
| 7) Does the time/salary charged to agency awards equal the amount paid to employees? | _____ | _____ | _____ | _____ |
| 8) Do timesheets record 100% of employee's time? | _____ | _____ | _____ | _____ |
| 9) Does 1 document exist per employee per pay period? | _____ | _____ | _____ | _____ |
| 10) Are time studies, if any, done properly? | _____ | _____ | _____ | _____ |
| 11) Survey the top salaried employees, and verify that for any over the DOL salary cap, the wages charged to DOL funding sources are limited to the capped amounts. (Currently \$165,500) | | | | |

A-7) Other Direct Costs:

- | | | | | |
|---|-------|-------|-------|-------|
| 1) Select sample of Direct Costs & Subcontract Costs. | _____ | _____ | _____ | _____ |
| 2) Are there purchase orders, invoices? | _____ | _____ | _____ | _____ |
| 3) Are the POs approved prior to purchase? | _____ | _____ | _____ | _____ |
| 4) Are costs program related? | _____ | _____ | _____ | _____ |
| 5) Are costs incurred within the contract period? | _____ | _____ | _____ | _____ |

	Yes/ No	w/p ref	By	Date
6) Are costs actual, reasonable, necessary?	_____	_____	_____	_____
7) Are costs charged to the proper award and line code?	_____	_____	_____	_____
8) Are invoices: verified, approved, cancelled?	_____	_____	_____	_____
A-8) <u>Fiscal Reporting on CORE:</u>				
1) Does latest claim reconcile to agency ledger?	_____	_____	_____	_____
2) Were costs reported on the correct line code?	_____	_____	_____	_____
3) Were the last 2 claims submitted timely?	_____	_____	_____	_____
A-9) <u>Participant Support Payments</u>				
1) Select sample of payments. Are payments allowed per the case file? (child care, mileage, work items, EA, JAL)	_____	_____	_____	_____

Best Practices:

The purpose of the Program Year 2007 (PY07) Best Practices Monitoring Guide is to create an inventory of WDA activities and success stories for inclusion in the PY07 WIA Annual Report and to satisfy various requests received throughout the year from the Department of Workforce Development (DWD) Secretary’s Office, other state workforce development boards (WDB), various federal and state agencies, private non-profit organizations, etc.

ONSITE REVIEW activities focus on collecting information from the workforce development boards to share with DWD management and other sources identified above. In certain cases, DWD may need to contact the WDB for further information other than what is collected during the onsite review.

Provide two or three best practices in the following categories using this format:

Project/Situation:

Description:

Partners:

Outcomes:

Contact:

- **Customers:** Adult, In-School Youth, Out-of-School Youth, Dislocated Workers, Co-Enrolled Participants, and Employers.
- **Service Provision:** Short-term and long-term training, employer relations, employment recruitments, and Job Center services.
- **Grants:** Specialized grant achievements.
- **Regional Partnerships:** Regional partnership activities with economic development and education partners.
- **Special Projects:** Adult and Dislocated Worker projects that have had a profound impact on the economy.
- **Other**

Attachment L

Comprehensive Job Center Standards

One-Stop Job Center Requirements and Standards of Service

As established in § 662.100 (a) of the WIA Regulations, ...the One-Stop delivery system is a system under which entities responsible for administering separate workforce investment, educational, and other human resource programs and funding streams (referred to as One-Stop partners) collaborate to create a seamless system of service delivery that will enhance access to the programs' services and improve long-term employment outcomes for individuals receiving assistance.

Integral to the accomplishment of that goal, the Act establishes Federal, State and Local responsibilities to establish a system of one-stop job centers through out the nation. In Wisconsin, a Comprehensive One-stop Center is a physical location where, at a minimum, WIA Title 1b core services are provided and Wisconsin Job Service and Wisconsin Division of Vocational Rehabilitation staffs are headquartered. There must be at least one comprehensive center in each Workforce Development Area. Each comprehensive one-stop center must provide the following:

Core Services: WIA 134(b)(2)

1. Determination of an individual's eligibility to receive assistance from WIA
2. Assistance in establishing eligibility for programs of financial aid for training and education programs not funded under the WIA and available in the local area.
3. Outreach, intake, and orientation to the information and other services available through the Job Center system.
4. Initial assessment of occupational and soft skill levels, aptitudes, abilities, and supportive service needs.
5. Job search and placement assistance, and where appropriate, career counseling;
6. Access to WORKnet and WisCareers or, provide of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including--
 - (i) job vacancy listings in such labor market areas;
 - (ii) information on job skills necessary to obtain the jobs described in clause (i); and**
 - (iii) information relating to local occupations in demand and the earnings and skill requirements for such occupations;
7. Access to the State Eligible Training List
8. Information regarding local area performance measures and any additional performance information for the one-stop delivery system in the local area.
9. Information about and referral to supportive services, including childcare and transportation in the local area
10. Information regarding filing claims for unemployment compensation.
11. Follow-up services (including counseling) for WIA participants placed in unsubsidized employment, for at least *12 months after the first day of employment.*

Access to Intensive Services: WIA 134(d)(3)(C)

1. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include--
2. diagnostic testing and use of other assessment tools; and
3. in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
4. Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals.
5. Group counseling.

6. Individual counseling and career planning.
7. Case management for participants seeking training services under paragraph (4).
8. Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.

Access to Training Services: WIA 134(d)(4)(D)

1. occupational skills training, including training for nontraditional employment;
2. on-the-job training;
3. programs that combine workplace training with related instruction, which may include cooperative education programs;
4. training programs operated by the private sector;
5. skill upgrading and retraining;
6. entrepreneurial training;
7. job readiness training;
8. adult education and literacy activities provided in combination with services described in any of clauses (1) through (7); and
9. customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Access to other programs and activities carried out by the One-Stop partners

The One-stop partners are:

1. WIA Title I
2. Adult Education and Family Literacy (WIA Title II)
3. Job Service (WIA Title III)
4. DVR (WIA Title IV)
5. Temporary Assistance to Needy Families/WI W-2 (Added by the Governor)
6. Food Stamp E & T and Food Stamp Workfare (check name)
7. Senior Community Service Employment Program- Older Americans Act
8. Carl D. Perkins Vocational and Applied Technology Education
9. Trade Adjustment Assistance (and NAFTA-TAA)
10. Veterans E & T Services & local veteran's outreach programs
11. Community Services Block Grants
12. Housing and Urban Development E & T Activities
13. Unemployment Insurance
14. Native American Programs (*if present in the WDA*)
15. Migrant and Seasonal Farm Worker Programs (*if present in the WDA*)
16. Job Corps (*if present in the WDA*)
17. Youth Opportunity Grants (*if present in the WDA*)
18. Veterans Employment and Training Program (*if present in the WDA*)

While each local area must have at least one comprehensive center (and may have additional comprehensive centers), WIA section 134(c) allows for arrangements to supplement the comprehensive center. These arrangements may include:

1. A network of affiliated sites that can provide one or more partners' programs, services and activities at each site;
2. A network of One-Stop partners through which each partner provides services that are linked, physically or technologically, to an affiliated site that assures individuals are provided information on the availability of core services in the local area; and
3. Specialized centers that address specific needs, such as those of dislocated workers.

The design of the local area's One-Stop delivery system, including the number of comprehensive centers and the supplementary arrangements other service locations, must be described in the local plan and be consistent with the Memorandum of Understanding executed with the One-Stop partners.

Each Memorandum of Understanding shall contain provisions describing--

1. the services to be provided through the one-stop delivery system;
2. how the costs of such services and the operating costs of the system will be funded;
3. methods for referral of individuals between the one-stop operator and the one-stop partners, for the appropriate services and activities; and
4. the duration of the memorandum and the procedures for amending the memorandum during the term of the memorandum; and
5. other provisions, consistent with the requirements of this title, as the parties to the agreement determine to be appropriate and could include:
 - a. requires all signatories strive to meet the service standards
 - b. requires all signatories to participate in center management
 - c. defines roles and responsibilities or signatory agency staff within the center
 - d. center marketing requirements

Standards of Service

The Job Center Service Standards define expectations for serving customers within Job Centers across the State of Wisconsin. The standards will also continue the focus on quality service and ensure consistency of service across the state. The Workforce Development Board is responsible for ensuring that their comprehensive center(s) and any supplementary centers other service locations meet Service Standards.

The Service Standards are broadly stated to allow flexibility in regional program design and local implementation of services. The Service Standards state "what" is to be done; it is up to local groups responsible for the planning and implementation of Job Center services to decide "how" local activities will meet the Service Standards.

The standards are crafted around two customer groupings; Administrative/Partner, and Employers and Job Seekers.

Administrative/Partner Expectations:

1. The Job Center has a *Memorandum of Understanding* (MOU) with all partners that clearly delineates roles and responsibilities in the service delivery system.
2. The Job Center meets ADA physical and program accessibility requirements. Provide equal access to all services and programs (including resource room materials and services) for all customers, including persons with disabilities and limited English-speaking ability.
3. Veterans and qualified spouses shall be given priority over non-veterans in the receipt of any employment, training, and placement services provided in Wisconsin Job Centers. (TEGL # 5-03, 9-6-2004) vpl1-07 3-19-07
4. The Resource Room/customer service area of the Center is staffed all hours the Center is open. One person who can triage customer needs and refer to programs as appropriate must be on duty at all times the center is open.
5. Staff at the Job Center will provide access to all other required WIA partner programs
6. Staff at the Job Center will provide information about available job training and make referrals as needed
7. The Job Center has a credentialed employment counselor who works with all job seeker customers and is on-site each week.
8. The Job Center addresses the needs of youthful job seekers

9. The Job Center is participating in a continuous improvement program. Job Center effectiveness in providing services to job seekers and employers will be available to the public.
10. The continuous improvement program must ensure a trained, competent staff and that staff participates in a credentialing program. Staffs providing services through Job Centers are trained and demonstrate competence in providing consistent, high quality service to business and job seeker customers. Staff possess the following knowledge.
 - a. Knowledge of available community resources.
 - b. Knowledge of referral process to all partner programs and services as appropriate for the customer's needs.
 - c. Knowledge and assistance with all Job Center tools, technologies, Internet, and computer systems.
 - d. Knowledge and assistance with special needs and overcoming barriers to employment, as needed. Understands special employment needs of diverse populations.
 - e. Knowledge of privacy and confidentiality requirements for all customers.
 - f. Knowledge of customer service techniques including maintaining a professional relationship.
11. The Job Center has exterior signage using the "Job Center of Wisconsin, Connecting Wisconsin's Workforce Here" logo. Interior signage ensures that all customers are able to use the Job Center effectively and includes, required posters, room locations and directions in English and alternate language(s) as appropriate to customer demographics
12. Services are coordinated across programs and not duplicated, to improve efficiency and service to the customer.
13. Customers receive services through the Job Center system regardless of race, gender, ethnicity, age, or disability status and in accordance with any other legal protections.
14. Privacy and confidentiality is provided for all customers.
15. All customers are served in a timely manner. (Each Workforce Development Board will decide what it considers a timely manner for customer service.)
16. The Job Center has a Business Services Team that will provide business services in an integrated non-duplicative manner and is consistent with the regional *Business Services Plan*

Employer and Job Seeker Expectations: Every customer using the Job Center should expect:

1. Access to JobCenterofWisconsin.com to make connections between job seekers and employers
2. The level of service provided will be appropriate to individual customer's needs and consistent with program requirements.
3. Regularly scheduled financial literacy education and assistance, information about and referral to credit rehabilitation counseling
4. Veterans and qualified spouses shall be given priority over non-veterans in the receipt of any employment, training, and placement services provided in Wisconsin Job Centers. (TEGL # 5-03, 9-6-2004) vpl1-07 3-19-07
5. Access to all other required WIA partner programs
6. Information about available job training and receive referrals as needed
7. Access to an employment counselor who works with all job seeker customers and is on-site each week.
8. To make informed choices, within available services, and be assisted in determining service options.
9. Services are coordinated across programs and not duplicated, to improve efficiency and service to the customer.
10. Program information is accessible in various delivery formats to ensure understanding by the customer, e.g., oral/written translation services, interpreter services/sign language, etc.
11. Accommodations are made for customers' special needs (physical and programmatic).
12. Customers receive services through the Job Center system regardless of race, gender, ethnicity, age, or disability status and in accordance with any other legal protections.
13. Privacy and confidentiality is provided for all customers.
14. Staff providing services through Job Centers are trained and demonstrate competence in providing consistent, high quality service to business and job seeker customers

15. All customers are treated with respect and served in a timely manner.
16. Information on education, employment and training services.
17. Information on local services, potential eligibility requirements, and how and where to access those services.
18. Information about support services needed to maintain employment.
19. Initial, comprehensive and specialized assessments as appropriate to the customers' needs and program requirements.
20. Career planning with an emphasis on jobs in the area that provide family-supporting wages and benefits, including nontraditional occupations.
21. Current job openings, the qualifications associated with these openings, and application.
22. Assistance with job search, including resume writing, interviewing, seeking nontraditional employment positions, using labor market information and locating the "hidden job market," career ladders, and high wage, high demand occupations.
23. Information on the Unemployment Insurance (UI) filing and claims update processes.
24. Financial literacy training such as the wise use of credit and financial asset building, and credit rehabilitation counseling.
25. Be greeted by some one who can determine my needs and refer me to programs, as appropriate.

Attachment M

Limited English Proficiency Agreement

**The Department of Workforce Development
Division of Employment & Training
Limited English Proficiency Plan
July, 2008**

Introduction and Purpose: The Division of Employment and Training (DET) Limited English Proficiency (LEP) Plan provides a vehicle for DET to communicate the standards maintained in assuring services to LEP individuals. The plan supports the Department of Workforce Development (DWD) LEP policy and addresses the following:

- I. Laws, Orders, Regulations and Department Policy
- II. Responsibility for the DET LEP Plan
- III. Oversight Requirements
- IV. DET Customer Groups and Language Profiles
- V. DET Activities Supporting LEP
- VI. Civil Rights and LEP Complaint Investigation and Processing
- VII. DET LEP Plan Dissemination, Revisions and Effective Dates

The plan also provides an overview of DET management of CRC overall, including the requirements of Equal Opportunity (EO), Affirmative Action (AA) and LEP.

I. Laws, Regulations and Department Policy:

A. Civil Rights Act/Executive Order: DET is required to follow federal statutes/orders and regulations relating to LEP.

- **Title VI of the Civil Rights Act of 1964** states that No Person in the U.S. shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. <http://www.dol.gov/oasam/regs/statutes/titlevi.htm>
- **Title VII of Civil Rights Act of 1964** prohibits employment discrimination based on race, color, religion, sex and national origin. <http://www.dol.gov/oasam/programs/crc/2000e-16.htm>
- **U.S. Presidential Executive Order 13166** was issued in order to improve access to federally conducted and federally assisted programs and activities for DET persons who, as a result of national origin, are limited in their English proficiency (LEP). <http://www.usdoj.gov/crt/cor/Pubs/eolep.htm>
- **Code of Federal Regulations (CFR)** include CFR, Part 37.35 and 45 CFR, Part 80.3.

B. Department LEP Policy: It is the policy of DWD to provide meaningful access to, and information about, all programs and services made available by the Department, to any individual in need of and qualifying for department programs and services at no cost to the customer. The Department will ensure access to services or programs to LEP individuals by providing program information in alternate languages and formats, which may include, but may not be limited to providing interpreters or translation, as necessary.

Each DWD division is responsible for creating LEP procedures based on this policy that reflect its specific programs, services and customers. This document outlines how the DET will meet the requirements of department policy and applicable Civil Rights legislation.

The complete DWD LEP Policy was last updated October 17, 2006 can be found at <http://dwdworkweb/dwdpolicy/417.htm>.

II. Responsibility for the DET LEP Plan: The DET Bureau of Program Management & IT Coordination (BPMITC) has been designated by the Division Administrator as the lead bureau with primary responsibility for developing and implementing the LEP Plan for DET. The lead staff are:

DET LEP Coordinator:

Carolyn Gormican, Equal Opportunity Program Specialist
 Bureau of Program Management & IT Coordination
 Telephone: 608-267-2474.

She is the AA Officer, LEP Coordinator and Complaint Officer for DET Staff, and oversees DET compliance of EO, AA and LEP requirements.

DET Back-Up LEP Coordinator:

Bill Franks, Equal Opportunity Specialist
 Bureau of Program Management & IT Coordination
 Telephone: 608-266-6889 or TTY 866-275-1165.

He is the Equal Opportunity and Complaint Officer for DET Programs, and oversees CRC by DET Grant Recipient Agencies, including, EO, AA and LEP Compliance.

All bureaus within DET have a responsibility to contribute in the development and implementation of language access services and procedures and to assure compliance with the LEP Plan.

The organizational structure of DET and information on the service/program areas that DET administers can be found at the DET site: <http://dwd.wisconsin.gov/det/division.htm>. The following provides a list of contacts:

	Telephone Number	Name	Title
Administrator's Office	608-266-6824 608-266-3623	Ron Danowski James Bond	Division Administrator Deputy
Apprenticeship Standards Bureau	608-266-3133	Karen Morgan	Bureau Director
Program Mgmt & IT Coordination Bureau	608-266-6721	Joan E. Larson	Bureau Director
Job Service Bureau	608-267-7514	Brian Solomon	Bureau Director
Migrant, Refugee & Labor Services Bureau	608-266-0002	Juan López	Bureau Director
Workforce Training Bureau	608-267-9704	Gary Denis	Bureau Director

III. Oversight Requirements: Federal and State laws and program regulations that guide DET programs provide the legal requirements for CRC, including requirements for equal opportunity, affirmative action, and services to LEP individuals and persons with disabilities. The following are the federal and state agencies that guide DET-administered programs:

Federal Agencies	Key DET-Administered Programs
The U.S. Department of Health and Human Services	Refugee Services under the Refugee Act, PL 97 – 363 and PL 99 – 605, and Refugee Resettlement Programs, 45 CFR 400.1
The U.S. Department of Labor	Youth, Adult, Veterans and Dislocated Worker programs under the Workforce Investment Act and public employment services under

	Wagner-Peyser funds, PL105 – 220, Part 663 and 664 as well as the Trade Act, PL 107 – 210; and Foreign Labor Services, 20 CFR. Part 656.
State Agencies	Key DET-Administered Programs
The State of Wisconsin, DWD	Migrants Services, ss. Chapter 17. DWD Code 301; Adult Apprenticeship Program, ss. Chapter 106, Code DWD 295 and 296; and Youth Apprenticeship Program, ss Chapter 106, Code DWD 270.

Federal Oversight of Requirements: DET develops and updates the State’s Methods of Administration (MOA) for the Workforce Investment Act (WIA) programs funded by the U.S. Department of Labor. The regulations that implement the nondiscrimination and equal opportunity provisions of WIA require that each Governor establish and adhere to a MOA for his/her State programs. The MOA describes the actions an individual State will take to ensure its WIA Title I financially assisted programs, activities, and recipients are complying, and will continue to comply, with the nondiscrimination and equal opportunity requirements of WIA and its implementing regulations. Compliance with the DET LEP Plan is included in the MOA. The CFRs that outline the obligations for developing and maintaining methods of administration are 29 CFR part 37.54 located at http://www.dol.gov/dol/allcfr/Title_29/Part_37.54.htm.

DET administers the Refugee Act and Refugee Resettlement programs adhering to the requirements of the U.S. Department of Health and Human Services. CRC requirements for these programs are similar to that of WIA, although no MOA is required for the refugee programs.

State Oversight of Requirements: State agency requirements for CRC are administered by the Department of Administration in accordance with ss. Chapter 16.765 for contracts; ss. Chapter 111.31-111.395 for fair employment; and Chapter 230 for personnel.

IV. Identifying DET Customer Groups and Language Profiles: The Division used U.S. Census 2000 data for Wisconsin as a starting point for the identification of populations that may have limited English proficiency. In addition, the Department of Public Instruction (DPI) collects data on students and their ability to understand English and extrapolations are made concerning parents of school age children. In Wisconsin as a whole, Spanish and Hmong languages have been identified as having a significant LEP population statewide. In addition, some individual counties can have significant minority populations with other language needs (e.g., Russian, Bosnian, Serbian, Croatian, Somali, etc.). The following link is a starting place for obtaining data on LEP persons <http://www.doa.state.wi.us/dir/wisconsin/index.html>. Data are from the United States Census Bureau Profiles. The best source of “official” Census data used to determine thresholds is the Demographic Profiles (DP) # 2 specifically, the “Language Spoken at Home – Language other than English, Speak English Less than Very Well data set.” Contact Bill Franks for assistance on further demographic information on LEP persons.

V. DET Activities Supporting LEP: DET provides an array of activities and initiatives to support the commitment of service to LEP individuals. These are provided as follows:

A. DET Ad Hoc Civil Rights Committee: The CRC Committee is an ad hoc committee that is an advisory group made up of representatives from DET Bureaus to help address Civil Rights issues of compliance for DET’s federal financial assistance programs (e.g. AA, EO and LEP) regulations and requirements. Committee members represent DET’s bureaus and bring a variety of experiences and perspectives to the workgroup. Representatives include:

- Bill Franks, DET EO and Compliant Officer for Programs -- Lead
- Isabel Molina-Jefferson, Employment Services and Migrant Labor
- Irina Zelenskaya, Refugee Services
- Glenn Olsen – Services to Persons with Disabilities

Francisco Rodriguez – Migrant Labor Services
Carolyn Gormican, DET AA/EO Officer and LEP Coordinator

B. Language Translation and Interpretation:

- 1. Vital Documents:** Vital documents are those DET documents, paper or electronic, which contain critical information to customers about accessing, adjusting or eliminating DET services or benefits or is a DET document required by law.

Under the “Safe Harbor” guidance, all recipients of federal and/or state funds are required to provide written translations, free of cost to the customer for all documents identified as Vital. The following actions will be considered strong evidence of compliance with the written translation obligations:

- Written translations of Vital Documents are provided for each eligible LEP language group that constitutes five percent or 1,000, whichever is less, of the population of persons eligible to be served or likely to be affected or encountered.
- If there are fewer than 50 persons in a language group that reaches the five percent trigger in, the recipient is not required to translate vital written materials but provides written notice in the primary language of the LEP language group of the right to receive competent oral interpretation of those written materials free of cost.

“Safe Harbor” was referenced in the Policy Guidance to Federal Financial Assistance Recipients Regarding the Title VI Prohibition Against National Origin Discrimination Affecting LEP Persons.

- a. Identifying Documents for Translation:** Federal funding recipients are required to take reasonable steps to ensure meaningful access to their programs and activities by LEP persons. In determining what documents should be translated, the following four factors should be assessed:

- The number or proportion of LEP persons served or encountered in the eligible service population;
- The frequency with which LEP individuals come in contact with the program;
- The nature and importance of the program, activity, or service provided by the recipient; and
- The resources available to the recipient and costs.

After applying the above four-factor analysis, a funding recipient may determine translation is an effective LEP plan. The list below will also assist in determining whether a document is a vital document or not. If the answer to any of the following is yes, the document should be translated:

- The form/document must be completed and signed by a customer.
Examples include
 - Applications to participate or receive services or benefits.
 - Written tests for competency for a particular license, job, or skill for which English language proficiency is not required.
 - Consent or complaint forms.
- The publication contains information the customer is required to know.

Examples include

- List of partners at One Stop Centers and services provided.
- Other outreach materials.

- ❑ The publication contains the customer's rights and responsibilities when receiving services or benefits.

Examples include:

- Notices advising LEP persons of the availability of free language assistance.
- Information on the right to file complaints of discrimination.

- ❑ The form/publication/document contains rules, regulations, or laws that must be followed by the customer in order to receive services or benefits.

Examples include:

- State wage and hour and safety and health enforcement and information materials.
- Letters containing important information regarding participation in a program or activity.
- Information on the provision of services to individuals with disabilities.

- ❑ The document informs the customer of eligibility, any change in services or benefits, or of something that is happening with their case/program participation.

Examples include:

- Notices pertaining to the reduction, denial or termination of services or benefits and of the right to appeal such actions.

- ❑ The document requires a response from the customer.

Examples include:

- Notices that require a response from beneficiaries.

- ❑ The document contains medical discharge information.

- b. DET Requirements:** Specific DET requirements regarding the translation of Vital documents include the following:

- All of DET's Vital Documents must be translated into Spanish and Hmong at a minimum because these groups meet the threshold for translation in Wisconsin. Other languages that meet this threshold will depend on the service.
- DET is responsible for the costs related to translation of Vital Documents that are issued by DET.
- When a Vital Document is developed, DET requires that translation will occur within 30 calendar days of issuance of the English version.

- c. Inventory of Vital Documents:** The DET LEP Coordinator is responsible for updating the DET Inventory of Vital Documents on a periodic basis.

- 2. Non-Vital Documents:** Non-Vital documents, if needed, can be provided orally. Written translation may be provided at the discretion of the program operator/sub grantee.
- 3. Computer Notices and LEP Information Posting:** DET does not currently use computer generated forms for notification.
- 4. Contracted Telephone Interpretation:** DWD currently has a contract with Certified Languages International (CLI) to provide oral translation in the language of the caller to English via telephone <http://vendornet.state.wi.us/vendornet/asp/ContractDetail.asp?SystemContractNumber=1762>.

5. **Contracted Written Translation Services:** DWD obtains written translation of documents through various vendors under contract with the Department of Health and Family Services. Below is the web link for vendors currently under contract.
<http://vendornet.state.wi.us/vendornet/asp/ContractDetail.asp?SystemContractNumber=1922>.
6. **Oral Interpretation for Customers:** Customers with LEP will receive timely oral interpretation at no cost to them. If there are fewer than 50 persons in a language group that reaches the five percent trigger in, the recipient is not required to translate vital written materials but must provide written notice in the primary language of the LEP language group of the right to receive competent oral interpretation of those written materials free of cost.
7. **Use of Family/Friends and Minors as Oral Interpreters:** DET requires that minor children cannot be used as interpreters. Adult family or friends of the customer may serve as interpreters only after the following:
 - DET informs the LEP customer of the right to free interpreter services;
 - The Customer declines such services in writing and requests the use of a family member or friend; and
 - DET determines the use of such a person would not compromise the effectiveness of services or violate the confidentiality of the LEP customer.

When using a family member/friend, agencies/providers should:

 - Document the use of a family member/friend and place the documentation in the LEP person's file; and
 - Have a trained interpreter sit in on the encounter when possible to ensure accurate interpretation.
8. **Bilingual DWD Staff:** DET continues to assess vacancies to determine the need for positions to possess bilingual skills. To better serve LEP customers, the Division will target positions in parts of Wisconsin where the concentration of Spanish and Hmong target populations indicate the most need for bilingual staff. The Division will implement these changes with current or projected funding resources. The Division will identify Spanish and Hmong populations to be served and determine by location where bilingual staff resources need to be allocated.
9. **DET Interactive Voice Response (IVR) System:** DET provides program information about DET programs and services to customers by phone through an interactive voice response system. The IVR is on the main DET telephone number (608) 266-0327. The introduction is in English, Spanish and Hmong. Further assistance to Spanish and Hmong customers would be provided via CLI.
10. **Walk-Ins:** When an LEP customer walks-in, DET staff should ask the customer to point to the language that he/she speaks, using either the "I Speak Card" available at <http://dhfs.wisconsin.gov/civilrights/ISPEAKCARDS.pdf> or "Language Interpreter Identification Card, provided by CLI, 1-800-362-2341. Office Associates and main reception areas of DET offices should have a supply of the "I Speak Card."

11. Special Assistance:

Wisconsin Coalition for Linguistic Access to Health Care: DWD maintains representation in the Wisconsin Coalition for Linguistic Access to Health Care. In order for workers to participate in the employment opportunities of the state, they must be able to address health care issues. Efforts to create a certification program for qualified language interpreters for medical situations may contribute to the broader availability of trained language interpreters who are culturally and linguistically competent.

C. Requirements of Service Deliverers:

1. **Grantee Agency Requirements:** Many DET program services are delivered through grants with local agencies rather than directly by the Division. Requirements for compliance with EO, AA and LEP laws and regulations are written into the grant agreements.

DET funding recipients of the U.S. Department of Labor are required to comply with the MOA.

DET required funding recipients of the U.S. Department of Health and Human Services to submit a CRC Plan or appropriate Letter of Assurance for the period January 1, 2006 – December 31, 2009. See Admin Memo 06-18 at <http://dwd.wisconsin.gov/det/adminmemos/06018.htm>. The DET LEP Plan's major elements are incorporated into the DET CRC Plan requirements at http://dwd.wisconsin.gov/det/civil_rights/plans_instructions.htm.

2. **DET Monitoring Responsibilities:** The DET EO Officer for programs is primarily responsible for desk and on-site monitoring reviews of grantee agencies for compliance with CRC, including EO, AA, and LEP requirements and in the resolution of complaints. In addition, DET grant managers also perform monitoring functions. The information is shared among the DET grant managers and civil rights unit to be sure that compliance concerns are addressed timely and appropriately. The CRC Monitoring Plan is reviewed and updated annually along with the monitoring format and schedule.

D. Technical Assistance and Training:

1. **DWD/DET Civil Rights and LEP Websites:** Websites on Civil Rights Compliance and have been created to assist DET customers, grantees and partner agencies as well as DET staff. A direct link to grant CRC requirements plus LEP population demographic data for Wisconsin counties and LEP guidance can be found at http://dwd.wisconsin.gov/det/civil_rights/plans_instructions.htm.

A separate LEP information site can be found at http://dwd.wisconsin.gov/det/civil_rights/lep_policy.htm.

In addition, a DWD Spanish language information site is being developed to assist that major Wisconsin language group in locating department and division information services. The draft homepage of this site can be found at <http://dwdintaccpub/espanol>.

2. **Interpreter Training:** The DET Bureau of Migrant, Refugee and Labor Service (BMRLS) is supportive of non-language specific interpreter training called "Bridging Cultural and Linguistic Barriers," which is provided by the International Institute of Wisconsin. This is an intensive 10-hour seminar that provides interpreters an overview of the fundamentals of interpreting and the background to continue working and improving as a

professional interpreter. This training is divided into three parts: Fundamentals of Interpretation, Interpretation in Health Care, and Interpretation in the Courtroom.

- 3. Training and Technical Assistance for Grant Agencies:** All grant recipient and subrecipient agencies of DET are required to have their staff participate in a yearly training related to CRC, including EO, AA, LEP, services to persons with disabilities, access to services and other programs to enhance sensitivity. DET annually develops a training plan for the provision of training to grantee agency staff by DET.

Currently available via webcast is the session, "CRC in Service Delivery" for grantee Agency Heads, AA Officers, EO and LEP Coordinators and Complaint Officers/Coordinators. This session was jointly developed and presented by DET and the Department of Health and Family Services. The course covers the roles and responsibilities of the agency's CRC lead staff, a review of the complaint process as well as the application of Civil Rights law by utilizing actual complaint case studies.

In the future, DET will rely on electronic capacities such as web cast and other means to provide training and technical assistance to grantees in order to reduce travel costs.

- 4. DET Staff Training:** Division staff are encouraged to attend civil rights EO, AA, LEP and related training on a regular basis as approved by their supervisor. DET annually develops a training plan for the provision of training to DET employees.

To minimize cost and to provide flexible scheduling for division staff, training and technical assistance is provided in a number of different formats, including: in person, electronically issued document materials, communications and information; teleconference, videoconference, web casts and distance learning programs via computer.

Most recently, an "Employee Handbook on Language Interpretation and Translation Services" was developed and issued to DET staff. The Handbook provides assistance to staff on how to respond to telephone or in-person inquiries from individuals who are not proficient in English.

VI. Civil Rights and LEP Complaint Investigation and Processing:

Program and Customer Complaints: *The Equal Opportunity Officer for DET Program Services is Bill Franks. He is the complaint coordinator for civil rights and discrimination complaints regarding language access from applicants or recipients of DET program services. In addition, he oversees the Wisconsin Job Center Complaint Coordinator system.*

Wisconsin has a Job Center Complaint Coordinator system for customer complaints in the Job Centers throughout the State. On 02/13/2008, DET issued Admin Memo 08-01, Job Center Complaint Coordinator System, available at <http://dwd.wisconsin.gov/det/adminmemos/08001.htm> which updated procedures and requirements on Wisconsin's Job Center Complaint Coordinator System, including a current list of Complaint Coordinators (CC). This list will be continually updated as information is made available to DET. The CC serves as a centralized point for anyone visiting or working at the Job Center to go to with any kind of complaint. Complaints could range from serious harassment to potholes in the parking lot. The CC will listen to the complaint and refer the complaint to the proper resource/partner agency for resolving the complaint. The CC's will not be expected to do anything beyond referral; they will not be the person who resolves the complaint. Many complaints need to follow existing formal complaint/appeal procedures. The CC is the conduit to make sure the complainant gets to the

resource/agency to resolve the complaint based on the type of complaint or the particular program involved.

Information and procedures on filing program or customer complaints of discrimination are available at the following:

- **Workforce Programs Guide:** Part 1- Administration of Workforce Programs, Section III, Item S - Complaints /Grievances and Appeals located at DET Website:
http://dwd.wisconsin.gov/dwdwia/workforce_guide/part1/part1_adm.pdf.
- **CRC Plans 2007 – 2009:** Attachment 3, “How to file an employment or service delivery discrimination complaint.” http://dwd.wisconsin.gov/det/civil_rights/plans.instructions.htm.

DET Employee Complaints: Carolyn Gormican is the DET Complaint Coordinator for staff complaints. She serves as the DET Affirmative Action Officer and LEP Coordinator and addresses all manner of DET employee complaints, including complaints of discriminations. Ms. Gormican is also the DET Labor Liaison and addresses union grievances for the Division Administrator.

- VII. DET LEP Plan Dissemination, Revisions and Effective Dates:** This plan is shared with the DET Management Team and responsibilities and expectations are discussed. In addition, it is posted on the DET LEP web site in Section V.D.1 of this document. All division staff are notified and encouraged to review the plan. A copy of the plan is also provided to federal funding agencies as appropriate.

This plan will be reviewed annually for needed revisions. The plan will remain in effect until modified by a new effective date.

**Attachment N
Workforce Investment Act and Wagner-Peyser Act
Performance Levels for PYs 2007 and 2008**

Wisconsin

Workforce Investment Act Performance Levels

<u>Adult Measures</u>	<u>PY 2007</u>	<u>PY 2008</u>
Adult entered employment	76.00	78.00
Adult employment retention	84.00	86.00
Adult average six-month earnings	\$9,500.00	\$9,800.00
Adult employment and credential	66.30	67.70
<u>Dislocated Worker Measures</u>		
Dislocated worker entered employment	88.70	90.40
Dislocated worker employment retention	93.80	95.70
Dislocated worker average six-month earnings	\$14,175.00	\$14,400.00
Dislocated worker employment and credential	74.00	75.00
<u>Older Youth Measures</u>		
Older youth entered employment	75.50	77.00
Older youth employment retention	86.00	87.00
Older youth earnings change	\$4,552.00	\$4,575.00
Older youth credential	61.00	62.00
<u>Younger Youth Measures</u>		
Younger Youth Skill Attainment	92.00	94.00
Younger youth diploma	82.00	83.00
Younger youth retention	75.90	77.70
<u>Customer Satisfaction Measures</u>		
Participant ACSI	76.90	78.90
Employer ACSI	77.90	79.80

Wagner-Peyser Act Performance Levels

<u>Measures</u>	<u>PY 2007</u>	<u>PY 2008</u>
Entered employment	65.00	66.00
87.00	Employment retention	86.00
Average six-month earnings	\$13,500.00	\$13,800.00