DRAFT PLAN FOR PUBLIC REVIEW AND COMMENT

Wisconsin Workforce Investment Act
Wagner-Peyser Act
Agricultural Outreach Plan

Program Year 2013 – Program Year 2017
(July 1, 2013 – June 30, 2017)

STATE OF WISCONSIN
DWD
Department of Workforce Development

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Section I. State Workforce Strategic Plan

A state's Integrated Workforce Plan must identify the programs included in the plan, and include the following key elements. Please note that, where appropriate, narratives in each section of the plan may contain Web links to external supporting documents.

Governor's Vision

This portion of the Integrated Workforce Plan must describe the governor's strategic vision for the state's economy and overarching goals for the state's workforce system. This vision should provide the strategic direction for the state workforce system and guide investments in workforce preparation, skill development, education and training, and major initiatives supporting the governor's vision. The plan also must specifically address the governor's vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service, and how programs and activities described in the plan will support the state's economic development needs and the employment and training needs of all working-age youth and adults in the state. The plan must include a description of the methods used for joint planning, and coordination of the programs and activities included in the plan. (Workforce Investment Act (WIA) Sections 111(d)(2), 112(a)-(b), W-P Section 8(c).)

Wisconsin Governor Scott Walker reinforced previous top priorities in his January 2013 State-of- the-State address: Create jobs and develop the workforce. Workforce development and investment to meet the critical needs of employers have been central to his agenda, one that will benefit everyone with continued economic expansion, job growth and a brighter future. In addition to his budget submittal, Governor Walker introduced a bill that passed in March, *Wisconsin Fast Forward,* that will allocate $20 million to address the skills gap and prepare workers for jobs that are in-demand through a cutting-edge Labor Market Information System (see Economic and Workforce Information Analysis Section), worker training grants and the creation of an Office of Skills Development.

Those themes have been driving workforce strategies and activities from the beginning of his administration. In June 2011, Wisconsin's workforce State Board presented Governor Scott Walker with proposed key workforce investment priorities for Wisconsin. The Governor embraced the following key workforce priorities that are continuing with the newly created Governor's Council on Workforce Innovation, and being used as the cornerstone of the many initiatives and collaborative efforts described in this Plan:

The Governor's vision is to create a flexible statewide workforce system that:

- Anticipates employer labor needs while building and strengthening Wisconsin's workforce;
- Supports the development of a highly qualified labor force; and
- Empowers individuals to pursue and retain good paying careers.

In order to achieve this, the Governor's key workforce investment priorities include:

- Improving the alignment between the skills needed by private sector employers and the education and job training systems that provide the pipeline of workers;
- Coordinating federal and state economic and workforce development funds to target resources more effectively, and to explore options such as federal waivers that support innovative solutions;
- Designating specific employment sectors for priority spending based on regional sector strategy priorities and sufficient evidence of labor demand;
- Allocating funds to regions where business, the K-12 system, post secondary education and training systems (technical colleges/universities) and other key stakeholders and regional

sectors are aligned in purpose, and have a pathway in place to develop skilled workers in demand while still providing local regions with the ability to make spending decisions; developing a collective strategy that leads to a pathway;
- Improving sector alignment of mutual purposes by requiring each Economic Development Board to have a Workforce Development Board (WDB) representative;
- Aligning school system curricula with the education and training needed for successful job placements, including basic education requirements for all systems along with the ability to tailor programming to reflect the needs of a local area; local regions would be able to modify their curricula based on regional employer's skilled worker pipeline needs;
- Improving accountability and transparency in order to measure success and prioritize future funding based on outcomes; and
- Researching and incorporating best practices from other states to support an effective, well-coordinated programming system that is in line with federal requirements.

Efforts to meet these goals were unveiled in February 2013 in the Governor's Workforce Investment Plan that includes State funding for:

- State-of-the-art Labor Market Information (LMI);
- Worker Training Grants in occupational areas of immediate need;
- Office of Skills Development;
- Flexibility for workforce training through the technical colleges and performance-based funding;
- Adult Apprenticeship;
- Veterans in Piping (VIP) Apprenticeship Program;
- Initiatives in the K-12 and University of Wisconsin System;
- Improve rural access to health care;
- Reform FoodShare Employment and Training Program; along with an economic development package that includes job creation programs and initiatives:
- Seed Accelerator and Capital Catalyst Programs;
- Wisconsin Economic Development Corporation (WEDC) Marketing Program;
- VETransfer Grant;
- Economic Development Tax Credit;
- Angel Investment Tax Credit; and
- Expansion of tourism marketing.

Elements of the above are similar to those contained in two reports issued in 2012: *Restoring Wisconsin's Workforce Development*, by Mr. Tim Sullivan, former Council of Workforce Investment (CWI) Chair, and *Be Bold 2.* These priorities are aimed at equipping workers with the skills they need to find jobs in the modern workforce, fostering small business growth, and encouraging the creation of new businesses. In total, the Governor's plan invests $ 96 million of state taxpayer resources, and $ 132 million total dedicated to developing Wisconsin's workforce.

At the beginning of his administration, Governor Scott Walker set the goal of creating 250,000 Wisconsin jobs by 2015. To reach his jobs goal, Governor Walker is committed to innovative solutions focused on economic growth and stability to allow Wisconsin businesses to thrive. In light of this, the Governor appointed the Special Cabinet on Economic and Workforce Investment, led by Lieutenant Governor Rebecca Kleefisch. This group, composed of Cabinet heads and stakeholder groups, examined potential administrative and legislative initiatives to incent job creation and create an environment for economic growth. The Special Cabinet proposed long and short-term strategies aimed at assisting both job seekers and employers.

Initially, the group focused on helping currently unemployed Wisconsinites get back to work by identifying ways to connect unemployment insurance (UI) claimants with available jobs. The Department of Workforce Development (DWD) expanded and improved the Job Center of Wisconsin (JCW) website (http://www.jobcenterofwisconsin.com).

As a result of the Special Cabinet's work, Governor Walker directed DWD to implement the following actions:

- Double the number of job fairs from the previous year. This will result in at least 100 job fairs occurring throughout the state this year. The re-branding of these job fairs as Career Expo events will have a renewed focus on matching UI claimants to open jobs, prioritizing veterans and will enhance the pre-screening process for both job seekers and employers.
- Hire 14 positions to assist in re-employment services (RES); bringing the total to 37 at Job Centers (JC) throughout Wisconsin. In addition, the Governor supports DWD extending 23 current project employee positions to maintain and expand service to UI claimants. With these additional staff, DWD will serve approximately 1,000 UI claimants per week with training sessions, skills assessments enhanced job matching, career assistance and follow up services aimed at matching unemployed individuals to jobs.
- Partner with the WEDC in outreach efforts to employers expanding in Wisconsin. Proactively work to align UI claimants with the skills needed to fill these employers' labor needs.

Recent examples on successful implementation of the above priorities:

> A Bay Area Career Expo was held in conjunction with area employers in Green Bay. Workforce staff pre-screened 2,000 job seekers for "job ready" status, and 1,500 of those prospective employees were prepared to meet with the employers. Of the over 100 employers with 1,300 plus job openings, 68 employers conducted at least 272 interviews, 39 employers extended at least 101 job offers, and 37 employers hired at least 96 candidates.
>
> The DWD Secretary has actively tapped into the private sector's training efforts for support and potential replication. As one of the three main industry sectors of Wisconsin, the Secretary commended PowerTest, Inc. of Sussex for its initiative in launching the Manufacturer's Resource Training program. This innovative nine-week certificate training teaches participants how to operate a variety of manually operated machines and gain experience in assembly, inspection, shipping, and welding. Five of the six first class graduates obtained employment in manufacturing-related occupations.

Wisconsin veterans are a high priority target group under the Walker Administration. The Governor directed DWD to do the following:

- Partner with the Department of Military Affairs (DMA) to increase the number of career and benefit fairs for veterans. Wisconsin Department of Veterans Affairs (WDVA) has set a goal of holding 14 fairs in conjunction with DWD and DMA. In the past, WDVA mainly focused on providing benefits and services by way of veterans' supermarkets. WDVA's focus will now include employment assistance in partnership with DWD, as well as providing benefits and services to our veterans.
- Partner with DMA, WDVA and Milicruit to provide a veterans-focused virtual job recruiting tool, to design a Wisconsin-specific platform to hold online job fairs for veterans. WDVA,

DWD, and DMA recently partnered with Milicruit and other Midwest states to hold a regional online job fair. While the results of that job fair are not final, results to date includes 2,773 visitors, 34 employers participating, 6,655 online chats, and 2,549 email exchanges between employers and veterans. Milicruit partners with interested stakeholders and employers to offer an online environment available 24/7 for veterans. National employers are hiring via the site. Governor Walker directs his Administration to highlight this option, among others, to veterans in need of employment.

- Proactively reach out to unemployed veterans to increase awareness of available job placement assistance and other benefits they have earned. Roughly 3,000 veterans will be contacted through letter and thousands more via email and stakeholder outreach.
- Contact employers and inform them of the benefits of hiring veterans for their companies. Veterans' proven leadership ability, work ethic, and mission focus make them assets to potential employers.

A recent success story was the January 2013, "Hiring Our Heroes Job Fair." In conjunction with a major Milwaukee television network, more than 60 employers attended the event at the War Memorial Center to hire veterans. DWD Veteran staff estimated that at least 30% of veterans were hired with an immediate start-date. It was noted that employers are eager to hire veterans as they typically are multi-skilled from their military training, and have extraordinary dedication. Similar events are being scheduled for the future.

The Governor signed an Executive Order creating a "College and Workforce Readiness Council." This Council was tasked with reporting to the Governor on the following goals:

- Reducing dropout and remediation rates as well as income and racial achievement gaps;
- Increasing the number of degrees and certificates awarded by educational institutions;
- Designing shorter, less costly degree programs aimed at filling high need positions while promoting and supporting technical career pathways for students beginning at a young age;
- Encouraging students to pursue trades and professions in high demand or of particular importance to the State of Wisconsin;
- Easing transitions between systems and institutions, specifically through the transfer of credits and the awarding of credit for prior work or other experience; and
- Expanding dual enrollment and dual credit opportunities to elementary and secondary students statewide.

The Council was further directed to (a) base its recommendations on credible data relating to current and future workforce needs, (b) include the business community as well as both two-year and four-year higher education institutions, and (c) that all recommendations must focus on immediate job creation strategies.

State Strategies

The Integrated Workforce Plan must describe the key strategies the state intends to implement, based on its economic analysis, to achieve the governor's vision and goals.

Cross-Program Strategies – The plan must discuss integrated cross-program strategies for specific populations and sub-populations identified in the state's economic analysis, strategies for meeting the workforce needs of the state's employers, and regional and sector strategies tailored to the state's economy.

Partnerships – The plan must include a discussion of key strategic partnerships that are necessary to successfully implement the strategies, specify roles of specific state entities and programs, and discuss how the strategies will meet the needs of employers and of each sub-population. (WIA Sections 111(d)(2), 112(b)(8), W-P Section 8(c).)

Leveraging Resources – The plan must discuss how the state will coordinate discretionary and formula-based investments across programs and in support of the governor's vision. The state's planned commitment of Federal and non-Federal funds to these investments must be included. The plan must also describe how the state will use program funds to leverage other Federal, state, local, and private resources, in order to effectively and efficiently provide services. (WIA Section 112(b)(10)).

Policy Alignment – The plan must discuss how the state will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities outlined in WIA Section 121(b).

(WIA Sections 111(d)(2)(A), 112(b)(8)(A), 121(b), 20 CFR 661.205(b)(1).)

Governor Walker's workforce development plan (listed in previous section) is a multi-faceted approach providing flexible solutions from up-to-date labor market information to getting people on FoodShare into employment training services. The largest workforce initiative is the *Wisconsin Fast Forward* worker training grant that will be made available to businesses wishing to expand in Wisconsin or upskill their current workforce. This initiative invests $ 15 million of state funds in this biennium. DWD will issue grants to both public and private organizations, such as technical colleges, WDBs, regional economic development organizations, and Wisconsin businesses, providing training to new and incumbent workers. These grants may require some matching funds from businesses requesting the training to ensure businesses, as well as the state, are invested in the outcome of the worker training programs funded. A new DWD Office of Skills Development with 4.0 full-time positions will administer the worker training grants. With the WEDC, Wisconsin Technical College System (WTCS), economic development agencies, and businesses, the Office will nimbly and quickly adjust training grants to current and changing workers' skill needs and emerging skill clusters, providing employers with a responsive, flexible, and valuable training resource.

With approximately 1,600 employees, each DWD staff has a role to play in realizing the goals outlined in the DWD Strategic Plan. DWD partners are also critical to these successes. DWD has four primary goals:

I. Connect job seekers to jobs
II. Support the development of a highly skilled labor force in Wisconsin
III. Achieve UI solvency and increase program integrity
IV. Deliver DWD services more efficiently and support increased transparency and accountability.

<u>Goal I. Connect job seekers to jobs</u>

Strategies:

- Promote www.jobcenterofwisconsin.com and DWD job services.
- Connect UI claimants to employment and training services.

- Empower individuals with disabilities resulting in barriers to employment to become economically self-sufficient.

Goal II. Support the development of a highly skilled labor force in Wisconsin
Strategies:
- Engage and support the Governor's CWI.
- Support identification of a pool of additional discretionary funding for development of Wisconsin's workforce.
- Coordinate and align workforce development programs with public and private sector partners, including WDBs.

Goal III. Achieve UI solvency and increase program integrity
Strategies:
- Improve solvency of UI trust fund by engaging the UI Advisory Council.
- Increase UI Programs efficiency and cost effectiveness.
- Enhance UI Program integrity.

Goal IV. Deliver DWD services more efficiently and support increased transparency and accountability
Strategies:
- Continuously identify and implement strategies to deliver programs and services more efficiently.
- Improve funding and efficiency of the Equal Rights and Worker's Compensation programs.
- Measure results to allow for informed decision making on resource allocations.
- Enhance efficiencies by implementing high priority IT projects.

Cross-Program Strategies
DWD's strategic plan directs program leaders to deliver services more efficiently, and to coordinate and align workforce development programs with public and private sector partners, including WDBs. Wisconsin's One-Stop system clients often qualify for multiple programs, and strategies are in place to support co-enrollment across programs when applicable. This co-enrollment can provide a more efficient alignment of resources and services. However, co-enrollment strategies are just one method for maximizing limited resources. DWD seeks unique collaboration across programs in new ways, with the purpose of linking job seekers to gainful employment as quickly as possible.

Examples below demonstrate cross program strategies DWD has introduced:

Job Service (JS) and UI
DWD's labor exchange system, Jobcenterofwisconsin.com and the UI Claimant system have been nationally recognized as innovative service delivery resources. In recent years the number of eligible UI claimants has increased. To address this challenge, DWD now requires UI claimants to register on JCW and create a résumé when they apply for UI benefits. This strategy provides a timely connection to work search requirements and initiates compliance at the beginning of benefit awards. With the increased demand for reemployment services, DWD is expanding services to UI claimants by automating universal data collection and assessment, allowing staff to concentrate their time on appropriate service interventions. In addition, DWD is expanding JCW offerings by adding job matching enhancements, introducing customized résumé uploads, initiating case management features and other developments to maximize the system's ability to better match unemployed job seekers to available jobs. In 2012, JCW had a

record number of job openings posted, well over 158,000, with over 70,300 job seekers using the site and more than 6,700 employers registered.

Industry Specific Career Expos

The Milwaukee Manufacturing Career Expo was the first job fair requiring pre-screening of job seekers to determine whether or not participants were qualified for the available jobs. JS and partner workforce agencies screened more than 1,900 interested candidates and provided access to employers attending the Career Expo to all those who qualified. The Expo solicited participation from manufacturing employers in the Milwaukee region and surrounding area. Sixty-eight employers, also prescreened to verify available openings, hosted booths at this first event. This new service model was very successful and replicated later in 2012 in Green Bay, Wisconsin, where over 100 employers met with 1,300+ pre-screened candidates. In 2013, DWD is planning career expos in southeast Wisconsin, Milwaukee (health care industry), and Green Bay again.

WDBs

Since 2006, Wisconsin has received Joyce Foundation Shifting Gears funding to make college and workplace success an attainable reality. As a result of this funding, DWD and the WTCS are working together to deliver Career Pathway and Bridge programs. A Career Pathway Bridge helps adults in need of basic skills or English language instruction succeed in a career pathway. Bridges consist of courses that link basic math and English skills development with occupational skills development and accelerate the transition from pre-college to college level work. Career Pathways organize college level occupational training as a sequence of certificates that lead adult learners in attainable steps toward better jobs and a degree or technical diploma. Each step improves the learner's career and earning opportunities and provides a skill set wanted by an industry or industry sector. In the coming year, DWD and WTCS will direct WDBs and the local technical colleges to convene local employment and training stakeholders to initiate enrollment in these programs. As a three year goal beginning in 2012, the technical colleges are committed to accepting and tracking 2,700 bridge program participants.

On April 4, 2012, DWD announced $275,000 available for Sector Convening Grants (SCG). These funds are intended to support local customization of a program using either of the following components or a combination of the two:

(1) Further the development of an existing Sector (e.g., expand stakeholder groups, build on Career Ladders or advanced opportunities, etc.)
(2) Initiate convening activities to explore a new area Sector (e.g., explore Sector potential, perform gap analysis, form stakeholder groups, etc.)

The SCG will continue to build partnerships through the WDBs and Technical College(s) or other educational institutions; labor organizations, business or industry associations to develop and improve existing Sectors or explore the establishment of new Sectors within the WDA. The SCG was distributed through an application process to the eleven WDBs with a maximum award for any one grant up to $25,000 and one grant per WDA. An additional $4,000 per WDB from the Regional Industry Skills Education (RISE) grant was also awarded for continued infusion of Career Pathways.

In April 2012, DWD and the Wisconsin Workforce Development Association (WWDA) engaged in strategic planning to increase collaboration efforts and identify coordination opportunities. As a result of this all-day session, that included pre-surveying, the following follow up actions and strategies were identified:

Action Issue #1: Cross-organizational infrastructure – functional clarification of roles and responsibilities.
Desired Outcomes: Increased alignment of shared resources/services (accessible to universal customer).

Action Issue #2: IT data sharing
Desired Outcomes: Increased effectiveness and efficiency for WDBs service to employers and job seekers.

Action Issue #3: Communication, building trust and open relationships.
Desired Outcomes: Clear, open channels of communication where information flows, undistorted, unfiltered, is easily accessible and is on point.

Action Issue #4: Reassess the service delivery system.
Desired Outcomes: A demand-driven system responsive to employers and job seekers, reflective of changes in technology over the last 20 years, and recognizing continuing decreases in funding and alternative and, sustainability plans.

Since that kick-off, top DWD management and WWDA have met to agree on specific goals, strategies, and metrics. In addition, a draft Memorandum of Understanding (MOU) is being discussed to solidify the roles and responsibilities between DWD and WWDA.

Employment and Training and Vocational Rehabilitation (VR) Divisions
The Division of Employment and Training (DET) received grant funding from the Department of Labor (DOL) for a three-year Disability Employment Initiative (DEI) demonstration project. All projects under this initiative build upon the DOL's Disability Program Navigator Initiative by hiring staff with expertise in disability and workforce issues. The grants also supports extensive collaboration across multiple workforce and disability service systems including VR services, mental health and developmental disability agencies, Medicaid Infrastructure Grant (MIG) supported activities, independent living centers, business leadership networks, and other community and nonprofit organizations. The DEI also expands the workforce development system's participation in the Social Security Administration's (SSA) Ticket to Work (TTW) Program with DET as an approved "employment network" as many Supplemental Security Income and Social Security Disability Insurance beneficiaries use the mainstream workforce system to seek employment opportunities.

Apprenticeship and the One-Stop System
The Wisconsin Apprenticeship Advisory Council is interested in working with the WIA workforce system to provide more direct information for careers within apprenticeship occupations and information on how to access apprenticeship training. The apprenticeship system will develop educational tools for the JC's so they are more aware of apprenticeship, training regarding apprenticeship, and boost apprenticeship opportunities listed on JCW.

In addition, DWD's DET will foster the integration of Registered Apprenticeship within the business engagement strategies of the local JC system in order to a.) expand existing apprenticeship programs, and b.) encourage the development of new programs as a solution to meet the training and talent development needs of Wisconsin employers.

Governor Walker wanted to ensure the continuation of the Apprenticeship Program with the infusion of $1.8 million beginning in fiscal year 2014 when federal funding is depleted.

Partnerships

New in 2012, Governor Walker created the **Governor's Task Force on Minority Unemployment** focusing on employment solutions among minority populations in Milwaukee where poverty and unemployment remains high. Solving this challenge is integral to aiding working families and raising the standard of living for all Wisconsinites.

The Task Force was created as a subgroup of the CWI, and composed of CWI members, partner State agencies, Milwaukee area community-based and economic development entities, workforce and education partners, employers and a private foundation. The Governor directed the Task Force to review existing programs at all levels and recommend how these resources could be leveraged to increase minority employment in Milwaukee County. The goal of the task force is to increase minority participation in the workforce using the following strategies:

1. Providing relevant training to produce skilled workers that meet employers' needs in filling positions with family-sustaining wages.
2. Transitional employment: Both private-sector and government-assisted opportunities to allow employers to mentor candidates prior to permanent employment.
3. Transportation: Assist individuals in accessing work opportunities beyond those provided through current bus transportation routes by obtaining a valid driver's license, assistance from business and community-based organizations, and expansion of current transportation routes to centers of employment.
4. Ex-offenders: Providing employer education on the myths and benefits of hiring individuals with criminal backgrounds.
5. Providing entrepreneurship opportunities.
6. Hiring Goals: State government needs to be a leader in hiring minorities and contracting with minority-owned enterprises.

The task force is co-chaired by Lieutenant Governor Rebecca Kleefisch and former State Representative Elizabeth Coggs. The co-chairs have facilitated monthly meetings throughout the Milwaukee area to examine various pockets of excellence that will positively impact unemployed residents in Milwaukee County. Since the inception of the Task Force, swift action has been taken to develop and execute solutions to Wisconsin's minority unemployment problem. The results have already impacted lives:

- The innovative My Life! My Plan! program has served more than 1,000 Milwaukee-area students in less than six months, providing valuable assistance that prepares students to make informed decisions about career choices after high school.
- DWD joined with a number of local and state stakeholders to host a driver's license recovery event that enabled those living in Milwaukee to recover their driver's licenses, valuable credentials for job seekers and a way for workers to have a consistent means of getting to work.

- The Wisconsin Flexible Workforce Coalition has provided a mechanism for those with no work history to access temporary employment leading to family-supporting jobs. The Coalition has served more than 2,000 Milwaukee-area workers.
- The Minority Task Force is currently working with partners to lower recidivism and promote employment opportunities for ex-offenders.
- The Task Force has partnered with Schneider National, the nation's largest privately-held trucking company, to increase job opportunities for minorities in the transportation industry.

The task force remains dedicated to increasing opportunities for minority residents of the Milwaukee area by supporting economic development, entrepreneurship, workforce training, personal responsibility, and family-strengthening initiatives in Milwaukee.

Examples of successful partnerships in place:

Sector Strategies
Since 2009, DWD has supported Sector Strategy efforts throughout the state using WIA discretionary funding. Grants were issued for both convening local stakeholders and for training the workforce to meet industry specific skill demand. DWD set aside $275,000 in grants to 11 WDBs, funding their efforts to engage employers to assess their hiring needs and develop strategies to meet those needs. The grants address the needs for skilled workers in manufacturing, healthcare and other high-growth sectors. The sector based funding is a core element of Governor Walker's *Wisconsin Working* initiative. The grants are intended to support regional efforts to meet the needs of an existing high-growth sector or an emerging sector. The long-term goals of sector strategy efforts are to develop sustainable regional partnerships that enhance the competitive position of key industries and provide family-sustaining wages with increased career opportunities for employees.

RISE Career Pathways
RISE Career Pathways and Career Pathways Bridge programs are a successful outcome supported by funding from the Joyce Foundation and partnership between DWD, WTCS, WEDC, the WDBs and the University of Wisconsin Center on Wisconsin Strategy. As a result of this partnership, Wisconsin has received national attention for its innovations in skills training for high demand occupations. Through the Joyce Foundation influence, DWD participated in an on-site conversation with federal Office of Vocational and Adult Education leaders to share Wisconsin's experience and success with Career Pathway and Bridge Programs. Over the next three years, efforts will be channeled to local level implementation. Partnerships are currently being built with Temporary Assistance for Needy Families (TANF/W-2), Division of Vocational Rehabilitation (DVR), Veterans, Dislocated Worker (DW) and other employment and training stakeholders. DWD's SCG were supplemented with additional funds from the RISE initiative to coordinate pathway programs with the emerging sector needs in each of the 11 WDBs.

As a collaborative effort, DWD, WTCS and WEDC sponsored a Sector Strategy and Career Pathway event in February 2013 to (a) Share program best practices with peers, (b) Discuss new and emerging industry trends, and (c) Discuss best practices in developing career pathways, and supporting sector strategies. National speakers were also available to help build continued momentum with these strategies.

In January 2013, a new advanced manufacturing certificate pilot program was launched in partnership with the Kettle Moraine School District, Waukesha County Technical College and several private companies. The program provides interested high school students hands-on work experience and credits at post-secondary schools. The pilot exposes students to career pathways inherent in manufacturing including welding, fabrication and manufacturing processes to advanced degree fields such as mechanical and electrical engineering. Students also participate in the Youth Apprenticeship (YA) Program that includes four hours a day of work experience in the partner companies.

Veterans in Piping

In 2011, Wisconsin pursued a more direct connection between veterans and employers by piloting the VIP training program to employ veterans in work-based training in the pipe trades industry. VIP is a unique partnership that combines government, military, union and private sector training expertise, all focused on equipping Veterans with three practical areas of assistance: 1) real-world trade-specific skills; 2) transition training and support services; and 3) a guaranteed job offer as a registered apprentice in the piping industry. In the VIP model, industry investment in both program oversight and real funding is significant. For example, the United Association of Plumbers, Pipefitters and Sprinklerfitters costs for the three 2011 pilot classes held in Wisconsin is estimated at more than $1 million and includes two 50-foot welding trailers. DWD Office of Veterans Services staff coordinates with UI, the WDB, DVR and Veterans Affairs stakeholders to promote VIP training services through as many possible resources and services available to eligible veterans. Thus far, all 47 graduates have jobs. Of that total, 23 individuals have stayed in Wisconsin to pursue their career and were approved for G.I. Bill benefits for their apprenticeships. Additional funding is being pursued to expand the VIP program, and add HVAC and Electrical Apprenticeship training. Due to its success, Governor Walker is proposing $300,000 of State funds and one full-time position for the program's continuation.

DWD and WHEDA

In April 2012, Governor Walker announced a $100 million “Transform Milwaukee” initiative, intended to draw businesses to Wisconsin’s largest city by fixing up blighted areas and providing economic incentives. Milwaukee’s economy has been especially troubled in recent years. While the state unemployment rate is 6.8 percent, unemployment in Milwaukee has remained at or above 10 percent.

A key step in pushing ahead with the plan was the enactment of Governor Walker's proposal allowing the Wisconsin Housing and Economic Development Authority to issue up to $150 million in bonds for economic development. The agency has agreed to commit $100 million to “Transform Milwaukee,” by offering federal tax credits, business-development loans and residential mortgage loans.

The five-part plan includes developing vacant business properties and improving transportation infrastructure. It also involves building new systems to carry away storm-water runoff; an effort that will help businesses avoid flooding that has plagued the area in recent years. The plan is expected to create 2,000 jobs in construction and other long-term jobs, in addition to other secondary jobs that come with economic growth.

Leveraging Resources

Governor Walker has directed that workforce resources be prioritized and targeted in innovative and effective ways that ultimately lay the foundation for economic growth. By coordinating federal and state resources, targeting these resources more effectively, and pursuing foundation

funding that support innovative solutions, DWD is helping to realize the Governor's vision for maximizing and leveraging resources.

Under his leadership, Wisconsin is improving collaboration between WEDC, WTCS, K-12, economic development regions, the private sector, and various workforce development partners. Entities such as the CWI and its subcommittees include cross representation from a variety of stakeholders.

Regional collaborations are key to the success as they will leverage resources to improve the alignment between the skills needed by private sector employers and the education and job training systems that provide the pipeline of workers.

Examples of Wisconsin's ability to leverage and maximize resources:

DVR and JCW
DVR has committed approximately $100,000 of their program resources to support JCW enhancements. Enhancements include:

- Résumé Upload – Allows job seekers to upload their own resumes instead of, or in addition to, using the resume builder in JCW
- Display Full Résumé – Makes résumé with job seeker contact information and name viewable by employers for candidate searches (while still giving job seekers the option not to show personal information)
- Skills Matching – Enhances skills matching to add skills inventory to job seeker side and improve matching logic between employer job orders and job seeker skills
- Counselor Role – Adds the ability for career counselors, VR counselors, and some DWD staff to log on as a counselor to assist employers and job seekers with job searches, posting jobs, etc.

DVR and Walgreens retail store teamed up to help find jobs for people with disabilities. Lieutenant Governor Kleefisch kicked off the pilot project that started in May 2012 in four Milwaukee-area stores. In February 2013, the state-wide rollout began for the four-week on-the-job training program. DVR reviews their current case load of approximately 14,000 clients who may be "job ready" for appropriate referrals, and Walgreens designs the specific programs and delivers the training. Several other large employers in the state have expressed interest in launching a similar program. http://www.walgreens.com/topic/sr/social_responsibility_home.jsp

Wisconsin Workers Win (W3)
The W3 program is funded by WIA set-aside resources for program service delivery and General Purpose Revenue (GPR) for weekly stipends. This pilot program, signed into law by Governor Walker, is targeted to serve 500 eligible UI claimants in three southern regions of the state. Participants may volunteer to participate in up to six weeks of on the job occupational skills training with an employer who has a full time job opening. In addition to their UI benefits, the trainee will receive a weekly stipend of $75 to offset expenses such as transportation, work apparel, etc. The employer training site agrees to provide an occupational skills training plan, trainee supervision and worker's compensation coverage for UI trainees in their worksite. Program graduates are expected to be hired by the employer training worksite. Outcomes that are measured include the number of trainees placed in employment and the starting wage, the number of employers, and the average number of weeks a claimant is on UI.
http://dwd.wisconsin.gov/wiworkerswin/default.htm

Joyce Foundation and Accelerating Opportunity Grant Funding
DWD in partnership with WTCS has received three grant awards from the Joyce Foundation supporting efforts to reduce poverty and ensure individuals and families have access to educational opportunities so they can obtain higher-wage, higher-skilled jobs. With the latest grant, DWD and its partners intend to support 115 total career pathway programs and help 2,700 individuals earn a credential with at least 12 college credits. The project also will take steps to better measure results. In addition, WTCS received an Accelerating Opportunity Planning Grant. $22,000 of those grant resources have been combined with Joyce Foundation funding to support strategies for local collaboration among employment and training stakeholders. That collaboration is intended to result in Career Pathway and Bridge program enrollments across employment and training programs beginning in the fall of 2012.

Wisconsin Employment Transportation Assistance Program
Jointly managed by DWD and the Wisconsin Department of Transportation, this program integrates state and federal funding sources to support local collaboration on the transportation needs of low-income workers and job seekers.

VETransfer Grant
Through the Veteran's Affair's Trust Fund, Governor Walker earmarked an additional $500,000 for the VETransfer program. It serves as a business accelerator for Veteran-owned business start-ups.

Policy Alignment
As part of the overarching workforce priorities, the Governor is focusing on aligning the K-12 school system curricula with the education and training needed for successful job placements. The Governor will also have his cabinet strategize to coordinate and augment the common activities related to the workforce goals to ensure alignment of policies and funding.

For example, as discussed above, Governor Walker signed “W3” Assembly Bill 450, into law March 12, 2012. W3 allows eligible UI claimants to continue receiving unemployment benefits as they gain skills on-the-job at DWD-approved businesses. The W3 program is a collaborative effort between DET and UI. To support the program, UI does not count the weekly stipend as income. W3 participants can be co-enrolled in WIA, W2, TANF/W-2 or Work Opportunity Tax Credit programs.

Again, with an emphasis on the State's key industry sectors, other examples include:

> The Department of Revenue instituted the manufacturing and agricultural credit effective January 2013. Other tax shifts to attract businesses and create jobs also include a new state deduction for contributions to Health Savings Accounts which is particularly helpful to small businesses and self-employed individuals.
>
> Strengthening the pipeline of workers for advanced manufacturing and partnerships between WTCS and employers, a pilot grant program was established through the Wisconsin Covenant Foundation. The Workforce Partnership Grant ($3.8 million for three years) is to provide residents with tailored, employer-driven training that results in (a) completion of a meaningful and portable degree, diploma or WTCS-approved certificate program, and (b) job placement in family-sustaining occupations at Wisconsin businesses in need of employees with specific advanced manufacturing skills.

A statute revision mandated that a portion of the revenues generated by the fee charged to nurses for licensure renewal be earmarked to survey Registered Nurses and Licensed Practical Nurses to determine pipeline trends and other health care issues.

The Governor also provided an additional $75 million in available credits for the Economic Development Tax Credit. It is aimed at encouraging businesses to make capital investments, expand and retain jobs, invest in job training, and locate or retain their corporate headquarters in Wisconsin.

Reforming the FoodShare Employment and Training Program is another high priority for Governor Walker. Able-bodied adults without dependent children will be required to enroll in employment and worker training programs offered by Department of Health Services (DHS), Department of Children and Families (DCF) and DWD. If the FoodShare beneficiary chooses not to enroll in these employment programs, they will be subject to federal time limits on nutrition assistance benefits. Participation in an employment training program will be voluntary for persons with dependent children, the elderly and persons with disabilities.

Economic and Workforce Information Analysis
The Integrated Workforce Plan must describe the labor market and economic context in which the state's workforce system (including all the programs in the Integrated Workforce Plan) is operating, based on accurate and timely labor-market, demographic, and economic information, with particular attention given to high-need, under-served, under-employed, and/or low-skilled subpopulations. (WIA Sections 112(b)(4), 112(b)(17)(A)(iv), 112(b)(18), W-P Sections 8(b) and 15.) This description should include an assessment of the needs of constituents within the state who will become, or currently comprise, the state's workforce, particularly those needs which can be addressed by the programs included in the Integrated Workforce Plan. The state's analysis of the current economy and future trends of the economy forms the foundation for strategic planning. For its analysis, the state may use the workforce information produced by the state workforce agency as well as other data available from Federal, state, and private sector sources, and informed by the business representatives of the state workforce investment board (SWIB). The Integrated Workforce Plan must include the following specific information, consistent with Section 112(b)(4) of the Act:
An assessment of the current situation and projected trends of the state's economy, industries and occupations, including major economic regions and industrial and occupational sectors
An assessment of the workforce skills and knowledge individuals need to find current and future employment in the state, particularly those skills and knowledge identified by employers as necessary for economic growth in the state
A description of the characteristics and employment-related needs of the state's population, and diverse sub-populations, including those from racial, ethnic, linguistic groups, older persons, and individuals with disabilities
Based on the assessments above, an analysis of the skill and education gaps for all individuals within the state, particularly for those individuals targeted by the programs included in the Integrated Workforce Plan
An analysis of the challenges associated with the state's population attaining the education, skills, and training needed to obtain employment
A discussion of the ability of Integrated Workforce Plan programs to meet the skill needs of employers in the state and close any skill gaps

Economic and Workforce Information Analysis

New Initiatives

Governor Walker has initiated a state-of-the art Labor Market Information System (LMIS) through DWD as part of his Workforce Investment Plan that complements his *Wisconsin Fast Forward*. It will track job vacancies and link unemployed workers to openings they are qualified to fill, or, to training they can complete to become qualified for employment. In addition, the system will provide high school students and guidance counselors with up-to-date labor market information on career opportunities and the training they would need for current in-demand jobs.

In February 2013, DWD issued a request-for-proposal for potential LMI vendors. Specifically, this system will target in-demand jobs to people based on assessments that highlight their skill sets and the range of occupations where their skills are needed. Matches will go beyond occupational titles or O*Net Codes, and focus on common knowledge, skills and work activities, introducing job seekers to opportunities they may not have considered. Employers, in turn, have an expanded group of job seekers with in-demand skills regardless of prior occupation or industry.

Second, in an effort to better hone training for the skills gaps experienced by employers, and develop a pipeline to abate skills gaps in the future, the DWD Secretary directed a new initiative: The Skills Group project has three goals: to introduce the concept of transferrable skills groups (TSG), which are common across occupations that share knowledge, skills and work activities: to quantify the balance between Wisconsin employers' needs by TSG (demand side) and the projected workforce by TSG (supply side); and to estimate costs to train workers in the skills

groups that show negative balances, or gaps of workers, who can be trained by the WTCS in certificate or associate degree programs.

Current State of the Economy

Approximately 2.7 million people work for an employer in the State of Wisconsin, down from a historic high of 2.9 million in 2008. Of these, approximately 85 percent are the private sector. Wisconsin has more people employed in the service-providing sector than goods-producing and the economy continues to shift toward the service sector. In 2001, approximately 26 percent of the workforce was employed in goods-producing industries, but by 2011, the percentage had fallen to 21 percent.

While the national recession began in December 2007, and ended June 2009, Wisconsin did not report a decline in employment until 2008 and did not report an upward trend until 2010. Though lagging the Nation, the Wisconsin economy has followed a pattern similar to the nation and is reporting an up-tick in employment.

There are several indicators that when taken as a group indicate the economy is recovering. Income tax withholdings are increasing and the average length of duration of unemployment is declining. Turnover rates have begun to rise and as a result, employers experience a "shortage" of skilled workers.

When the economy moves from a period of pronounced decline to slow, but perceivable growth, the labor market begins to change. The business community has made modest investments in their operations, primarily intended to reduce present day risk and take advantage of existing strengths. What makes this investment different from prior recoveries is not the enhanced ability of technology to replace human capital, though technology is rapidly changing the skill sets needed for employment. The major factor is the failure of demand to rise sufficiently to call for the modest increases in labor associated with improved efficiency, lower costs and rapid employer investments. (New York Times 6/9/2011).

This trend alters the dynamics of the economy and the traditional employee – employer relationship. Employers perceive fewer talented, prospective employees and the costs of recruiting increases. Employers, who had become accustomed to having a large labor pool to draw from, begin to express concerns that there is a shortage of skilled workers. Potential job seekers who have the needed critical skills find they are able to be more selective of job offers.

Assuming that the number of qualified applicants are in short supply there are several measures that would correspond to a labor shortage.

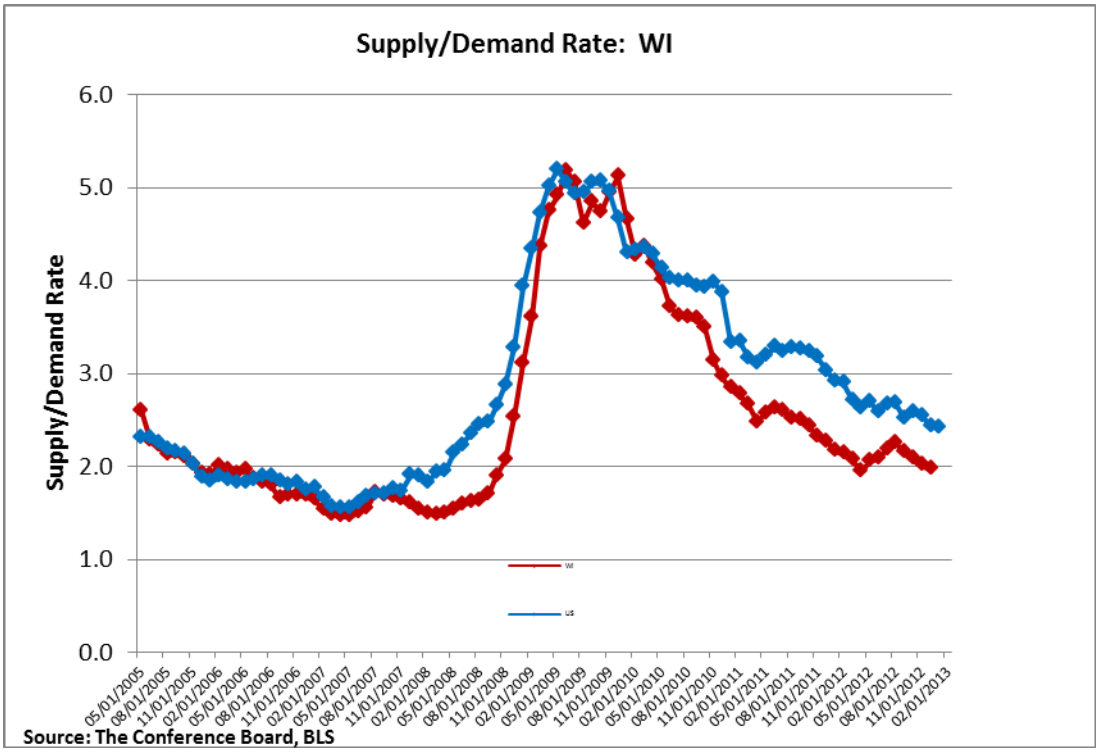
- There should be an increase in employers who have expressed an interest in training existing staff
- Length of job postings should increase
- The number of job postings for the critical occupations should increase
- There should be upward pressure on wages offered for skilled positions
- Turnover rates, as measured by the Local Employment Dynamics, in these industries who are reporting a labor shortage should experience a change from historical patterns

A number of these expectations can be tested with available labor market information.

Supply and Demand for Labor

The information service Help Wanted On-Line prepares a ratio of labor supply to labor demand. In May 2012, the ratio for the State of Wisconsin was 2.04 (seasonally adjusted). In comparison in May of 2011, the ratio was 2.48. This indicates that while businesses have a choice of strong candidates, the short-term need for employers could be strong enough to force employers to compete for quality labor.

In fact, in some industries employers are reporting that they are experiencing difficulties getting the desired labor at the budgeted wage. Compared to our region, Minnesota has the lowest supply to demand ratio at 1.42 and the highest was Illinois at 3.15. All of the neighboring states experienced a decline in the supply/demand ratio.



Employment Critical to State's Economy

The need to innovate and develop new products utilizing the state's existing infrastructure suggests that there are opportunities for those industries that can capitalize on the industrial strengths of the state. By enhancing the workforce's ability to innovate, the State can broaden its economic base. A diversified economy is thought to be able to withstand random shocks and be better positioned to maintain and sustain economic growth. However, it is also necessary to have sufficient strength and size in certain sectors in order to take advantage of economies of scale, and proximity to suppliers and customers.

Four major sectors critical to the state's economic future are manufacturing; transportation, warehousing and utilities; business services and health care. Each of these sectors has a profound impact not only because of the number of people who are employed in these industries, but also because of the skill sets needed to work in these industries and the influence these four sectors have on other industries in the state.

A critical industry to the state's economy is manufacturing. As a state, we have one of the highest concentrations of workers in manufacturing in the nation. Because we have such a strong manufacturing base, it also could be a potential weakness if customers reduce their appetite for goods manufactured in Wisconsin. One of the concerns with manufacturing in Wisconsin is our reliance on external markets. International markets and conditions influence the customers that would purchase products manufactured by Wisconsin firms. In order to help alleviate some of these concerns it is important that firms continue to expand their base of customers and find ways to set their products apart from their competitors.

Within manufacturing, there is a need to be innovative in both the processes used to produce goods and the products themselves. The need for new or improved products that could be integrated by other manufacturers could help the area be more competitive when compared to other parts of the world. By taking advantage of the existing manufacturing base and the supporting infrastructure the state can leverage the strength of manufacturing to help bolster other sectors of the economy.

The transportation and warehousing industry is an important part of the infrastructure supporting the manufacturing base of the state. The ability to effectively package, store and move goods in a cost efficient manner will become critical, as the cost of shipping goods has to be included in the final price of goods moved elsewhere.

Wisconsin is uniquely positioned to be able to take advantage of nearby large transportation hubs (Chicago and Minneapolis) as well as international shipping through our deep-water ports and extensive network of roads and rail. By taking advantage of shorter supply lines, in-time manufacturing, a robust transportation system to move products by freight, truck, plane or boat and proximity to large urban markets, the state could well position itself to remain competitive helping both businesses and those who work for them.

Discussion of infrastructure would not be complete without a focus on the utilities industry. Wisconsin has made significant and sustained investments in its utility infrastructure in the last 12 years. Transmission investments and new electric power plants now provide significantly more generation and transmission capacity than needed for manufacturing expansion. This critical infrastructure component positions Wisconsin well to attract manufacturing investment and jobs. The utility industry itself faces an aging workforce in the distribution, transmission and power plant components of its workforce. The skills required within this industry are often long-term investments for both the company and the employee and traditionally this industry has very low turnover. Consequently, a large proportion of skilled employees are likely to be leaving this industry within the next ten years. While there is little net growth in these jobs, there will be an increase in the demand for employees with technical skills and extended on-the-job training.

A group of industries identified as business services is another important component of the state's economy. These industries provide services (which in many cases were done internally and are now a purchased service) such as payroll, human resources, contracts and similar activities. Two industries within business services that are becoming increasingly important to the economy at large are the management of other firms and employment services. Employers in these industries are becoming crucial because of their client lists. These firms serve as consultants and assist in developing innovative approaches, planning and setting policies for their customers as well as provide day-to-day operations such as hiring temporary or contract workers. By providing these types of services, firms involved in these activities have a larger impact than their employment or sales figures might suggest. As more firms use these types of services, the ability to discuss the needs of critical industries is becoming increasingly complex.

Wisconsin will need health care workers both now and in the future. Wisconsin experienced population growth of six percent from 2000 to 2010. The principle challenges of staffing health care facilities are the diversity and density of the population served. Rural areas report more difficulty finding health professionals and health care technicians with the appropriate skills willing to work in the area.

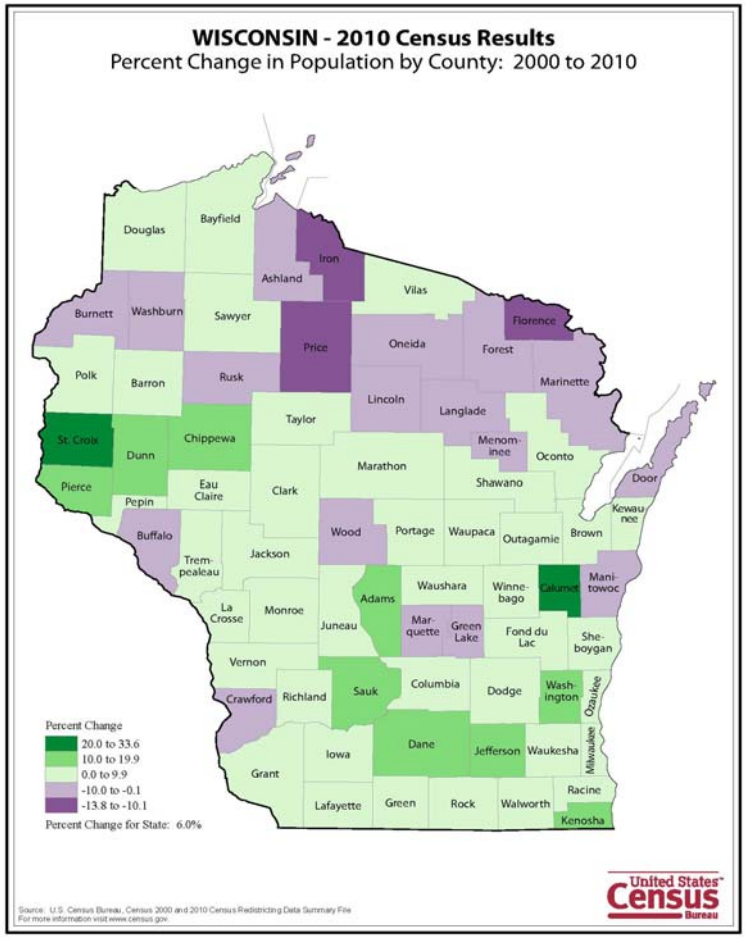
It is important to note that there are 61 occupations that have been identified as being health care related occupations. Of these 61 occupations, 24 do not require a college education. There are also a number of jobs in the health care industry that are not health care or health care related, examples include billing clerks, janitors, cooks, security guards and computer technicians.

There are several training facilities providing training in health care related occupations, but in many cases it is not simply a supply issue, it is also an issue to get the resources allocated where needed. Compounding this issue are the career opportunities that exist for those who have been trained to provide health care. In many cases, a trained health care provider no longer provides direct care to individuals since they are now involved in the management of health care facilities or performing similar tasks.

Projected Trends

Labor Pool

The release of the 2010 Census shows that the population of Wisconsin grew by six percent since 2000. With a growing population, the need for additional services increases. This is an opportunity for businesses as well as the necessity for more people working in the public sector providing required services.



The State reported population increase from 2000 to 2010 however, across the northern tier of the State, the population generally declined. According to the Census Bureau, the state's population has grown by 6.0 percent from 2000 to 2010. Data for Wisconsin show that the five most populous incorporated places and their 2010 Census counts are Milwaukee, 594,833; Madison, 233,209; Green Bay, 104,057; Kenosha, 99,218; and Racine, 78,860. The city of Milwaukee decreased by 0.4 percent since the 2000 Census. Madison grew by 12.1 percent, Green Bay grew by 1.7 percent, Kenosha grew by 9.8 percent, while Racine decreased by 3.7 percent.

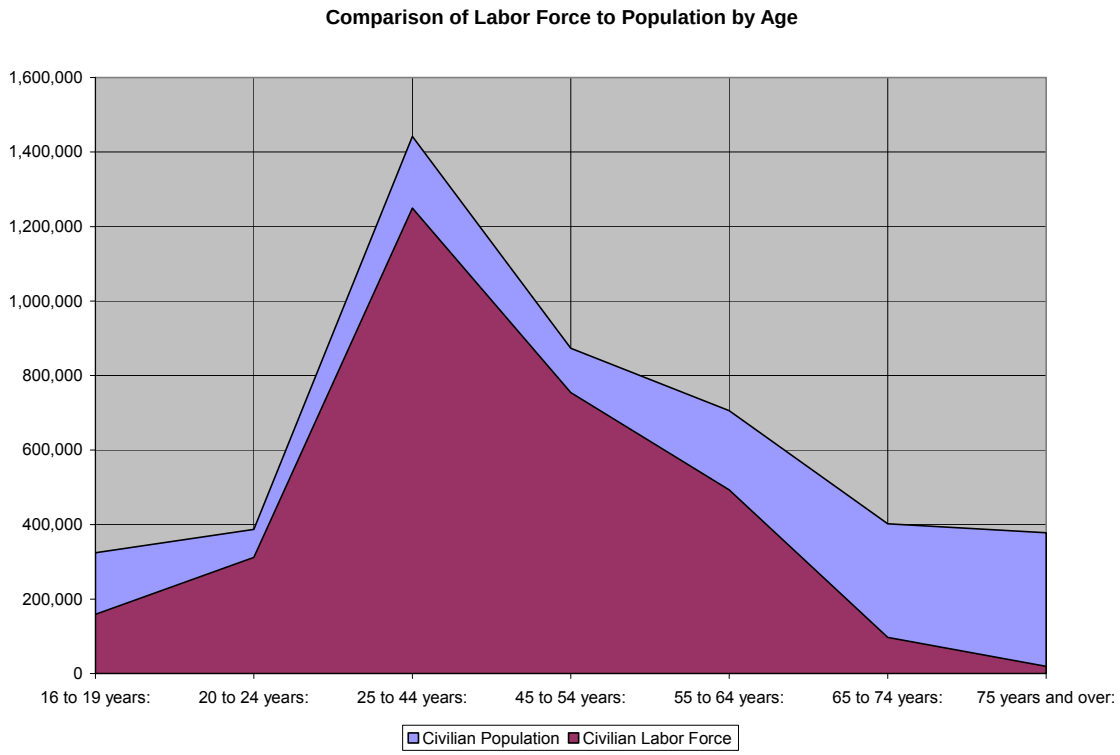
The largest county is Milwaukee, with a population of 947,735. Its population grew by 1 percent since 2000. The decline of the City of Milwaukee indicates that there has been movement from the city of Milwaukee to the surrounding suburbs within Milwaukee County. Other counties in the top five include Dane, with a population of 488,073 (increase of 14 percent); Waukesha, 389,891 (increase of 8 percent); Brown, 248,007 (increase of 9 percent); and Racine, 195,408 (increase of 4 percent).

While much of this growth is internal, some of it is has been through relocation to Wisconsin. Approximately 2 percent of the population relocated from a different state or from abroad. Of those who relocated to the state, the majority were from other states. The fastest growing county was St. Croix, while the county with the fastest decline was Iron County. The population

in the State shifted from the northern areas of the State to more populated areas. This movement is consistent with employment patterns found in the State.

Demographics of Labor Pool

The following chart shows the population and labor force for the state of Wisconsin. The peak of both series is between the ages of 25 to 44 although the labor force participation falls precipitously with age. The relationship of the age of employees and the participation rate by age identifies a critical component of the anticipated changes in the labor pool.



Source: Local Employment Dynamics QWI

One in five workers in Wisconsin is 55 or older (20.5 percent). Only 4.1 percent of the workforce is 65 or older. The cohort of workers from 55 to 65 exiting the workplace will exceed the number of workers entering for a significant number of years into the future. As this process accelerates, employers will need to address the loss of institutional knowledge and the loss of experienced workers who are adept in needed skills.

Given the rapid decline in workforce participation after 55, it is important to consider how the age composition varies by industry. The following table shows the percentage of the workforce that is 55 or older by industry.

Percentage of Older Workers by Industry

Industry	Percentage of those 55 and Older	Estimated Employment (All Ages)
Agriculture, Forestry Fishing	22.8	21,647
Mining	22.3	2,324
Utilities	29.1	12,755
Construction	15.0	94077
Manufacturing	21.8	451,991
Wholesale Trade	21.6	116,482
Retail Trade	19.8	292,703
Transportation and Warehousing	26.2	90,629
Information	15.9	49,057
Finance and Insurance	19.6	126,228
Real Estate	25.9	24,906
Professional, Scientific and Technical Services	18.8	96,943
Management of Companies	19.4	54,406
Administrative Support and Waste	16.4	134,010
Education	26.7	216,454
Health Care and Social Assistance	21.8	375,258
Arts, Entertainment and Recreation	27.8	43,198
Accommodation and Food Service	8.8	213,443
Other Services	23.9	88,828
Public Administration	22.0	134,058

Source: Local Employment Dynamics QWI Moving Annual Average (2012(1)).

The consequences of an aging workforce population varies from industry to industry. Manufacturing, with the highest number of employees who are 55 or older, has led the recovery, yet has one of the higher percentages of workers over the age of 55 at 21.8 percent. Other industries reporting growth during the most recent year include Management of Companies and Administrative Support and Waste Services. Both of these industries employ a lower percentage of older workers. However, both of these industries are dependent on the industries who report an older workforce.

If this distribution reflects an emerging pattern, it would indicate that employers are shifting their priorities from developing internal staff and resources toward hiring external resources potentially including planning, hiring and training staff, marketing, developing new products or changes in production.

Other industries with a high percentage of workers over 55 include public administration at 22.0 percent, utilities at 29.1 percent, transportation and warehousing at 26.2 percent, real estate at 25.9 percent and education at 26.7 percent. Each of these industries face succession challenges due to the difficulty of keeping the older workers in the labor force. Many of these workers may leave the workforce if expectations of future economic vitality increase. The older the segment of the population, the lower the unemployment rate for that segment. However,

this relationship may mask the many people no longer seeking work and as such are no longer part of the labor force. This could be problematic as skill sets and experience generally increase with age.

Strategies to assist individuals back into the work environment will need to take into account these changing dynamics and may require some accommodation to assist a segment of the population as they retrain/retool in an effort to re-gain employment.

Growth Industries and Occupations

As Wisconsin adjusts to changing local, state and international markets, the State's economy will require changes in occupations and skills. These changes indicate a need to reprioritize workforce training programs.

During periods of economic downturn measures of productivity increase as fewer people are employed. Part of this change can be attributed to increases in the use of technology. Those employees who remain will need to be highly skilled, adaptable and capable of critical thinking, problem solving and working with a less developed “safety net” on the job.

A number of occupations that are predicted to grow based on projections that address manufacturing and health care as a rule require less than one-year of training and as such may prove invaluable in assisting a large number of individuals with a proven work history, and the necessary soft skills to reenter the workforce

The standard industry and occupations projections include short-and long-term projections, based on historical patterns. All the projections assume the historical trend established will continue. The projections referenced are based on 2010-2020. At this point in 2012 many of the projections deviate significantly from actual experience. These projections assumed the underlying economic conditions are maintained and society does not undergo a significant shift in public policy and/or technology. Short-term projections use a shorter window than long-term, so the impact of public policy and technology is somewhat dampened. Nevertheless, they are based on historical trend and do not take into account the business cycle. Consequently, the impact of the “Great Recession” is not considered when making projections. In part due to the changes in policy and disruption of economic trends, the use of projections has to be carefully weighed against other sources of information.

The industries projected to show the largest change in employment from 2010-2020 are generally in service-providing industries.

Industries Predicted to Grow (2010-2020)
Food services and drinking places
Administrative and support services
Hospitals, including state and local government
Ambulatory health care services
Nursing and residential care facilities
Specialty trade contractors
Insurance carriers and related activities
Religious, grantmaking, civic, professional, and similar organizations
Merchant wholesalers, durable goods
Fabricated metal product manufacturing

Source: State of Wisconsin, DWD Office of Economic Advisors

When reviewing both the industrial projections and the most recent Current Employment Statistics, only the estimated growth in Health Care remains a robust expectation. A review of growth patterns since the great recession offers a more likely forecast of future growth.

Projecting Occupation Growth of the Top Ten Percent of Industries (as Ranked By Employment Growth)

In 2011, (the most recent year of complete data available) Wisconsin employment grew by 1.3 percent. The Business and Professional Services industry reported the largest percent increase (5.3 percent) followed by Manufacturing (3.3 percent). These two industrial groups account for 85.6 percent of the growth in employment.

The Business and Professional Services industrial group is composed of three industrial sectors:

- Professional, Scientific and Technical Services (North American Industrial Classification System (NAICS) Code 54)
- Management of Companies and Enterprises (NAICS Code 55)
- Administrative and Support and Waste Management and Remediation Services (NAICS Code 56)

The largest growth in this industrial group in Wisconsin was in the industry Management of Companies and Enterprises (7.6 percent). This industry comprises (1) establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions or (2) establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the company or enterprise. Establishments that administer, oversee, and manage may hold the securities of the company or enterprise.

These establishments perform essential activities that are often undertaken, in-house, by establishments in many sectors of the economy.

The industry Administrative and Support and Waste Management and Remediation Services in Wisconsin experienced a 6.6 percent growth rate from 2010 to 2011. Administrative and Support and Waste Management comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this industry specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services.

The Professional, Scientific, and Technical Services industry grew 2.8 percent in Wisconsin from 2010 to 2011. Professional, Scientific and Technical Services comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services;

advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services

The growth in these industries is both a challenge and an opportunity for the state as the occupations found in these industries are both more specialized to specific business practices and more general in that the work done is not industrially dependent.

The other sector of the Wisconsin economy experiencing significant growth is the manufacturing sector. Wisconsin has one of the highest percentages of employment in manufacturing in the country and is stronger than any surrounding states as well far exceeding the nation. In 2011, 19.9 percent of the jobs found in the private sector are in manufacturing. The growth in a global economy initially drove many businesses away from the United States. Across the nation, the percentage of workers working in manufacturing continues to decline. However, a variety of factors has made several businesses reconsider the idea of off-shoring jobs in order to maximize profit. The desire to maximize profit is still evident, but a variety of incentives, tax credits and a large potential labor pool has altered the calculations of several firms.

Wisconsin has one of the strongest manufacturing bases in the country. Within the manufacturing industry are two divisions, based on the expected lifetime of the product. Durable manufactured goods are defined as having a life cycle of three or more years. Nondurable goods are defined as expected to last less than three years.

The largest growth of employment has been in the production of durable goods. Generally, this portion of manufacturing requires strong technical skills, problem-solving and critical thinking. Other skills, harder to define and develop (sometimes referred to as soft skills) are also more important than those found in other forms of manufacturing. Monthly employment estimates show manufacturing, specifically durable manufacturing, continuing to increase. Some employers are now voicing concerns about not finding qualified candidates to fill vacant positions. This phenomenon is not yet visible in readily available labor market information. Wisconsin has a strong tradition in both the manufacturing of durable and non-durable goods. Transforming agricultural products into finished goods is likely to continue, although the size and scope of the operations will continue to reflect changes in technology and changing tastes of the consumer. Recent trends in manufacturing of durable goods have shown a positive trend that began in early 2010 and has continued into 2012.

Traditionally the skills sets of those working in durable manufacturing are higher than other forms of manufacturing, with higher wages and less seasonal volatility. The growth of durable manufacturing implies that individuals working in manufacturing will require additional training. However, within durable manufacturing much of the training that is required is task specific and requires a high level of skill. These skills do not generalize well to a curriculum that can be provided to the public and consequently require a collaborative and cooperative approach that integrates technical education to specific business practices. An additional difficulty is that each industry within the manufacturing sector has a unique staffing pattern, the following table reports the various occupations found in the largest industry in durable manufacturing (Fabricated Metals).

Occupations Found in Fabricated Metals (Ranked in Descending Order)

SOC	Occupational Title	Estimate	Percentage
51-4041	Machinists	5,414	8.8
51-4121	Welders, Cutters, Solderers, and Brazers	5,260	8.5
51-4031	Cutting, Punching, and Press Machine Setters, Operators and Tenders	4,062	6.6

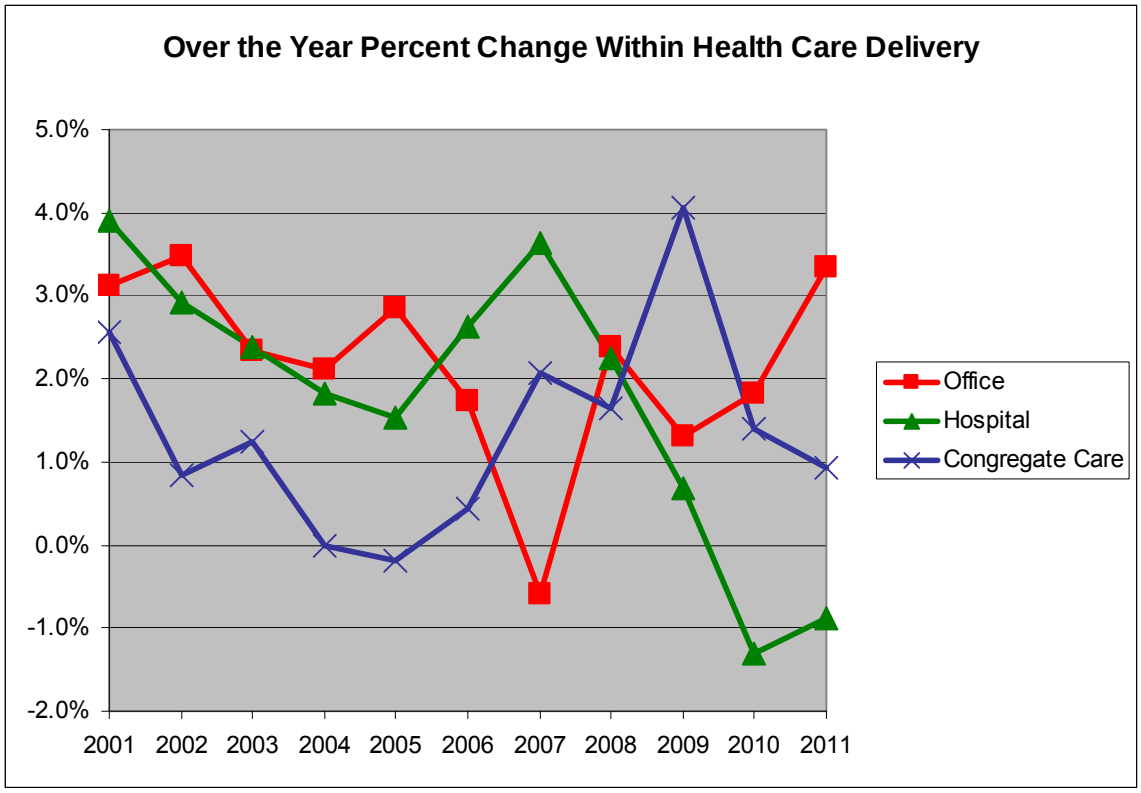
Occupations Found in Fabricated Metals (Ranked in Descending Order)			
SOC	**Occupational Title**	**Estimate**	**Percentage**
51-2092	Team Assemblers	3,818	6.2
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	3,220	5.2
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	2,915	4.7
51-4033	Grinding, Lapping, Polishing, and Buffing Machine	2,301	3.7
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1,799	2.9
43-5071	Shipping, Receiving, and Traffic Clerks	1,412	2.3
51-4034	Lathe and Turning Machine Tool Setters, Operators and Tenders	1,418	2.3
51-9121	Coating, Painting, & Spraying Machine Setters, Operators & Tenders	1,418	2.3
51-9198	Helpers--Production Workers	1,341	2.2
51-2041	Structural Metal Fabricators and Fitters	1,316	2.1
11-1021	General and Operations Managers	1,128	1.8
41-4012	Sales Representatives, Wholesale and Manufacturing	924	1.5
43-9061	Office Clerks, General	909	1.5
49-9042	Maintenance and Repair Workers, General	954	1.5
51-4081	Multiple Machine Tool Setters, Operators, and Tenders	903	1.5
11-3051	Industrial Production Managers	844	1.4
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	835	1.4
49-9041	Industrial Machinery Mechanics	773	1.3
51-4111	Tool and Die Makers	830	1.3
13-1051	Cost Estimators	721	1.2
17-2141	Mechanical Engineers	683	1.1
43-3031	Bookkeeping, Accounting, and Auditing Clerks	697	1.1
53-7051	Industrial Truck and Tractor Operators	677	1.1
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farms	589	1
17-3013	Mechanical Drafters	606	1
37-2011	Janitors and Cleaners, Except Maids and Housekeeping	587	1
43-4051	Customer Service Representatives	599	1
51-4032	Drilling and Boring Machine Tool Setters, Operators and Tenders	624	1
51-2099	Assemblers and Fabricators, All Other	565	0.9
51-4193	Plating and Coating Machine Setters, Operators, and Tenders	536	0.9
43-5061	Production, Planning, and Expediting Clerks	522	0.8
51-4122	Welding, Soldering, & Brazing Machine Setters, Operators & Tenders	501	0.8
51-4191	Heat Treating Equipment Setters, Operators, and Tenders	502	0.8
17-2112	Industrial Engineers	462	0.7
13-2011	Accountants and Auditors	395	0.6
43-5081	Stock Clerks and Order Fillers	386	0.6
47-2211	Sheet Metal Workers	398	0.6
11-3031	Financial Managers	290	0.5
43-1011	First-Line Supervisors/Managers of Office and Administration	299	0.5
43-6011	Executive Secretaries and Administrative Assistant	286	0.5
51-4012	Numerical Tool and Process Control Programmers	306	0.5
51-4194	Tool Grinders, Filers, and Sharpeners	293	0.5
51-9022	Grinding and Polishing Workers, Hand	291	0.5
51-9111	Packaging and Filling Machine Operators and Tenders	286	0.5
53-3033	Truck Drivers, Light or Delivery Services	307	0.5
53-7064	Packers and Packagers, Hand	339	0.5
11-9041	Engineering Managers	245	0.4
43-6014	Secretaries, Except Legal, Medical, and Executive	248	0.4
51-4022	Forging Machine Setters, Operators, and Tenders, Metal and Plastic	252	0.4
51-4035	Milling and Planing Machine Setters, Operators, and Tenders	225	0.4
51-4072	Molding, Coremaking, and Casting Machine Setters,	231	0.4
11-1011	Chief Executives	160	0.3
11-2022	Sales Managers	160	0.3
43-3021	Billing and Posting Clerks and Machine Operators	183	0.3
43-4151	Order Clerks	177	0.3
43-4171	Receptionists and Information Clerks	211	0.3

Occupations Found in Fabricated Metals (Ranked in Descending Order)			
SOC	**Occupational Title**	**Estimate**	**Percentage**
49-1011	First-Line Supervisors/Managers of Mechanics, Installers & Repairers	173	0.3
51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	174	0.3
51-4192	Lay-Out Workers, Metal and Plastic	169	0.3
53-3032	Truck Drivers, Heavy and Tractor-Trailer	207	0.3
11-3061	Purchasing Managers	130	0.2
15-1071	Network and Computer Systems Administrators	129	0.2
17-3011	Architectural and Civil Drafters	144	0.2
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	131	0.2
47-2111	Electricians	143	0.2
49-9043	Maintenance Workers, Machinery	152	0.2
49-9098	Helpers--Installation, Maintenance, and Repair Workers	104	0.2
51-4021	Extruding and Drawing Machine Setters, Operators,	144	0.2
51-4199	Metal Workers and Plastic Workers, All Other	94	0.2
51-9199	Production Workers, All Other	95	0.2
11-3041	Compensation and Benefits Managers	52	0.1
11-9199	Managers, All Other	37	0.1
13-1199	Business Operations Specialists, All Other	61	0.1
15-1051	Computer Systems Analysts	56	0.1
17-2131	Materials Engineers	54	0.1
17-3026	Industrial Engineering Technicians	59	0.1
27-1021	Commercial and Industrial Designers	31	0.1
41-1012	First-Line Supervisors/Managers of Non-Retail Sales Workers	51	0.1
43-3051	Payroll and Timekeeping Clerks	57	0.1
43-3061	Procurement Clerks	82	0.1
47-1011	First-Line Supervisors/Managers of Construction Trades	42	0.1
47-2221	Structural Iron and Steel Workers	32	0.1
51-4062	Patternmakers, Metal and Plastic	38	0.1
51-9021	Crushing, Grinding, & Polishing Machine Setters, Operators & Tenders	34	0.1
53-1021	First-Line Supervisors/Managers of Helpers, Laborer	40	0.1
53-7063	Machine Feeders and Offbearers	74	0.1
11-3021	Computer and Information Systems Managers	25	0
13-1079	Human Resources, Training, and Labor Relations Specialist	30	0
17-2111	Health and Safety Engineers, Except Mining Safety	11	0
17-2199	Engineers, All Other	29	0
17-3027	Mechanical Engineering Technicians	21	0
17-3029	Engineering Technicians, Except Drafters, All Other	18	0
41-9031	Sales Engineers	12	0
47-2031	Carpenters	14	0
49-9099	Installation, Maintenance, and Repair Workers, All Other	22	0
51-4061	Model Makers, Metal and Plastic	21	0
51-9192	Cleaning, Washing, & Metal Pickling Equipment Operators & Tenders	28	0

Projecting Occupational Growth in Other Critical Industries

In 2011, the Health Care and Social Assistance industry grew at 1.0 percent, below the state average of 1.3 percent for all industries. Growth in the Health Care industry continues to be spurred by a growing and aging population. Growth in health care could also benefit related industries such as medical supplies and required services. A partial list of industries, which could be positively influenced, includes both durable and nondurable manufacturing, wholesale trade, transportation, and research and development of medical practices. Because Wisconsin's demographics are similar to the nation, Canada and Europe, and because Wisconsin is a recognized leader in health care, this could bode well for the State.

It is generally accepted that health care needs will increase as the population ages and increases. However, since 2000, in Wisconsin the trend has been a more subdued growth. In 2000, Hospitals made up 38.3 percent of the workers in health care while Ambulatory Care (Offices) and Congregate Care facilities made up approximately 34.3 and 27.4 percent of the total employment in heath care. In 2011, employment in hospitals was down slightly at 38.2 percent, while ambulatory health care employment increased to 35.7 percent and congregate care dropped to 26.1 percent. The shift is more clear in the period from 2009 to 2011, perhaps reflecting demand shifts associated with the depressed economy. Hospitals and Congregate Care facilities employment slowed and actually declined from 2009 to 2011. The changing employment pattern for health care indicates that demand for health care is a dynamic process.



Source: QCEW – Annual Average Employment

Health Care industries, like Manufacturing, have a diverse set of occupations. Many of these occupations are in fact health related, but there are many found in other industries. Some of these “generic” occupations require additional training that is workplace or employer specific. The following table is a list of occupations that are health care related and identifies the education and experience level required (based on national criteria).

Education and Training Classification for Health Care Occupations

2010 National Employment Matrix title and code		Typical Education Needed for Entry	Typical on-the-job training Needed
Chiropractors	29-1011	Doctoral or professional degree	None
Dentists, General	29-1021	Doctoral or professional degree	Internship/residency
Oral and Maxillofacial Surgeons	29-1022	Doctoral or professional degree	Internship/residency
Orthodontists	29-1023	Doctoral or professional degree	Internship/residency
Prosthodontists	29-1024	Doctoral or professional degree	Internship/residency
Dentists, All Other Specialists	29-1029	Doctoral or professional degree	Internship/residency
Dietitians and Nutritionists	29-1031	Bachelor's degree	Internship/residency
Optometrists	29-1041	Doctoral or professional degree	None
Pharmacists	29-1051	Doctoral or professional degree	None
Physicians and Surgeons	29-1060	Doctoral or professional degree	Internship/residency
Physician Assistants	29-1071	Master's degree	None
Podiatrists	29-1081	Doctoral or professional degree	Internship/residency
Registered Nurses	29-1111	Associate's degree	None
Occupational Therapists	29-1122	Master's degree	None
Physical Therapists	29-1123	Doctoral or professional degree	None
Radiation Therapists	29-1124	Associate's degree	None
Recreational Therapists	29-1125	Bachelor's degree	None
Respiratory Therapists	29-1126	Associate's degree	None
Speech-Language Pathologists	29-1127	Master's degree	None
Therapists, All Other	29-1128	Master's degree	None
Veterinarians	29-1131	Doctoral or professional degree	None
Audiologists	29-1181	Doctoral or professional degree	None
Health Diagnosing and Treating Practitioners, All Other	29-1199	Master's degree	None
Medical and Clinical Laboratory Technologists	29-2011	Bachelor's degree	None
Medical and Clinical Laboratory Technicians	29-2012	Associate's degree	None
Dental Hygienists	29-2021	Associate's degree	None
Cardiovascular Technologists and Technicians	29-2031	Associate's degree	None
Diagnostic Medical Sonographers	29-2032	Associate's degree	None
Nuclear Medicine Technologists	29-2033	Associate's degree	None
Radiologic Technologists and Technicians	29-2037	Associate's degree	None
Emergency Medical Technicians and Paramedics	29-2041	Postsecondary non-degree award	None
Dietetic Technicians	29-2051	HS Diploma or GED	Moderate-term on-the-job training

2010 National Employment Matrix title and code		Typical Education Needed for Entry	Typical on-the-job training Needed
Pharmacy Technicians	29-2052	HS Diploma or GED	Moderate-term on-the-job training
Psychiatric Technicians	29-2053	Postsecondary non-degree award	Short-term on-the-job training
Respiratory Therapy Technicians	29-2054	Associate's degree	Moderate-term on-the-job training
Surgical Technologists	29-2055	Postsecondary non-degree award	None
Veterinary Technologists and Technicians	29-2056	Associate's degree	None
Licensed Practical and Licensed Vocational Nurses	29-2061	Postsecondary non-degree award	None
Medical Records and Health Information Technicians	29-2071	Postsecondary non-degree award	None
Opticians, Dispensing	29-2081	HS Diploma or GED	Long-term on-the-job training
Orthotists and Prosthetists	29-2091	Master's degree	None
Health Technologists and Technicians, All Other	29-2799	Postsecondary non-degree award	Short-term on-the-job training
Occupational Health and Safety Specialists	29-9011	Bachelor's degree	Moderate-term on-the-job training
Occupational Health and Safety Technicians	29-9012	HS Diploma or GED	Moderate-term on-the-job training
Athletic Trainers	29-9091	Bachelor's degree	None
Healthcare Practitioners and Technical Workers, All Other	29-9799	Bachelor's degree	None
Home Health Aides	31-1011	Less than high school	Short-term on-the-job training
Nursing Aides, Orderlies, and Attendants	31-1012	Postsecondary non-degree award	None
Psychiatric Aides	31-1013	HS Diploma or GED	Short-term on-the-job training
Occupational Therapy Assistants	31-2011	Associate's degree	None
Occupational Therapy Aides	31-2012	HS Diploma or GED	Short-term on-the-job training
Physical Therapist Assistants	31-2021	Associate's degree	None
Physical Therapist Aides	31-2022	HS Diploma or GED	Moderate-term on-the-job training
Massage Therapists	31-9011	Postsecondary non-degree award	None
Dental Assistants	31-9091	Postsecondary non-degree award	None
Medical Assistants	31-9092	HS Diploma or GED	Moderate-term on-the-job training
Medical Equipment Preparers	31-9093	HS Diploma or GED	Moderate-term on-the-job training
Medical Transcriptionists	31-9094	Postsecondary non-degree award	None
Pharmacy Aides	31-9095	HS Diploma or GED	Short-term on-the-job training
Veterinary Assistants and Laboratory Animal Caretakers	31-9096	HS Diploma or GED	Short-term on-the-job training
Healthcare Support Workers, All Other	31-9799	HS Diploma or GED	Short-term on-the-job training

Source: Employment Projections program, U.S. Department of Labor, U.S. Bureau of Labor Statistics

Some occupations found in health care industry can require extensive education and on the job training these occupations is typically found in hospitals and ambulatory care facilities. However, many occupations in these work settings as well as congregate care facilities do not require more than moderate on-the-job training.

The Retail Trade industry reported some modest growth (0.5 percent) in 2011. The largest number of employees in retail trade are retail salespersons at 27 percent followed by cashiers at 22 percent. Historically, this industry can be characterized as experiencing unusually high turnover rates. The retail industry often serves as a means to develop problem-solving, customer service, and communication skills that are transferable to other business activities and jobs. In a similar fashion, the Leisure and Hospitality, Food and Accommodations industries often serve as being a point of contact for transitional employees; consequently, the training and development that takes place within this industry has implications beyond the current positions and the industry.

During the last year, the majority of industries have actually been stable, but a notable group of industries show decline, and this could jeopardize the transforming economy as these industries combined make up approximately 10 percent of the workforce.

The construction industry consists of three subparts or industries: Construction of Buildings; Specialty Trades; and Heavy and Civil Engineering.

Home construction involves two of the three industries directly, construction of buildings and specialty trades. In Wisconsin, from 2004 to 2009, the number of residential building permits declined. In 2004, there were 39,992 building permits issued, that number declined to 10,780 in 2009 and remain essentially flat since then. Reviewing the more recent pattern, the percentage of the number of single housing units is declining, indicating that contractors who are building are building multi-home and/or commercial units. The cost per unit is also falling relative to inflation. Taken as a whole, these measures indicate that the construction industry is undergoing a transformation. This transformation will impact the specialty trades as many projects that require specialty trades also require building permits.

The general economy remains a significant limiting factor in the construction industries. Contractors face tightened credit, which limits the ability of contractors to borrow money for projects. The desire of consumers to update, rebuild or build new projects has been lacking, making it very hard for contractors to survive.

There have been some indications of pent up demand that may encourage economic growth. However, with the collapse of the credit market, there were a number of projects that were not permitted to go forward, and there was a growth in the number of homes that were foreclosed. These events have reduced the demand for new developments and consumer desire to modify existing homes, further limiting the ability to integrate new technologies, and further degrading existing infrastructure.

Heavy and Civil Engineering projects often involve public finances. According to the Department of Transportation there are an average seven major projects scheduled each for the next eight years. The budget crisis facing the State and Nation may jeopardize these and other projects as precious resources are hotly contested. This does not bode well for a rebound in construction or the ability to integrate new technologies into existing homes in the near future.

Financial Services
Since its peak in 2008, the number of jobs in Financial Services has generally been in decline. Contributing factors may include the use of technology, availability of interstate resources and outsourcing (particularly the e-banking and e-commerce operations) rather than relying on consolidation of existing firms, local staff and resources.

Workforce Skills Identified By Employers
Developing strategies to address future skills is a difficult task for many employers. In a recent study, IBM asked 700 human resource executives to identify key challenges they expect to face in the near future and their degree of readiness to meet those challenges successfully.

The human resource executives were asked which of the nine challenges was the most important from their perspective and which did they feel least prepared to meet successfully. Three of the nine challenges appeared on both lists:

1. Developing Future Leaders—Executives reported a critical need to develop future leaders to ensure a strong and healthy operation. However, only one in three believes they are prepared to do this effectively.
2. Developing Workforce Skills and Capabilities—Executives identified developing workforce capabilities as the second most important challenge, but rated their effectiveness in this area among the bottom three as well.
3. Fostering Collaboration and Knowledge Sharing—Many of the companies human resource executives rate their organizations as being ineffective and least prepared to foster collaboration and knowledge sharing. This important workforce skill is not a common attribute valued when seeking new employees as collaboration is often culturally driven, predicated on soft skills, mutually applied.
   Source: Working Beyond Borders, IBM 2010 CHRO study

The needed “skills” mentioned by employers included traditional values such as attendance, communication and negotiation. Increasingly employers seek employees with the ability to learn and adapt to a quickly changing work environment. The ability to use existing technologies more efficiently, use changing technology, apply diverse tools and respond to many management styles is necessary to the increased productivity employers will need to remain competitive.

Using information gathered from online job postings, it is possible to determine the current needs of employers. The number of job postings has shown steady increase during 2011 and into 2012. The need for skilled workers in the state remains high. In May 2012, nearly 44 percent of the posted positions reported by Help Wanted Online are involved in four occupational groups. In descending order, they are Healthcare Practitioners and Technicians, Sales, Office Administration, and Computer and Mathematical occupations. A growing number of positions outside of these four categories are on the rise. Combined, 12.5 percent of the online vacancies consists of production workers and installation, maintenance and repair workers (both of which are found in manufacturing). A year ago, the percentage of these positions was 10.8 percent.

The Conference Board in a separate study found that CEOs face a number of issues to keep their business profitable. The top five concerns of US CEOs were government regulation, followed by global economic risk, creating an environment to foster innovation, human capital and cost optimization.
Source: Conference Board Report CEO Challenge 2012

These findings from IBM and the Conference Board suggest that firms are concerned about their ability to find the human capital that will enable the businesses' need to be innovative, their ability to effectively compete, and develop the needed skills in a period of heightened political and economic uncertainty. These concerns are further heightened by changing demographics in the workforce and potential exodus of older employees with the experience and required skills that will help the firm remain competitive.

A measure of current demand for skilled employees, Help Wanted Online (sponsored by the Conference Board) shows that employers need skilled workers.

The following table reports the distribution of occupations remaining open on JCW for more than 90 days during 2012. The largest group was production workers, with 28.5 percent of the job orders. Production workers are generally found in the manufacturing industry. The production jobs that remain open the longest include grinding, buffing and polishing machine operators, assemblers, computer-controlled machine operators (i.e. CNC operators) and helpers.

Openings That Remain Open for 90 Days or More (2012)

Occupational Group	Percentage
Management	2.2
Business and Financial Operations	1.5
Computer and Mathematical	1.4
Architecture and Engineering	2.9
Life, Physical, and Social Science	0.4
Community and Social Service	1.5
Legal	0.0
Education, Training, and Library	1.0
Arts, Design, Entertainment, Sports, and Media	0.7
Healthcare Practitioners and Technical	4.4
Healthcare Support	3.3
Protective Service	1.4
Food Preparation and Serving Related	5.3
Building and Grounds Cleaning and Maintenance	4.2
Personal Care and Service	5.5
Sales and Related	6.6
Office and Administrative Support	8.3
Farming, Fishing, and Forestry	0.6
Construction and Extraction	2.6
Installation, Maintenance, and Repair	5.2
Production Work	28.5
Transportation and Material Moving	12.7

Source: JCW

After production workers, the next largest groups with job postings open for 90 days are transportation and material moving workers (12.7 percent) office and administrative support workers (8.3 percent). Combined these three occupational groups account for 49.5 percent of the unfilled openings.

While the specific skill sets needed for production workers, sales and office support workers differ, there is a common set of skills for these jobs. Generally, these jobs require workers to be able to apply mathematical concepts, recognize and solve problems, do critical thinking and possess strong communication skills. Another characteristic of these jobs is they generally require some combination of post-secondary training and/or on the job experience.

Another measure of difficulty in recruiting new employees is the length of time job postings remain open. There are several reasons why a job posting may remain open. In some cases, the job order remains open because the employer is seeking a pool of candidates, while in other situations, the employer cannot find the candidate with the needed skills and/or experience. However, as a group, those occupations remaining open longer indicate in-demand, needed occupations.

Identification of Specific Skills Needed

In an effort to identify training needs for specific occupations, Bureau of Labor Statistics (BLS) modified its reporting of education and experience practice for the projected occupations. In the past, BLS reported only one educational category and no experience requirements. Beginning this year, BLS now reports the spectrum of education. The following table shows how the educational attainment by occupation is reported.

Educational Characteristics of Industrial Production Managers

	No HS Diploma	HS or GED	Some College	Associate	Bachelor	Masters	PhD
Production Manager	3.7	22.3	22.7	8.9	30.7	10.5	1.1

Source: BLS Projections

Historically the educational requirement for an industrial production manager was described as being a four-year college degree. While accurate (it is the single largest category), this approach failed to show that over 57 percent of the industrial production managers do not have a four-year degree. The previous approach also failed to report that this job requires 1 to 5 years of related experience.

The new reporting by BLS more accurately describes the educational level of those who are working in the occupation and provides some guidance to educational trainers and providers when considering developing training curricula for those in related occupations as well as career counselors and others. This is particularly helpful when assisting those in related occupations as it more accurately describes the educational characteristics of the occupation they are considering.

While helpful, planners, businesses and potential job seekers are unable to discus specific skills needed in a more specific manner and are forced to use education and training requirements as a proxy for needed skills. MyskillsMyfuture.org provides a means of comparing two specific occupations reports on transferable skills and the needed skills. This is very helpful for an individual or a class of employees who are going through a mass layoff event, but this approach is rather limited. There remains a limited ability to identify specific and general skills that can be integrated into a more general educational framework. DWD is working to create solutions through data mining, input from employers and further analysis.

Workforce Development Issues
As we move more firmly into the 21st Century, the question of who is responsible for training and maintaining a qualified workforce to help businesses meet their needs will continue to challenge WDBs, governing bodies and other planners.

Training a potential workforce consists of two stages: The first is to help potential job seekers find employment and identify the skills needed to keep a job. The second is to develop additional skills that better match the needs of employers. There is a need to engage in both types of training. Both the state and national economy have been slow to show strong signs of recovery. The national economy is going on five years of economic uncertainty. The state is recovering at an accelerating pace. But the longer someone is out of work, the more difficult it is for the person to find a job. Given this fact, the skills to find a job are at least as important as retraining and retooling workers. Many employers are now using Boolean searches and other processes which make it more difficult for individuals to showcase how they could become the skilled employee businesses traditionally search for and need.

Priorities for Economic Health and Growth
The economy is undergoing a change. This change affects the relationship between the employer and the workforce. Previous generations were advised to specialize so that niche labor markets could be exploited and that would enable the workforce to be able to find work. However, the number of new entrants is decreasing, and as a result, employers are more likely to need people who can apply both specific and general skills to the task assigned. With a decrease of new entrants, it is likely that employers will be selecting employees who have a successful work history. This implies that employers will need to train and modify both incoming and existing workforce to meet the technical and cultural needs of the employer.

When the economy experiences a severe downturn a portion of those who are no longer employed will develop their skill sets so they can be prepared to return to work when opportunities present themselves. Others will become self-employed. Another group may choose to look for work at a later time. Some of the individuals in the last group could become marginalized, as they may come to believe that they do not have the needed skills, or, the compensation offered is not sufficient for them to participate. Consequently, these individuals do not return to the labor force.

As the economy improves, it is important to optimize an environment that encourages both the business community to foster the development of new and developing skills as well as the retraining of those who are no longer employed. If one assumes that management, office and sales staff positions require skills that are hard to quantify and/or define (soft skills); then approximately one-third of the positions posted require soft skills. This is down from a year ago when there was a greater need to organize and develop strategies as compared to present need to implement and carry through those plans. However, the need for individuals who possess the ability to analyze, motivate, integrate and work with people is likely to continue to grow. In addition to this growth, the number of positions that require technical and/or specific skills will likely grow.

In Wisconsin, a number of industries have an aging workforce. These industries need to develop strategies to address the unique needs and abilities of an aging workforce. Specifically, employers need to address succession planning and develop plans to ensure a diverse and skilled workforce in the future. The following table identifies those Wisconsin industries that have a higher percentage of employees 55 and older. Sixty-seven percent of the people who

will be in Wisconsin's workforce in the year 2020 were already working adults in 2005—long past the traditional high school-to-college pipeline.

Wisconsin's Career Pathways provides a platform for low skill workers to accelerate their learning and gain a skill set that is in demand. The Career Pathway is a new way of organizing technical college occupational training as a sequence of credentials that leads adult learners in attainable steps toward better jobs and a degree or technical diploma. Each step improves the learner's career and earning opportunities and provides a skill set needed by an industry or industry sector. Industry sectors that are appropriate for pathway development are those that need significant numbers of skilled workers, can provide good jobs, and contribute to the economic growth of the region.

A Career Pathway Bridge helps adults in need of basic skills or English Language Learning (ELL) succeed in a career pathway. Bridges consist of courses that link basic skills development with occupational skills development and accelerate the transition from pre-college to college level work.

The choice of industries and occupations for Wisconsin's Career Pathway development is based on labor market data and employer input showing a compelling need for higher-skilled workers and good employment opportunities for individuals who increase their skills. Colleges, workforce agencies, businesses, and community agencies collaborate to support career pathway learners.

The State's sector strategies are critical for collecting employer input regarding high demand occupations. Industry representatives from sectors determine which degrees and diplomas warrant the effort to break down technical degrees and diplomas into stackable credentials. Stackable credentials are only marketable when the industry has accepted the skill set defined in each credential, and adopts the progression of skills within that Career Pathway.

As part of the Career Pathways Initiative, the Center on Wisconsin Strategy (COWS), and partners from DWD and WTCS, identified more than 700,000 Wisconsinites who are working or looking for work and need additional skills to get better jobs. Wisconsin can build a more productive economy by ensuring that these workers have the skills they need to connect with opportunities in their regions. (See Table below.)

Center on Wisconsin Strategy 2010

Wisconsin Adults Who Need Better Skills and Wages	Number
Number of adults (ages 25-54) with no college credential and/or speak English "not well" or "not at all"	1,433,180
Number of those adults who worked last year	1,220,146
Number of those working adults with wages under $10.63 per hour*	304,177
Number of those working adults with wages between $10.63 per hour and $15.68 per hour*	369,503

Wisconsin Adults Who Need Better Skills and Wages	Number
Number of adults who do not speak English "well" or "not at all" who are unemployed**	35,195
Total RISE Career Pathways Target Population: Adults (ages 25-54) with no college credential and/or speak English "not well" or "not at all" who are earning less than $15.68 or are unemployed	708,875

*$10.63 is a poverty-level wage: workers who earn less than $10.63 per hour cannot make enough money to keep a family of four out of poverty. $15.68 is the median wage (2010 dollars).

**These adults have not worked in the last 12 months; their employment status is "unemployed" although they are technically in the labor force.

The workers targeted under the Career Pathways Initiative are traditionally not attending post-secondary education due to other obligations such as work schedules, family responsibilities, financial constraints, transportation or access to the Internet. This population may also have some college credits, but have not completed their program. They may not speak English well (or not at all) and need access to adult basic education (ABE) or remedial courses. While ABE and ELL continue to be available for low skill populations, Wisconsin explored options for a curriculum model that fully engaged low skill workers by introducing ABE/ELL and entry level occupational training concurrently. Wisconsin's bridge program was designed from Washington State's I-Best program. The I-Best program indicated early results that were compelling enough to pursue in Wisconsin.

When compared to traditional ESL students at the same proficiency level, students in the I-BEST program earned five times more college credits and were 15 times more likely to complete workforce training.

For example, over the same period of time:

- Forty-four percent of I-BEST students completed skills training (18 percent of I-BEST students received a training credential and another 26 percent "reached other recognized skills attainment levels").
- Three percent of the comparison group of ESL students also completed workforce training (1 percent received a credential and 2 percent completed non-credentialed programs).
- On average, I-BEST students earned 12 workforce and 10 college-level credits.

(Reference: Washington State Board for Community and Technical Colleges. *I-BEST: A Program Integrating Adult Basic Education and Workforce Training*. Olympia, WA: Washington State Board for Community and Technical Colleges, Research Report No. 05-2, December 2005)

Since the summer of 2012, the adult Career Pathway program has engaged the local WDBs to convene local employment and training stakeholders including WIA Title I and II, TANF/W-2, JS, Veterans, technical colleges and others to begin building capacity and demand for Career Pathway programs. Plus the adult and youth Career Pathway stakeholders (Programs of Study and Career Clusters) are in the early stages of identifying a systemic approach for Career

Pathway developments. Most high school students who have successfully navigated through Programs of Study, Career Clusters and YA are ready to enter into post-secondary education. For those students the traditional full-time college enrollment will be encouraged. For those students who dropped out of high school or need remedial education, the adult Career Pathways are a logical approach for building their skill sets and gaining access to employment and longer-term career goals.

According to the Local Employment Database fully 25.0 percent of those currently working possess a 4-year college degree or higher. However, employers are expressing concern that they cannot find candidates with the appropriate skills. Demand for middle-skill jobs is strong and will remain strong in Wisconsin. Projections show that 51 percent of Wisconsin jobs in 2014 will require more than a high school degree but less than a 4-year college degree.

A middle-skill job is one that requires more than a high school diploma but less than a four-year college degree. The term middle-skill refers to the level of education and training required by a particular job. It should not be confused with the actual competence and capacity of workers and occupations—many middle-skill occupations require highly skilled trade and technical workers.

Middle Skill Occupation Projections 2008-1018, Center on Wisconsin Strategy
http://risepartnership.org/pdf/occupations_projections_2008-18_statewide.pdf

The 16 technical colleges that comprise the WTCS are uniquely positioned to provide post-secondary career and technical education and respond to the training needs of businesses across the state. The technical colleges offer more than 300 occupational programs leading to applied associate degrees or technical diplomas, as well as apprentice related instruction. Wisconsin has the oldest registered apprenticeship program in the country—a robust, demand driven skills-training system that has served as a national model for nearly a century. Wisconsin is the only state that requires employers to pay apprentices' wages not only while on the job, but also during related classroom instruction. Wisconsin has made significant investments to ensure pathways into apprenticeships and other occupational training for the state's young people. Because of these investments, the state boasts strong school-to-work, Tech Prep, and YA programs -- important components of the state's middle-skill job preparation.

During FFY 2012, there were 204,209 jobs posted which were not closed within 90 days of posting. Of these jobs, 21.5 percent were production jobs and another 14.4 percent were office and administrative support occupations. Combined, this accounts for over one-third of the hard to fill positions that require skills, but not a bachelor's degree. The ability of employers to recruit a skilled workforce that has the needed skills and experience is a growing concern.

Currently 17.6 percent of the jobs in Wisconsin require a bachelor's degree. This percentage is much lower than the educational attainment of the working population (25.0 percent). This discrepancy points to a skills mismatch when comparing the skills needed by employers when compared to the educational attainment of the working population. Many adults are returning to technical colleges to develop the needed skills after graduating from a bachelor's program of study. The average age of the students enrolled in the WTCS is 29 years, indicating people are using the technical college system to develop additional skills they believe are needed by employers.

Finally, regarding special populations as discussed later in the Plan, according to the 2011 American Community Survey, in Wisconsin, approximately 13.1 percent of the non-

institutionalized civilian population 16 years of age and older have a disability. A much higher percentage of those who are disabled, 69.8 percent, are not in the labor force when compared to those who are not disabled (25.5 percent). Those who do not speak English well are likely to experience some difficulty finding employment. The American Community Survey identified 8.7 percent of the households speak a language other than English at home. Unfortunately, this limits the opportunities for some populations to participate more fully in those industries, which are recovering, specifically manufacturing and health care.

In conclusion, as discussed in other sections of the Plan, efforts are underway to identify the specific requisite skills by industry for persons to attain or adjust their skill sets to meet the varied needs of the private sector. For examples: the CWI Subcommittees had started this conversation in earnest to address the skills gaps in the State's high-demand sectors; the current Sector Grants have focused on the specific skill needs and training approaches for the regional high-growth sectors or emerging industries; and, the DWD/WTCS collaborations with RISE for innovative skills training.

DOL-Approved State Performance Levels for Program Year (PY) 2012
Common Performance Measures for Wisconsin

Workforce Investment Act (WIA) and Wagner-Peyser (WP)Act
Performance Levels for PY2012

Wisconsin

WIA Performance Levels

Adult Measures	PY2012
Adult Entered Employment Rate	71.0
Adult Employment Retention Rate	84.0
Adult Six-months Average Earnings	$11,054

Dislocated Worker Measures	PY 2012
Dislocated Worker Entered Employment Rate	85.0
Dislocated Worker Employment Retention Rate	93.5
Dislocated Worker Six-months Average Earnings	$16,812

Youth Measures	PY 2012
Youth Placement in Employment or Education	60.0
Youth Attainment of Degree or Certificate	69.3
Youth Literacy and Numeracy Gains	35.0

WP Act Performance Levels

Measures	PY 2012
Entered Employment Rate	58.0
Employment Retention Rate	84.0
Six-months Average Earnings	$13,000

DRAFT PLAN FOR PUBLIC REVIEW AND COMMENT

Proposed State Performance Levels for PY 2013

Wisconsin

WIA Proposed Performance Levels

Adult Measures	PY 2013
Adult Entered Employment Rate	71.0
Adult Employment Retention Rate	84.0
Adult Six-months Average Earnings	$11,054

Dislocated Worker Measures	PY 2013
Dislocated Worker Entered Employment Rate	85.0
Dislocated Worker Employment Retention Rate	93.5
Dislocated Worker Six-months Average Earnings	$16,812

Youth Measures	PY 2013
Youth Placement in Employment or Education	60.0
Youth Attainment of Degree or Certificate	69.3
Youth Literacy and Numeracy Gains	35.0

WP Act Proposed Performance Levels

Measures	PY 2013
Entered Employment Rate	58.0
Employment Retention Rate	84.0
Six-months Average Earnings	$13,000

Section II. State Operational Plan

Overview of the Workforce System

The State Operational Plan must present an overview of the workforce system in the state.
Organization – The overview must describe organization and delivery systems at the state and local levels for the programs covered in the plan, particularly how this organization effectively supports the coordination and alignment of the state's workforce programs and supports integrated service delivery. The overview must include a description of the key state administrative personnel of the programs described in Section I of the Integrated Workforce Plan, and the organizational structure and membership roster of SWIB members and their organizational affiliation.
State Board – The State Operational Plan must describe how the SWIB effectively coordinates and aligns the resources and policies of all the programs included in the plan, and specifically, must include the following items related to the SWIB:
How the board collaborated in the development of the plan, and how it will collaborate in carrying out the functions described in WIA Section 111(d). (WIA Sections 111(a), (b), (d), 112(b)(1); 20 CFR 661.205.)
How the SWIB member who represents VR will effectively represent the interests, needs, and priorities of the VR program and how the employment needs of individuals with disabilities in the state will be addressed. (Only applicable to states which: (1) do not have the state VR agency director on its SWIB; or (2) in cases where the state uses an alternative entity as its SWIB, that entity does not provide for representative membership by individuals in these categories as required by WIA sec. 111(b), (WIA Sections 111(b)(1), 111 (e), 112(b)(8)(A)(iii), W-P Section 8(b), Rehabilitation Act Section 101(a)(2)(B), 20 CFR 661.200(i)(3), 661.205(b)(1), 661.210(c).)
Local Areas – The State Operational Plan must also describe the WIA title I local workforce investment areas in the state, including:
An identification of local workforce investment areas designated in the state, and the process used for designating local areas. (WIA Sections 111(d)(4), 112(b)(5), and 116(a), 20 CFR 661.205(d), 661.250-.270.)
The designation of intrastate regions and interstate regions, as defined in 20 CFR 661.290, and their corresponding performance measures. For interstate regions, describe the roles of the respective governors, and state and local workforce investment boards. (WIA Section 116(c).) States may also discuss other types of regional structures here.

State Level

The State of Wisconsin's organizational structure includes the majority of workforce programs within DWD that houses the DET (WIA, WP) Migrant and Seasonal Farmworkers, Trade Adjustment Assistance (TAA), DW, National Emergency Grants (NEG), Rapid Response (RR) and RES, DVR and the Division of UI. The links provide the State government organizational structure and the DWD's organizational detail.

Governor's state structure of departments:
http://legis.wisconsin.gov/lrb/bb/11bb/framework.htm

DWD Divisions Organizational Structure:
http://dwd.wisconsin.gov/dwd/orgcharts/dwd_overview.htm

DWD DET Bureau Organizational Structure:
http://dwd.wisconsin.gov/dwd/orgcharts/det/default.htm

The Council membership will be included in the submission to the U.S. Department of Labor. Other Council plan elements will also be completed as soon as possible. All of this information will be posted accordingly.

In response to TEGL No. 36-11, Wisconsin immediately began co-branding items in its print portfolio with the recommended tagline, "A proud partner of the American JC network" to help increase job seeker and employer awareness of the brand identifier. Wisconsin had long used the "America's Workforce Network" trademark on its print material, and will sunset that trademark with the rollout of this new branding initiative. The State will provide technical assistance and guidance to any of its WDAs who opt to include American JC branding for their designated One Stops at any level. When it is launched, Wisconsin will include http://jobcenter.usa.gov/ among the resources available to customers of http://jobcenterofwisconsin.com, and will continue to maintain data for Comprehensive JC's and Affiliated locations through http://servicelocator.org.

Regarding the Plan Development process:
The planning process with state and local stakeholder input effectively began in spring 2012. Starting on page 115 is a full explanation of the entire public input process.

Local Level
The State has 11 WDAs that were designated at the time of WIA implementation. The May 1999 *Local Elected Official Guide* provided a "Letter of Intent to Apply for WDA Designation under the WIA." The Chief Local Elected Official signed the Letter of Intent with an attached list of Counties that was reviewed and approved by DWD. The 11 areas remained the same prior to WIA implementation. Link to the *Local Elected Official Guide*:
http://dwd.wisconsin.gov/dwdwia/PDF/wia_leo_guide0599.pdf

A re-configuration has occurred to the 1999 WDA designations. On April 13, 2012, the Outagamie County Executive notified the Governor that the Outagamie County Board voted 32 - 0 in favor of re-designation from the Fox Valley WDA to the Bay Area WDA. Per the WIA requirements, DWD staff conducted substantial analyses to meet those provisions as well as other potential ramifications from this re-designation. DWD also garnered input and published public notices in both WDAs. Finally, the DWD Deputy Secretary, staff and the two Board's Administrators met with the Chief Local Elected Officials of the Fox Valley WDA on June 29, 2012, and the Bay Area on July 13, 2012, for discussions on issues and possible resolutions.

An issue paper on the Outagamie County Board request was included for the CWI's discussion at their July 26, 2012, meeting:
http://www.wi-cwi.org/pdf/council_meetings/2012/07-26-12_outagamie_re-designation_issue_paper.pdf

The recommendation to the Governor to support the Outagamie County Board's request was unanimously approved with the following motion: "To approve the Outagamie County Board request to leave the Fox Valley WDA and be included in the Bay Area WDA. The re-designation of both areas should be implemented by October 1, 2012." The Governor issued his decision on August 15, 2012, to have Outagamie County as a member County of the Bay Area WDA, and reconstituted the Fox Valley and Bay WDAs.

During the deliberately lengthy WIA Local Plan process in the Fall of 2011, the WDBs reviewed their resources and service delivery strategies to fine-tune their delivery system. From their analyses, WDBs proposed a number of changes in their Comprehensive Centers and Affiliated

Sites. Through the local plan approval process, DET revised the number of Comprehensive JC's from the previous 22 to now 26. In addition, there are approximately 50 affiliated sites or access to service sites that are maintained and created by the WDBs on an as-needed basis. The maps following this section identifies Wisconsin's WDAs and the 26 Comprehensive JC's.

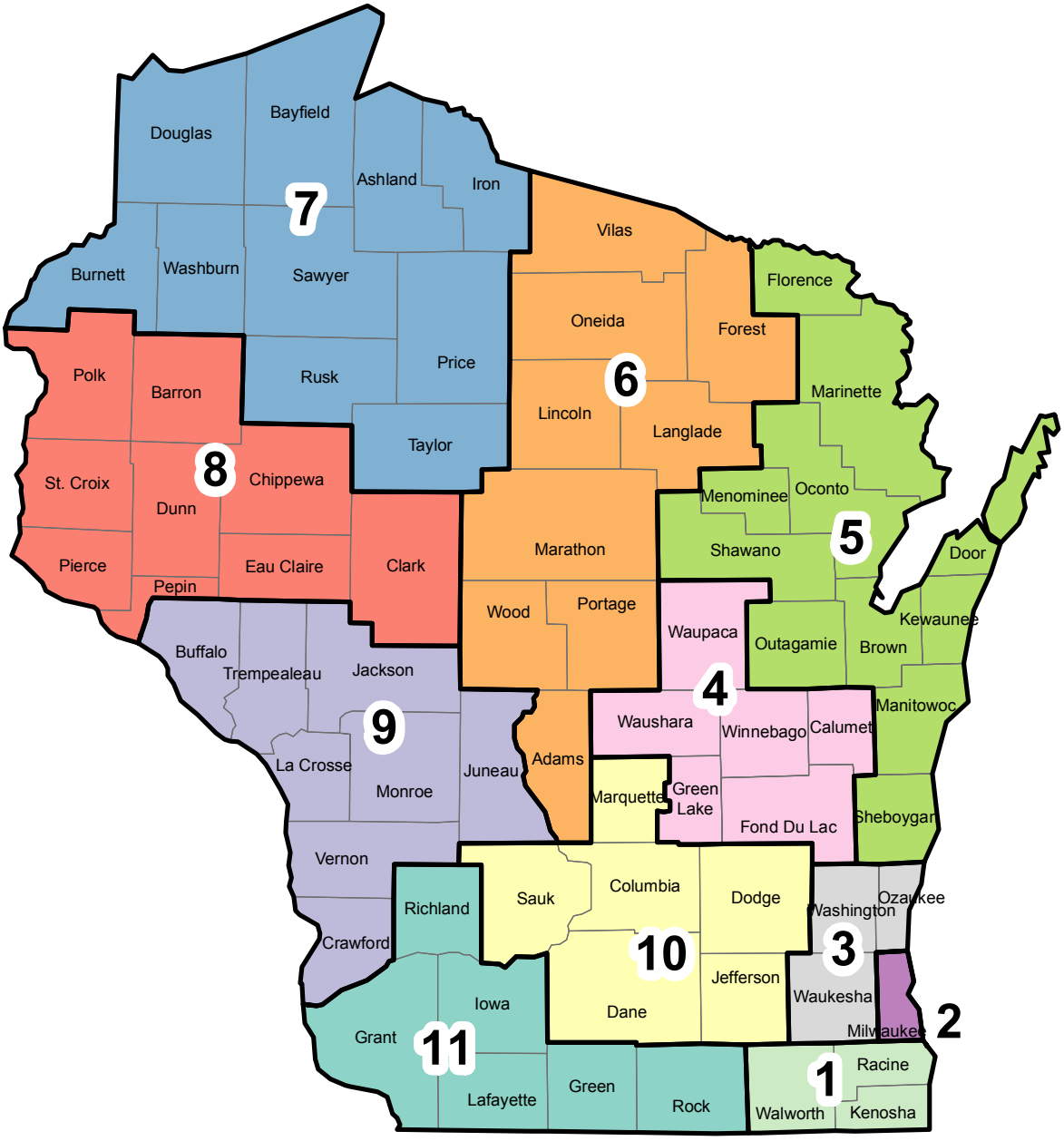
While there are regional industry sector entities spearheaded by the WDBs for collaboration with employers and economic development bodies, the State does not require formal regional planning. However, there have been discussions with entities about regional strategic planning such as involving the regional Economic Development Boards to meet one of the Governor's workforce goals. In addition, DWD encourages planning across geo-political boundaries, such as WDA lines, as well as inter-WDA cooperative approaches to meet the needs of important industry sectors. Second, there have been on-going conversations with the WWDA on formalizing strategic planning and regional data collection including regionalized data on funding, staffing and service distribution of partner resources. The ideal end-goal is to have unified planning across partner agencies and programs addressing common regional goals and priorities and responsiveness to overarching State priorities.

As a detailed example, Western Wisconsin WDB has been a leader in cross-State border regional planning and bringing together multiple funding sources and programs. Currently they have nearly 30 different workforce-related funding sources (beyond WIA), and programs are integrated to the greatest extent possible, in order to prevent duplication of efforts. Managing and coordinating these multiple funding sources for maximum job seeker success to meet the needs of employers is a priority and done by means of:

- Collaboration and joint proposals with business and education partners including Western Wisconsin Technical College, sector Partnerships (EMMA, FRAN, Coulee Region Long-Term Care Coalition, La Crosse Medical Health Science Consortium); and
- Partnerships and collaborative planning with economic development partners (7 Rivers Alliance, ECO-DEVO, etc.) as well as with regional WDB partners in northwest Iowa and southeast Minnesota through AIM2WIN regional partnerships.

Third, the Department of Public Instruction (DPI) also focuses on regional sector strategies to align with efforts by school districts to develop business and education partnerships that address regional workforce needs. The Education for Employment plans [s. 121.02 (o)(m) Wis. Stats., and Chapter PI 26] outline how school districts develop business and education partnerships that include post-secondary institutions, business, industry and workforce development programs to ensure that education programs are aligned with current local, regional and state labor market information. As school districts look to expand business partnerships, coordination with WIA activities may provide additional opportunities.

Wisconsin's Workforce Development Areas

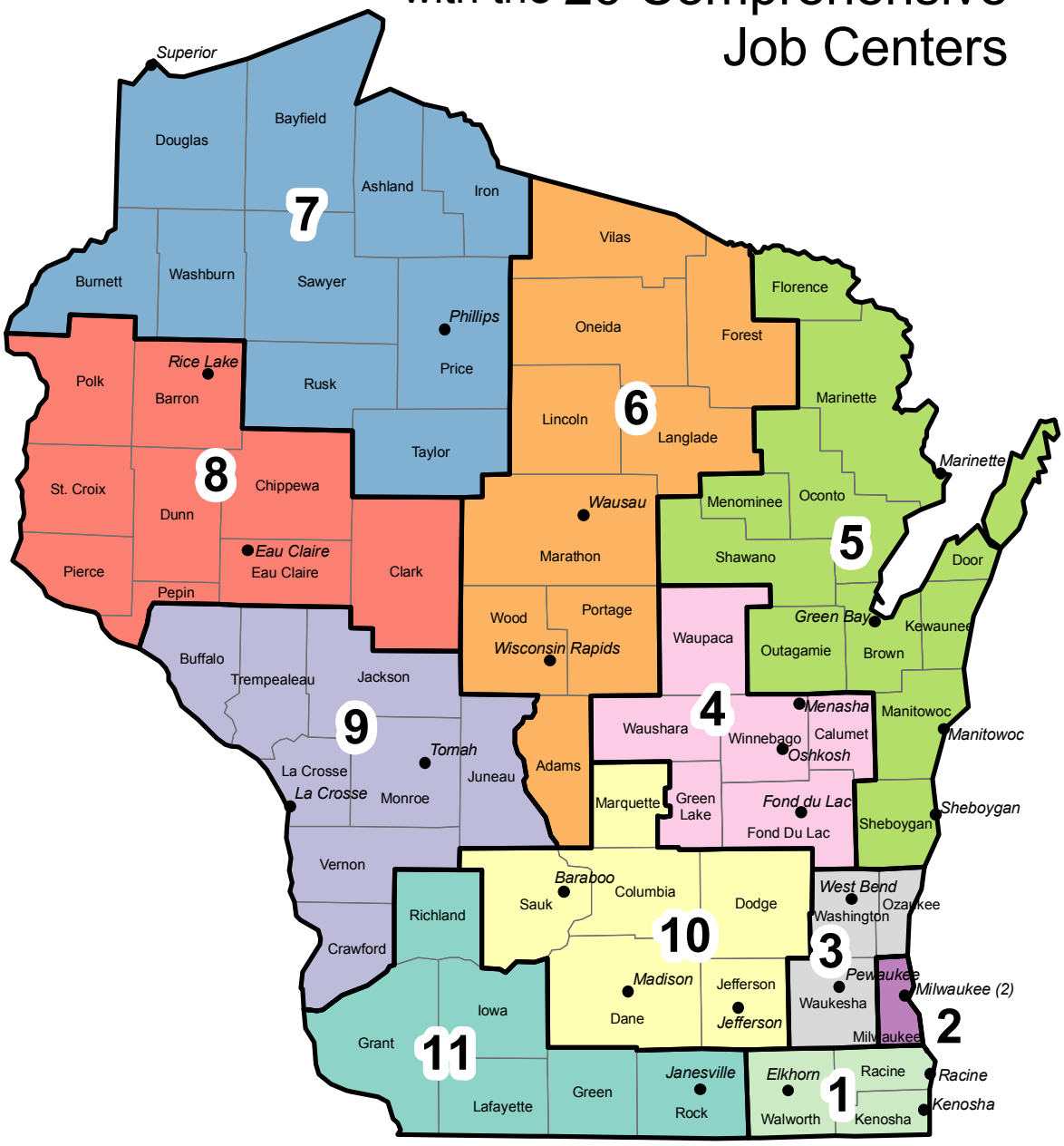


WDA 1 - Southeast	WDA 5 - Bay Area	WDA 9 - Western
WDA 2 - Milwaukee	WDA 6 - North Central	WDA 10 - South Central
WDA 3 - WOW	WDA 7 - Northwest	WDA 11 - Southwest
WDA 4 - Fox Valley	WDA 8 - West Central	

Wisconsin Department of Workforce Development, Labor Market Information, August 2012

Wisconsin's Workforce Development Areas

with the 26 Comprehensive Job Centers



- WDA 1 - Southeast
- WDA 2 - Milwaukee
- WDA 3 - WOW
- WDA 4 - Fox Valley
- WDA 5 - Bay Area
- WDA 6 - North Central
- WDA 7 - Northwest
- WDA 8 - West Central
- WDA 9 - Western
- WDA 10 - South Central
- WDA 11 - Southwest
- • Comprehensive Job Centers

Wisconsin Department of Workforce Development, Labor Market Information, August 2012

Operating Systems and Policies Supporting the State's Strategies

The State Operational Plan must describe:
State operating systems that support coordinated implementation of state strategies (e.g. labor market information systems, data systems, communication systems, etc.). (WIA Section 112(b)(8)(A).)
State policies that support the coordinated implementation of the state's strategies. (WIA Section 112(b)(8)(A).)
How the delivery of services to jobseeker customers and employer customers, including Registered Apprenticeship sponsors, will be aligned across programs. (WIA Sections 111(d)(2), 112(b)(8).)
How the state will provide WIA rapid response activities to dislocated workers from funds reserved under Section 133(a)(2), including designating a state rapid response unit. (WIA Sections 112(b)(17)(A)(ii), 133(a)(2), 134(a)(2)(A).)
Common data-collection and reporting processes used for all programs and activities present in One-Stop Career Centers. (WIA Section 112(b)(8).)
State performance accountability system developed for workforce investment activities to be carried out through the statewide workforce investment system. (WIA Sections 111(d)(2), (d)(6)-(8), 112(b)(3), 136; W-P Section 15; 20 CFR 666.205(f)-(h), 661.220(c), and 20 CRF part 666.)
State strategies for using quarterly wage record information to measure the progress on state and local performance measures, including identification of which entities may have access to wage record information. (WIA Section 136(f)(2), 20 CFR 666.150)

State Operating Systems, Strategies and Policies

Notwithstanding the impediments created by federal and state "silo" program requirements, progress is being made to coordinate and revise operating systems and policies. A number of examples are highlighted below:

- DET and UI collaborated on a number of mutual policy and operational procedures to provide more immediate and relevant services for UI claimants particularly for RES. For example, it was agreed that all UI initial claimants must be registered in JCW.
- The Department of Veteran's Affairs and DET worked together to re-design a state form for a GPR-funded training program administered by Veteran's Affairs. To avoid resource duplication, the program required sign-off from WIA JC staff. A policy was issued for a streamlined process with the two agencies that expedites the grant review and approval process.
  http://dwd.wisconsin.gov/dwdwia/PDF/policy_update1002.pdf
- DWD has promoted services to job seekers and employers by using the license plate renewal program through the Department of Transportation. Anyone renewing a license plate receives a two-sided notice promoting JCW.
- The MIG funded a two-year state-wide strategic planning effort that included a wide-range of State agencies (including DET), private entities and local providers and customers. This effort resulted in 80 recommendations on how to shift "systems" that would enable individuals with disabilities be fully employed. DET continues to implement the pertinent workforce recommendations.
  http://www.wi-cwi.org/pdf/mig_det_impl_managedcare_task_force_june2010.pdf
- A dialogue has begun with the DCF on several policy proposals including (a) possible target levels for co-enrollments in W-2 and WIA, (b) possible percent target of WIA youth participants to be children of W-2 parents, and (c) how to revise Wisconsin Shares childcare assistance funding Administrative Rule to allow supportive services resources from various programs.
- The W3 initiative [discussed in Section I] prompted various agencies to collaborate for successful implementation. http://dwd.wisconsin.gov/det/adminmemos/pdf/2012/1204.pdf
- The Bureau of Apprenticeship Standards (BAS) issued an Administrative Memo on partnering with WIA http://dwd.wisconsin.gov/det/adminmemos/pdf/2011/1105.pdf

- The BAS is seeking ways to have Adult Apprenticeships (that are not conducted through WTCS) approved for the WIA State Individual Training Account provider list to meet WIA requirements while, at the same time, provide a larger array of training options for participants. BAS is also working with JS to bolster promotion of Apprenticeships on JCW. [Additional Apprenticeship collaborations are discussed in other areas below].

At the February 2012 CWI meeting, the DPI presented some key programs suitable for a dialogue on cross-state agency strategies. DPI has a number of areas of cross-program planning and coordination of services that impact the education/training programs to prepare students for high skill, high wage and high demand jobs. Preparing students for such careers is the focus of the Carl D. Perkins Act of 2006. DPI is charged with the administration of the secondary portion of this federal grant. CPA funding goes to 97 percent of the school districts eligible to participate and is used to develop programs of study for middle school and high school youth. While this is a limited source of funding for local school districts, DPI believes there are opportunities through coordination and collaboration with regional economic and workforce development regions to leverage the use of funding sources to ensure that students can pursue the education and training necessary to advance in these high demand and high wage sectors.

The implementation of Wisconsin's Comprehensive School Counseling Model throughout school districts combined with DPI's efforts to promote career pathways/programs of study for all students is another effort that can align with workforce investment priorities. The model is an effective tool for helping districts provide career education to all students through a comprehensive delivery system that includes the involvement of all stakeholders including students, teachers, counselors, administrators and parents and other community/business mentors. Career education links students to their futures through curriculum and structured activities that help them learn about themselves and the world of work. DPI works collaboratively with the WTCS to develop programs of study to ensure that students can seamlessly transition from secondary to post-secondary education and training programs. The Wicareerpathways.org website is a recently developed career development resource used by school districts to help students navigate career pathways. This website links to job opportunities in students chosen pathways. Engaging and involving parents in the career planning process is an important step in career education for all students. We support efforts to promote the value of career and technical education to ensure that these courses are accessible to all students. In turn, DWD is a full partner with Career Pathways with further detail in "Cross-Program Service Delivery" Section II.

Cross-Program Service Delivery

Wisconsin workforce system services are delivered through three primary means: in person, via the internet, and via the telephone. The primary state-level service delivery mechanism is through JCW that is augmented by a series of online resources including state and local websites (including www.wisconsinjobcenter.org), electronic labor exchange (www.jobcenterofwisconsin.com), and an increasing presence in the realm of social media (including Facebook, LinkedIn, and Twitter). Other sites include WorkNet (Wisconsin's labor market and occupational information system), and a myriad of assessment tools (including KeyTrain, WorkKeys, WisCareers, Career Cruising, My Skills My Future).

Wisconsin also has a labor exchange call center, accessible via toll free number at 888.258.9966. The JS Call Center includes the following services: general job seeker, general employer, job order processing, RES, TAA, and WorkKeys scheduling. Services are offered in English, Spanish, and Hmong. Both online and phone-based services exist primarily to provide

alternative means of access to both business and job seeker customers, and to ensure a “no-wrong-door” approach to accessing services. The tools serve to link customers back to workforce system resources aligned across programs.

Coordination and alignment strategies are generally outlined in the local WIA plans and are more specifically addressed via formal and informal arrangements such as MOU, cross program management teams, and regular planning and coordination at the state and local level. DET regularly convenes joint meetings between WP, Apprenticeship, and WIA providers and ensures that all policy decisions and directives require integrated and non duplicative service delivery. Through JS local managers, DET maintains a strong presence on both the WDBs and the local one stop operations teams.

JS focuses its WP resources on universal access, labor exchange, RES, assessment, counseling, career assistance, and facilitating access to labor market and workforce information. Services are coordinated through an integrated workforce system including JCs, online tools, and the call center. Services include work search assistance (résumé, strategies, social media, interviewing, and networking), services for youth (summer jobs, work permit information, career guidance), career planning assistance (JS career counselors, electronic assessment tools, career resources, labor market information, and regional, industry, and occupational workforce information), skill building (computer based training, high-school equivalency, reading and math, English as a second language, basic literacy, and soft skill learning), training, dealing with job loss, and access to additional resources (such as food, housing, transportation, child care) as necessary.

At the local level, all of the above infrastructure operations convert to direct services for job seekers and employers by the JC's staff and other providers supported by a myriad of State, federal, private foundation and employer resources. As the cornerstone of the delivery of workforce activities via the JC system, the WDBs Local Elected Officials and partner staff play a vital role at the local level. As mentioned in Section I., the WDBs have been brought to the table on an on-going basis in the planning and roll-out deliverables of the Governor's workforce priorities. The WDBs and WWDA with Local Elected officials are a strategic point for partner collaboration and implementation of many workforce activities. Finally, the partnership of the WDBs with the area's economic development activities will be strengthened by having a member of the WDB on each of the State's Economic Development Boards (one of the Governor's workforce priorities.)

The Wisconsin Regional Training Partnership (WRTP), a nationally-recognized workforce intermediary, also works in tandem with WDBs. Their hands-on training activities with employers and braided funding approach serve as best practices to replicate. For example, the Milwaukee Gear project was a collaborative effort with the Company, Trades, Waukesha County Technical College and the Milwaukee Area Workforce Investment Board (MAWIB) which resulted in the training graduates starting wage of $15 per hour.

Examples of other cross-program multiple-funding sources include:

- South Central Wisconsin WDB's nationally-recognized Career Pathways that improved the rate of completion from 65 percent to 85 percent through the WIA Individual Training Accounts and set-aside funds, and State and private grants.
- North Central Wisconsin WDB's retraining in industry-driven local food processing manufacturers funded by WIA, technical colleges, foundations and the Workforce Central

Advanced Manufacturing Partnership. It entails a 23-week certification program earning 20 technical college credits to update skills which is being replicated with other industries.

- Bay Area WDB's Mobile Manufacturing Technology Lab, a 44 foot truck and trailer equipped with computer numerical control manufacturing tools and 12 work stations. In addition to training, the mobile lab is also used for career education at high schools.
- Northwest Wisconsin WDB's Manufacturing Outreach Center project for on-site training. [See a Special Training Project described in the "Employer Services" Section II]
- The MAWIB, DCF and DWD entered into a joint agreement for the purpose of supporting, planning and implementing the *Milwaukee Health Care Training Institute: A Career Works Initiative* with the Milwaukee Area Health Care Alliance, a Health Professional Opportunities Grant issued in 2010.
- MAWIB received a $ 1 million federal grant and is partnering with the Waukesha-Ozaukee-Washington WDB to help develop skilled workers in specific manufacturing jobs within the water sector. They will piggy-back on previous successful eight to 14 week "boot camps" tailoring the training from water industry manufacturing companies' input into the curriculum.

Showcasing Apprenticeship Cross-Program Initiative

DET continues to integrate apprenticeship information and opportunities into JC and WIA funded services. Apprenticeship training representatives, primarily located at technical colleges, coordinate with WIA and JC partners on a regular basis. Apprenticeship is integrated via presentations to WDBs, JC staff trainings, desk aids and materials, workshops, and employer and business services. In addition, the recent federal energy grant is administered by WDBs and JC partners in most areas of the state with dual enrollment into other programs strongly encouraged.

A major new effort to replicate on a statewide basis is the Youth to Adult Apprenticeships in Manufacturing Program. In a continued effort to address the workforce skill shortage needs of Wisconsin manufacturers, DWD will build upon the Youth to Adult Apprenticeships in a Manufacturing Program that was previously piloted in two apprenticeship training areas: 9-Calumet, Fond du Lac, Manitowoc, and Sheboygan counties and 10-Dodge, Ozaukee, and Washington counties. These apprenticeship programs are being aligned and this career pathway is being expanded to establish linkages on a statewide basis between YA participants to registered Apprenticeship employers in advanced manufacturing.

There are currently 21 local YA Consortia that offer training and work-based learning experiences in manufacturing. DWD plans to make this collaborative effort available to any YA consortium and apprenticeship work area with the capacity to replicate the Youth to Adult Apprenticeship in manufacturing career pathway. The youth apprentices who successfully complete the two-year Manufacturing YA Program will receive credit toward the registered Adult Machine Tool Trades Apprenticeship requirements in terms of the number of work hours completed, college credit or advanced standing for related instruction, and training areas completed for the Skill Standards Checklist competencies.

In addition, industry-recognized and nationally portable skill credentialing and certification opportunities will be integrated into the program, such as the National Association of Manufacturing (NAM) endorsed skills certifications system. Included in the NAM advanced manufacturing competency model is the Manufacturing Skill Standards Certification (MSSC) System with five credential modules: Safety, Quality Practices & Measurements, Manufacturing Processes and Production, Maintenance Awareness, and Green Production. Candidates who earn the first four credentials become a MSSC Certified Production Technician. Credentialing

and certification offerings would depend upon the interest of the apprentices and their employers. (*Chart A* on following page: *Components of WI Youth to Adult Apprenticeships in Manufacturing Program* for specifics.)

Wisconsin intends to align and leverage YA funding authorized under Wis. Stats. Chapter 106.13(3)(6)(c) with BAS and WIA Youth Program funding as appropriate.

A major component of this program success will depend upon communication between all partners of the student apprentice Employment Training Agreement. The partnership roles and responsibilities lay the foundation for transitioning youth apprentices to registered apprenticeship. (See *Chart B. Partnerships of the WI Youth to Adult Apprenticeships in Manufacturing* for details.)

Chart A. Components of WI Youth to Adult Apprenticeships in Manufacturing Program

Part I. Advisory Committee	Develop, organize and convene a Wisconsin Apprenticeship Career Pathway advisory state team. The DWD YA staff and Bureau of Apprenticeship staff will co-chair this advisory state team. These apprenticeship state staff will coordinate and schedule team meetings, develop the agendas and record meeting outcomes A. Members • Business Mentors & Human Resource representatives of youth and sponsor of adult apprentices • Representative from DPI • YA School-Based Coordinator • YA Consortium Coordinator • High School Instructors • Technical College Apprenticeship Representative • DWD YA and BAS state representatives B. Manufacturing Program Advisory Committee Members Activities: • Review and approve updates needed to the coursework, instruction and/or work-based hours that were utilized for student apprentices during the Youth to Adult Apprenticeships in Manufacturing Pilot. This entails review of the Skill Standards Checklist competencies to confirm that training areas are similar, and confirmation that the proficiency/performance levels are acceptable to the adult program in both related instruction and work-based hours. • Determine if there is additional related instruction that should be incorporated in the program, along with technical college credit and/or advanced standing. • Identify any needed changes to the sequencing of school-based or work-based activities. • Verify that college credit or "advanced standing" with BAS is still applicable. • Validate the *Machine Tool Trades Crosswalk* created during program pilot for the apprenticeship on-the-job training program articulation. • Review and apply appropriate labor market research that enhances youth to adult apprenticeship career pathways. This includes the *YA Program Research: High Growth, High Demand, New and Energizing Occupational Areas for Youth Workers* report prepared for DWD in March 2012. • Explore further possible alignment of youth to adult programs. • Identify possible opportunities to integrate industry-standard credentialing/certification training and testing. Explore interest and willingness of the program employers and apprentices to fund any or all of the credentialing/certification training and/or testing. • Explore ability of Wisconsin Workforce System to implement activities under the proposed America Works Act legislation: 1. Create registry of industry-recognized and nationally portable skill credentials, and 2. Crosswalk with registry of identified credentials required by federal or state law.
Part II. Articulation of Manufacturing Pathway Related Instruction	A. YA first-year technical college semester coursework • First Year – Machine Tool Blue Print Reading and Machine Tool Measurement • Second Year – Machine Tool Lathes I B. YA second-year technical college semester coursework • Third Year – Machine Tool Mills I • Four Year – Machining Center on Turning Center (course depends on worksite needs)

	*Will explore YA to registered Maintenance Machining & Millwright Apprenticeship opportunities.
Part III. Articulation of Manufacturing Pathway Work-Based Instruction	A. YA first-year Manufacturing Skills Standards Checklist evaluations • First Semester – Core Skills, Safety, and Manufacturing Fundamentals for every machine and area student works is completed • Second Semester – Machining Lathe Skills Completed • Fourth Semester – Machining – Machine Center Skills Completed B. Adult Apprenticeship work hours carried forward from youth apprenticeship are dependent on how many hours the student received training for the trade. This amount can vary from 1,000 to 1,500 work hours

Chart B. Partnerships of the WI Youth to Adult Apprenticeships in Manufacturing

Partner	Qualifications, Roles and Responsibilities
Student	Junior or Senior high school students who have taken a technology education course and posses good math skills. The program can serve both traditional high school students and discouraged (at-risk) high school students. Pass the necessary technical college program entrance exams (math and English). Job shadow and/or visit a manufacturing facility before business interviews. Receive mock interviews before business interviews. Apply and interview for youth apprenticeship program. Student schedule accommodates required, elective, & youth apprenticeship courses in junior and/or senior years. Set goals for successful completion of youth apprenticeship and high school courses for graduation.
Business Mentors	Mentor training is given to explain program requirements, expectations and grading. Provide the necessary instruction in workplace competencies to the youth apprenticeship. Help student set and achieve goals quarterly in youth apprenticeship program. Evaluate students on employability skills and workplace competencies quarterly. Provide feedback to human resources regarding youth apprenticeship skills and retention.
School District Coordinators and Liaisons	Conduct youth apprenticeship informational meetings for parents and students. Participants should include business mentors, students, and parents. Youth apprenticeship applications include essays, teacher and non-family references, grade transcripts, and attendance reports. Conduct mock interviews, job shadowing and/or business visits, and business interviews. Conduct business interviews for all candidates at the same time. Businesses can then select appropriate individuals for their company. Provide mentor training for businesses. Sign Employment and Training Agreements with business, student, parent, and school representatives present. Starting dates, work permits, program requirements and expectations, contact information is shared, youth apprenticeship calendar and classroom instruction calendar and school district calendars and provided to students, mentors and parents. Conduct grading conferences quarterly with parents, student, classroom teacher, school liaison, and business mentor. Set student goals and review at each conference. Monitor progress of each youth apprentice through this year. Provide feedback to board of education at least once a year. At the same time bring in business mentors, parents, and students to show board community support and

	successes of youth apprenticeship programs. During third grading conference of one-year or seventh grading conference of two-year students discuss adult apprenticeship opportunities.
Parents	Provide the necessary transportation and guidance assistance for their child. Attend all meetings on the performance of their child. Assist child in achieving quarterly goals in youth apprenticeship program. Provide guidance and support for future career decisions.
BAS	Determines whether credit for hours completed in the YA Program is applied towards the registered Apprenticeship program. Also, decides if YA Program related instruction applies towards the registered Apprenticeship program.

Technical Assistance
DET provides technical assistance with workforce program staff statewide via on-site monitoring, informal surveys, conference calls, email, webinar, and in-person meetings. There are four areas of emphasis in the coming year:

- Cross-program local area staff training on targeted populations conducted by the Disability and Business Technical Assistance Center – Great Lakes Americans with Disabilities Center;
- Follow-up with WDB's on improved performance;
- On-site technical assistance of Comprehensive JC requirements; and,
- Expand Adult Apprenticeship.

DET will be conducting a number of state-wide technical assistance sessions in PY 2013-14 similar to the activities in PY 2012-13. DWD hosted a Workforce Programs Roundtable in December 2012 with 271 participants from WIA, JS and other partner program staff. The session topics were:

- New Model for RR Orientations
- Career Pathways: What's All the Fuss About?
- Digging for Data: New Ways to the Webintelligence to Find What you Need
- Adult and DW WIA 101
- Youth WIA 101: From Outreach to Follow-up
- ABC's of YA and WIA Youth Partnership Development
- Today's Youth: Are They Really Ready to Work?
- Changes in Performance Reporting
- An Overview of Wisconsin Child Labor Laws
- Attitude and Intention: Motivating Customers in a Tough Economy
- Senior Community Services Employment Program
- On-the-Job Training
- Business Services: Employer Outreach Strategies
- Wisconsin DEI and Special Populations: Defining Integrated Resource Teams; Accessibility; and Ticket-to-Work
- JCW: How to Make the Most Out of New Tools and Upcoming Enhancements
- Social Media 201: Building Connections
- Eligibility Determination and Participant File Documentation for Adult and Youth

The keynote speaker, Dr. Gary Paul Green, UW-Madison, Department of Community and Environment, addressed the unique workforce development networks in rural areas. He covered the obstacles that employers, workers and training institutions face in these settings, and the successful models to overcome these impediments.

The Bureau of Workforce Training conducted a one-day Youth Training also in December 2012 for WIA Youth staff. There were 93 attendees and ten cross-program DWD presenters. The topics covered:

- Case Management: Standard Steps and Complexities
- Common Measures and Effective Strategies for Positive Outcomes
- High-Quality Credentials that Lead to Quality Jobs
- Planning and Providing Effective Follow-Up Services

DET will make technical assistance available through a cross-program team of WIA, WP and Registered Apprenticeship staff who will provide training, share best practices and program guidance specifically related to the integration of Registered Apprenticeship into the service array of the JC system.

DET's cross-program team will work directly with each of the State's 11 WDBs to further the integration of Registered Apprenticeship with the JCs. Using this board-by-board approach, DWD intends to establish models and best practices. The team will use TEN 44-11 (Encouraging Enhanced Partnerships and Collaboration between the WIA System and Registered Apprenticeship Programs) and TEGL 02-07 (Leveraging Registered Apprenticeship as a Workforce Development Strategy for the WIA System) as the foundation for assistance, guidance and partnered actions in these topical areas:

- Approving Registered Apprenticeship Programs as Eligible Training Providers on the WIA Individual Training Account List beyond those provided through WTCS.
- Understanding and accessing apprenticeship opportunities for individuals served by the JC System.
- Promoting apprenticeship as a highly successful training model for employers new to the apprenticeship community.
- Leveraging WIA and other workforce training funds to support Registered Apprenticeship.
- Measuring and counting Registered Apprenticeship Outcomes for WIA Performance.

- DET's cross-program team will provide ongoing training, materials and tools to ensure that staff working within the JC system are knowledgeable about Registered Apprenticeship, including the programs and sponsors operating within the local area.
- DET's BWT will work with BAS and One-stop Operators to establish formal linkages between the JC system and the 100+ Joint and Non-joint Local Apprenticeship Trade Committees by facilitating invitations to committee meetings, direct introduction of key personnel, and/or promotion of both formal and informal operational agreements.
- WP staff will work with BAS to bolster the presence of Registered Apprenticeship on JCW. Improvements will be made to the general information about Registered Apprenticeship, including apprenticeable trade overviews, entrance requirements and application instructions. In addition, joint outreach mailings will encourage apprenticeship sponsors to list their openings and application procedures on JCW.

RISE

Since 2006, Wisconsin has received three Joyce Foundation Shifting Gears grant awards to make college and workplace success an attainable reality. Wisconsin's grant program is called *Regional Industry Skills Education*, or RISE Career Pathways and Bridge Programs.

Shortly after the first grant was received, Wisconsin was introduced to Washington's I-BEST model, discovering its value as a successful strategy for linking low skill adults with post secondary credentials. Learning from the I-BEST approach, a set of Career Pathway Guidelines and Operational Elements were developed and adopted by the RISE steering committee. This was an important milestone as it provided cross agency consensus for a new product. Participants engaged in this effort included representatives from DWD, WTCS, the South Central WDB of Wisconsin, the University of Wisconsin Center on Wisconsin Strategy and Madison Area Technical College.

Operational Elements: Career Pathway Bridge Design

- The Career Pathway Bridge connects lower-skilled adults with postsecondary occupational programs by offering concurrent, coordinated basic skills instruction and occupational instruction as part of a postsecondary embedded credential in a Career Pathway.
- The Bridge contextualizes basic skills instruction so that basic skills being developed are directly relevant to the adult learner's occupational goals.
- The Bridge employs teaching and student support methods that have proven effective for students with lower levels of literacy.
- Career Pathway Bridges result from cooperation and joint planning between postsecondary and non-postsecondary divisions within the college.

Operational Elements: Industry Engagement

- A core group of businesses from an industry sector has agreed to be involved in developing and supporting the pathway.
- Employers involved in Career Pathways show that they can improve pay or job security for workers as workers' skill levels increase, and they examine their patterns of organizing work and filling jobs to see if career pathways can be built where none currently exist.
- Organized labor is involved if a significant number of workers in any of the targeted occupations in the region are included in a collective bargaining agreement.
- Regional businesses participate in recruiting individuals to pursue career pathways education and commit to hiring, retaining or advancing successful pathways participants.

Early RISE work on IBEST-like Career Pathway Bridges convinced college leaders and instructors of the efficacy of integrating basic skills and occupational instruction, and motivated them to expand these efforts. DWD and WTCS began working together to create and deliver Career Pathway and Career Pathway Bridge programs. A RISE Career Pathway Bridge helps adults in need of basic skills or English language instruction succeed in a career pathway. Bridges consist of courses that link basic math and English skills development with occupational skills development and accelerate the transition from pre-college to college level work. RISE Career Pathways organize college level occupational training as a sequence of certificates that lead adult learners in attainable steps toward better jobs and a degree or technical diploma. Each step improves the learner's career and earning opportunities and provides a skill set wanted by an industry or industry sector. There are Career Pathway and Bridge programs currently available through all of the 16 local technical colleges.

In 2011, a RISE Interagency Committee was created to build cross-program and cross agency collaboration for Career Pathways and Bridge programs. Represented on the committee are program leaders or policy staff from WIA, TAA, ABE, TANF/W-2, University of Madison Center on Wisconsin Strategy, and the WDBs. The Interagency Committee is charged with identifying (1) strategies for increasing enrollment and demand for Career Pathway and Bridge programs, and (2) policy barriers for aligning program resources and measuring performance outcomes across programs. The Interagency Committee agreed that enrollment is best pursued at the local and regional level, with support from the various program administrators.

That conversation led to the decision to issue small collaboration grants to each WDB to convene the local technical colleges and local employment and training stakeholders to initiate enrollment in Career Pathway and Bridge programs. Regional teams will work with the technical colleges to build enrollments in available programs by either building a new cohort, or

filling a few "saved" slots of an existing classroom beginning fall of 2012. As a three year goal, the technical colleges are committed to accepting and tracking 2,700 bridge program participants. By design, Career Pathways lead to high wage, high growth occupations.

WTCS relies on competency-based curricula that have concrete performance conditions and criteria for each competency. The WTCS recently updated its statewide, competency-based ABE curriculum after thoughtful comparison with national and states' K-12 content standards. Developers of this curriculum were versed in postsecondary competencies in both occupational and general education courses, and all attempts were made to align ABE and postsecondary content on a competency-by-competency basis. In the WTCS, developmental and ABE coursework use the exact same competencies in the grades 9-12 range, and often the same teachers teaching both ABE and developmental classes. Therefore, in designing Career Pathway Bridges into occupational programs, the delivery of developmental and ABE skills are automatically both taken into account.

Several professional development opportunities have been delivered since 2006 bringing together ABE deans and instructors, Occupational deans and instructors, WIA, JS, Veterans, VR and other employment and training case managers and program leaders. These events provided information about WI's program as well as discussion and planning for cross program collaboration. This year the RISE Steering Committee intends to take the Career Pathway and Bridge programs to statewide scale.

DWs

Dislocated workers are served through a coordinated system of programming made up of RR, the WIA formula-funded local dislocated worker program, TAA and NEGs. Wisconsin strategically coordinates these available resources to provide a seamless and coordinated repertoire of services supporting the retraining and reemployment of dislocated workers.

Wisconsin's system supports early intervention through statewide RR operations, including the use of RR funded grants to local areas which can be used to quickly initiate services to impacted workers. Local areas are eligible to be considered for RR grant funding when dislocations affecting 25 or more workers occurs. These grants serve as a supplement to local formula funds and may also be used to initiate services for dislocations eligible for NEGs.

Wisconsin's manufacturing workforce is heavily impacted by economic displacement. A high number of these dislocations are due to the impacts of foreign trade; consequently a significant number of individuals are eligible for Trade Adjustment services. The effectiveness of services to persons with dual eligibility for WIA and TAA services is being continuously improved through increased coordination of services between these programs. WIA is the point of entry for dislocated workers with that program providing assessments and employability plan development – services that are not duplicated by the TAA program. Following TAA-funded training, WIA provides job placement and follow up services. WIA also provides the business liaison and staff support services for On-the-Job Training (OJT) contracts.

Services to dislocated workers in Wisconsin are being strengthened through the increased engagement of the business community. One area through which the business community is becoming more engaged is the renewed emphasis on OJT as a training and reemployment strategy. Prior to the award of the ARRA funded OJT NEG, OJT had been a little used activity in the State's WIA program. This grant has provided the state and its local WDAs the opportunity to build the infrastructure, including policy and staff development, to ensure that OJT is institutionalized and is a sustainable training option offered through all funding sources,

including the formula funded dislocated worker program, NEGs and TAA. The business community has also been engaged to the benefit of dislocated workers through industry partnerships in several local workforce areas. This has included instances where employer advisory groups have been engaged to identify skill needs in a particular industry which are then incorporated into a training curriculum in concert with the area's technical college, resulting in a focused, skills-based course of retraining.

RR
Organizational Structure and Fundamental Processes & Procedures.
Wisconsin reserves the full 25 percent of its total allotted DW program funding for RR activities, including staffing the State's DW Unit which is located within DET. Approximately 80 percent of the RR funds are set aside and made available to the WDBs through Special Rapid Response (SRR) and Start-Up grants which provide funding for core, intensive, and training services to workers from dislocation events affecting 25 or more.

Two full-time RR coordinators within the DW Unit are responsible for overseeing and carrying out required and allowable statewide RR activities (WIA Final Rules, 20 CFR parts 665.300 - 665.320) for dislocation events affecting 50 or more employees ("State RR"). Dislocation events affecting fewer than 50 employees ("Local RR") are managed by the WDB serving the area where the affected employer is located; local policy and procedures dictate what RR services, if any, will be extended. It is the number of affected workers – not whether written layoff notice was or should have been provided – that determines whether RR is overseen locally or by the state.

The DW Unit relies on a variety of sources to identify dislocation events, including but not limited to written notice pursuant to the WARN Act and/or Wisconsin's Business Closing Mass Layoff law. Upon receiving notice of a State RR event, the state RR coordinators timely notify appropriate WDB staff or its designee(s) of the dislocation event and extend outreach to the affected employer and, if applicable, union(s). The state RR coordinators make every reasonable attempt to schedule an initial meeting as soon as possible. Attendees at the meeting include appropriate employer and union representatives, a state RR coordinator, and a WDB representative. Other key stakeholders may be invited if appropriate. The purpose of the initial meeting is to gather additional information about the layoff event, educate the employer and union representatives about RR services, and begin devising a service delivery plan. The service delivery plan is tailored to address the circumstances of layoff event. The purpose of the plan is to:

(1) leverage state, local, employer, union, and community resources;
(2) identify key services that will be offered to help employers efficiently and effectively manage the transition; and
(3) identify key services that will be offered to affected employees that will help them prepare for job loss and minimize the duration of unemployment.

For each State RR event, the state RR coordinator and appropriate WDB representative(s) work in concert to facilitate the development of the service delivery plan, promoting active involvement from the employer, union, and any other key stakeholders during the planning and decision-making processes. The service delivery plan should afford flexibility, evolving when necessary to appropriately address the employer's, employees', and union's needs/desires. The plan is periodically assessed and updated when the dislocation event is not imminent and/or involves layoffs occurring over an extended period of time. The service delivery plan will depend largely on the circumstances of the dislocation event – e.g., the period of time prior to

layoffs, the needs of the employer and affected workforce, the ability to successfully coordinate with the employer.

At minimum, the plan will include on-site informational sessions for the affected workers which cover UI filing and eligibility, healthcare considerations, the local DW program, JC services, veteran benefits, and community resources. When feasible, the plan should incorporate enhanced pre-layoff services such as workshops (e.g. résumé writing, interviewing, utilization of online job search tools, and financial planning), peer advising training, formation of a worker transition committee, job fairs with local employers, and tailored written materials/resources. The DW Unit's goal is to offer enhanced services for all State RR events where the state receives at least 60 days advance notice of the layoffs. Consistent with that goal, the State will be contracting with a service provider, selected through a competitive procurement process, to assist with the provision of enhanced RR services for the upcoming PY. The service provider will be working closely with the DW Unit to develop policies, procedures, evaluation tools and other materials related to enhanced services.

Surveying the affected workforce is a critical component of the service delivery plan. Workers complete a paper survey that is typically administered at the on-site worker informational sessions. At present, survey information is primarily used to assess projected needs of a particular group of workers for purposes of pursuing additional funding streams – e.g., SRR and Start-up grants as well as NEGs.

Ensuring consistent, timely, and high-quality service is a top priority for the DW Unit. To that end, the DW Unit first began assessing the efficiency and effectiveness of program operations in early spring 2010 with DOL-Employment and Training Administration Region V.'s introduction of the RR Self-Assessment tool (a variation of which was later released through TEN 32-11). The DW Unit continued to actively assess program operations and develop solutions to address areas of concern over the course of the last PY. Some changes have already been introduced while others remain works in progress to be continued in the future.

Implemented changes include:

- Development and implementation of a standard DW survey and corresponding policy to be used statewide for all dislocation events involving 25 or more workers. Many suggested edits from WDB staff were incorporated in the final version which was released in English, Spanish, Hmong and Somali languages in February 2012. The standard survey replaced the prior practice of each WDA using its own locally designed survey and maintaining survey results at the local level only.
- Revision and improvement of the RR Report which is used as an information gathering tool during the initial meeting and serves as an important means for communicating layoff details with intra- and interagency partners.
- Implementation of a process which promotes improved communication and coordination between the DW Unit and TAA/Trade Readjustment Act (TRA) staff.
- Design and implementation of an Employer Feedback survey.

Continuing works in progress include:

- Enhanced DW Unit web pages with updated/expanded content and more user-friendly format and features.
- Standardization of material, including comprehensive printed resource guides for employers and workers experiencing permanent layoffs.
- A comprehensive RR program manual that covers policies and procedures for program staff and partners.
- A more robust dislocation events tracking system.
- Streamlining the process for data entry of the DW surveys and developing deliverables using the survey information for intra- and interagency partners.

Aligning RR Activities with an Integrated Workforce System
In Wisconsin, RR activities are part of the integrated workforce system:

- The DW Unit, TAA, WP services, veteran's services, and UI are all housed within the same state agency.
- TAA program outreach and education is incorporated in the RR service delivery plan. For a State RR event, the state RR coordinator informs employer and union representatives of the TAA program and offers assistance with the petition filing process. If it is known prior to layoff that a group of incumbent workers will be eligible to apply for TAA benefits, the state RR coordinator coordinates with TAA and TRA staff to include TAA program outreach and education in the RR service delivery plan. If it is known at the time of the worker informational sessions that a petition has been filed and an investigation is in process, the workers are informed of the filing and provided an overview of the process that will ensue if the group of workers ultimately becomes certified.
- Workers participating in RR activities are informed of WP services and resources and how to access the same.
- Workers participating in RR activities are notified of UI eligibility requirements, including recently introduced UI changes (e.g., one week waiting period, required registration on JCW and mandatory attendance at RES and Re-employment Eligibility Assessment (REA) sessions) with the goal of minimizing confusion and reducing the number of adjudicated claims.

The DW Unit is continuously assessing and pursuing strategies to improve the effectiveness of the state's RR program through increased intra- and interagency coordination and cross-program alignment. Examples of which include:

- Improving the integration of cross-program information to more successfully connect dislocated workers to work support programs (e.g., BadgerCare, FoodShare, the Health Coverage Tax Credit and subsidies for child care, housing and energy) that can substantially boost income and boost family well-being. Frequently, assistance from these programs helps training participants successfully complete their programs and attain a credential that will improve their marketability and employment outcomes. Enhanced, comprehensive, and more user-friendly RR resource guides and web pages will more effectively incorporate information about work support programs.
- Collaborating with the UW-Extension to incorporate more financial management education in the RR process. This will especially help dislocated workers assess their financial situations when considering training options. Many of the WDAs already have processes in place to assist DW program training candidates with financial planning; hopefully the

incorporation of these services in RR will help reduce the time and resources local areas commit to these processes.

- Collaborating with WEDC to develop a comprehensive layoff aversion strategy that encompasses mechanisms to prevent layoffs from occurring altogether or minimizing their negative effects when they are unavoidable. WEDC and DET staff members, including DW Unit representatives, are in the process of discussing how an early warning system should work, steps needed to develop the same, and key partners and stakeholders that should be involved.
- Improving the integration of LMI in RR activities. The DW Unit will be taking steps to more consistently introduce online career development tools (e.g., WORKnet, O*NET, mySkills myFuture, and MyNextMove) during the RR process. This will include incorporating information and links to the tools in written and online material, discussing the utility of the tools during worker information sessions, and, if possible demonstrating how to the use the tools during the information sessions or workshops. Additionally, initial steps have been taken to work with DET LMI staff to discuss current LMI deliverables as well as proposed deliverables that would further enhance RR activities, including innovative ways to use and communicate DW survey information.
- Collaborating with Employment Resources, Inc. and the Great Lakes Americans with Disabilities Center to better serve individuals with disabilities. Collaborative efforts over the last PY resulted in a fact sheet and resource guide for individuals with disabilities. This information will be incorporated in written and online material. In-person and web based training sessions have been offered to help educate staff about disclosure issues and strategies to more effectively serve individuals with disabilities. Looking ahead, the DW Unit will be using funding made available through the DEI grant to create and improve resources on this topic and coordinate capacity building opportunities for staff.

The DW Unit is also taking steps to redefine its RR program by adopting more of a dual customer approach to its service delivery model. Past practices focused primarily on the needs of the dislocated workers. Practices that more fully address employer needs are being introduced. Examples of which include:

- Providing employers with more guidance during the transition process. Many employers have never before managed a large dislocation event and are unfamiliar with all of the issues that arise under these circumstances. The state RR coordinators will continue to strategize ways to help employers navigate through this process – that involves everything from health insurance, to UI, to cleanup and revitalization of the property, to future layoff prevention, to layoff notice requirements. Current efforts include revamping written and online RR materials and resources targeted to employers.
- Proactively collaborating with hiring employers in the area who may be interested in the skill sets of the dislocated workers coming out of a particular dislocation event. Efforts to recruit skilled workers can be expensive and laborious. Facilitating the direct connection between hiring employers and the soon-to-be unemployed is something the DW Unit hopes to do more consistently in the future. One success story from PY 2011 was the coordination of an on-site job fair for workers at a large distribution center that was closing. Ten hiring employers from the area likely to hire employees with the same or similar skill sets were recruited to attend the event. The dislocated workers were provided outplacement résumé assistance prior to the event so each employee was equipped with an updated résumé. The affected employer agreed to allow workers the opportunity to print copies of their résumés at work, free of charge. Workers and

recruiting employers were both surveyed following the event and the feedback received was overwhelmingly positive.

- Obtaining customer feedback will be a priority as we move into the next PY. The DW Unit has already developed an online Employer Feedback Survey to be distributed to employers who utilize RR services. Steps will be taken to develop and implement a Worker Feedback Survey as well. Survey results will be used to help evaluate program effectiveness and introduce methods for improvement.

TAA

States must describe how TAA will coordinate with WIA/W-P to provide seamless services to participants and address how the state:
Provides early intervention (e.g. rapid response) to worker groups on whose behalf a TAA petition has been filed. (WIA Sections 112(b)(17)(A)(ii), 134(a)(2)(A), 20 CFR 665.300-.340.)
Provides core and intensive services to TAA participants, as indicated in the encouragement of co-enrollment policies provided in TEGL 21-00. The description should provide detailed information on how assessments are utilized to identify participants' service needs, including whether participants need training according to the six criteria for TAA-approved training. (20 CFR 617.21(c), 617.22(a))
Has developed and managed resources (including electronic case management systems) to integrate data provided through different agencies administering benefits and services (TAA, Trade Readjustment Allowances, UI, Employment Security, WIA, etc.) in order to ensure consistent program administration and fiscal integrity, as well as reliable fiscal and performance reporting. (May alternatively be discussed in "operating systems and policies" section of Operating Plan.) (WIA Sections 112(b)(8)(A), (B).)

DET administers the TAA Program in Wisconsin as well as the WIA and WP programs. Staff in the DW Unit within BWT are responsible for both WIA DW and TAA Program policy. This presents a natural organizational framework where policy and procedures are developed with program coordination in mind at the policy level. DW Unit staff work closely with JS Bureau central administrative office staff to provide policy and procedural guidance in order to provide a seamless service delivery system for TAA Participants.

TAA Program services are delivered by JS staff in the job centers where they are co-located with WIA staff. In addition, there are JS WP staff including those focused on employer or Business Services. This co-location fosters co-enrollment and the provision of seamless services to participants as well. Together they assist clients, from first contact at the JCs, staffing the Resource Rooms to provide assistance to job seekers in using JCW, LMI through WorkNet for career exploration and developing resumes, and administer career exploration skill assessments, occupational and aptitude testing processes.

Early Intervention

Upon receiving a TAA petition in the DW Unit, TAA staff send an email alerting TAA Program, Unemployment Division and WIA DW Unit staff that the petition has been received, so that staff can begin early planning on how TAA services might be integrated into the overall reemployment services strategies.

Once notified that the TAA petition is received, RR staff review details and check their tracking database to determine whether the DW Unit is aware of or have been dealing with that worker group already. If they have not already been dealing with the layoff or company, contact is made with the company, or local RR staff, depending on the reported size of the layoff, to begin RR early intervention activities.

As WIA DW Program orientations are scheduled with workers, TAA staff may be invited to make presentations on the possible program benefits and services, so that workers may start to consider all their options and possible deadlines, to build on the overall dislocated worker program activities and re-employment plan.

Once a petition is approved, TAA Program-specific worker meetings are scheduled which include presentations from WIA DW program staff regarding the core and intensive services available. Case management duties are coordinated, with lead and supporting roles based on what stage of reemployment activities the participant progresses through. WIA services are regarded as providing seamless wraparound services, prior to and upon completion of any TAA

approved training services. All TAA participants – whether interested in training or in need of intensive job search assistance - are referred to co-enroll in WIA DW program for assistance in comprehensive assessment and development of their Individual Employment Plan.

If not enrolled in the DW Program, JS staff will assist in administration of assessment testing, and JS counselors assist in interpreting results and identifying options. Standard steps include career assessment testing, assistance with resume preparation, job seeking skills, using LMI site to help identify whether suitable employment is reasonably available (or not) or will be if an occupational skills training program is completed. If interested in training, testing at the training institution is used to assess that the worker is qualified to undertake and complete training, has the proper attitude, and that the training is suitable for the worker.

For participants interested in exploring their training options, in many cases TAA also relies on the Technical College System to assess the participant's ability to enter and succeed in occupational classroom training, through a variety of tests that may include Acccuplacer, COMPASS, and the TABE test. These tests assist in identifying whether there are Remedial Training needs. Technical Colleges offer training programs in demand occupations as identified through their local Employer Advisory Committees to include curricula designed to give participants the skills and knowledge that local employers need.

BWT and JS intend to increase awareness of and utilization of a broader range of re-employment and training options, including on-the-job training opportunities directly with employers, customized training in demand occupations with the assistance of employers, and awareness of Career Pathways as a means to more quickly enter into skills-attainment activities and approved training to gain skills, knowledge and credentials that are recognized by employers in today's economy.

The TAA Program uses DWD's Automated System Support for Employment and Training (ASSET) program to electronically track participant program activity, which is the same electronic case management system used by the WIA and WP programs. This ensures that staff from all programs have access to the same information, which enables consistent program administration and avoids duplication of service. UI Division staff and JS TAA Coordinators have access to each other's tracking systems. For example, JS TAA Coordinators have access to view UI Division's client information including various UI databases tracking benefit payments, eligibility decisions and electronic document storage. TAA Program staff are able to view UI's electronic document storage database, allowing clients to send documents to one location yet enabling staff from both divisions to view all training documents.

TAA Coordinators make decisions regarding approval for TAA benefits and services that affect eligibility for Trade Readjustment Allowance (TRA) payments made by UI Division staff in the TRA Unit. This coordination of benefits requires maintaining close and ongoing communication. TAA Coordinators fax forms and documentation for all benefit approvals to the TRA Unit, where they are reviewed for impact on eligibility for TRA allowances. The TRA Unit then issues official decisions to the clients thru UI Division's system for official determinations and appeals. TAA staff can view/read all these determinations on the UI database and UIBNet electronic document storage to verify that decisions have been properly recorded. In addition, TAA Coordinators can view all weekly payment date records and account balances to verify which tier of benefits clients are using and benefit exhaustion dates.

For TRA-Basic allowances, ongoing payments are based on TAA review of client's work search records and timely notification to TRA Unit to allow continuance of the waiver benefit for the next

period. TRA-Additional allowances are payable only if TAA Coordinators authorize training programs, and ongoing weekly payments are based on review of attendance forms and monitoring satisfactory participation and progress by TAA Coordinators. When TAA staff approve Reemployment TAA Wage Subsidy benefits for older workers, TRA records the decision and cancels out the monetary eligibility for future TRA benefits, as required by TAA regulations, to ensure future TRA payments are not allowed. Upon early termination or completion of training, TAA Coordinators notify the TRA Unit via fax as to the date and reason, so eligibility for ongoing TRA payments can be cancelled. Maintaining this ongoing communication assures proper coordination of TAA and TRA benefits for TAA clients who are served by staff in the two separate Divisions in DWD.

DET manages the TAA Program toward the goal of developing TAA policies and procedures for ASSET system usage to be more consistent with WIA DW practices. TAA Program staff plan to continue to more closely align practices in areas such as enabling TAA-specific client re-employment plans to be entered so all partners can view in ASSET, increase and improve recording of credential attainment, and improve use of services and case notes to more accurately and concisely reflect participant progress.

Performance reporting information is consistent across these programs because the participant activities are all reported from the same source of ASSET data. Staff from DET and DWD work on an ongoing basis to keep up with current requirements to provide information for the required quarterly reports, integrating data from sources including ASSET, the UI Database of weekly benefit payments, and DWD's electronic payment system used for TAA training expenditures.

Common Data Systems and Reporting

State operating systems that support implementation of state strategies and that are used for all programs and activities present in the JCs include ASSET, JCW, JobNet Business, and a data warehouse.

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 measures and WIA Standardized Record Data (WIASRD) reporting. ASSET is the official data source for all performance and program management data. ASSET has been designed 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.

Wisconsin uses quarterly wage information from state UI and Wage Record Interchange System records. Automated processes add this information to the WIASRD and the information is included in performance measures. The performance measures are generated by the Data Reporting and Validation System. The state IT staff create reports and files measuring the progress on state and local performance measures and distribute this information to local WDB staff. Central Office program staff have access to this data. Currently, the data for the local staff does not include individual wage information but it does include the aggregated wage amounts for the local area. Recently, state Unemployment security has allowed the release of UI wages to all WDBs. The WDBs have access to UI wage data through UI's IT system online. DET staff is scheduled to work with the WDBs on creating reports with these UI data.

ASSET and the JC Systems data warehouse provide participant and performance information to help manage JC programs. On a weekly basis, the number of customers who registered for

WIA Title 3 services via the JobCenterOfWisconsin.com website, at a local JC office, or who were registered by a case manager for our WIA Title I programs through our ASSET system is collected and reported to DET management.

JCW is operated by DWD and the Wisconsin JC system. It is a Wisconsin-centered employment exchange, linking employers in all parts of the state and in communities that border Wisconsin with anyone looking for a job. It can be accessed online at JobCenterOfWisconsin.com and is available at no-cost to both employers and job seekers 24 hours per day, seven days per week. There are computers at every JC where JCW can be accessed.

To track services provided to businesses, JCs use JobNet Business and the data warehouse to evaluate services to employers, provide reports to manage the JCs, and demonstrate accountability to business services. The use of JobNet Business is required for all JCs.

Wisconsin tracks specific targeted applicant groups required by DOL as part of its annual reporting 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. This data is used by local boards to apply for grants and by state and partner staff to develop programs designed to address and improve service delivery, program design, and participant outcomes. It is also used by local staff to help them monitor and continuously improve their participant reporting and performance outcomes.

In response to the WWDA and DVR requests, in particular, DET will review improvements to data sharing among One-Stop partners. This would be particularly beneficial given the multiple systems that are being used for both job seekers and business contacts in order to eliminate inefficiencies, and increase real-time data to assess programmatic successes.

State Performance Accountability System

One of the Governor's workforce goals is: Improving Accountability and Transparency in Order to Measure Success and Prioritize Future Funding Based on Outcomes. As discussed above, 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 measures and WIASRD reporting, and is the official data source for all performance and program management data. DWD's ASSET supports the WIA programs – encompassing the Adult, DW, and Youth programs under WIA Title 1 and the WP funded labor exchange services including case-managed services to Veterans, Migrant Seasonal Farmworkers, UI Claimants, and Older Workers. ASSET also supports reporting for specialized DW programs such as TAA and North American Free Trade Assistance program, SRR and NEG. ASSET has been designed to ensure that performance measure calculations are consistent with current Federal reporting requirements as specified in DOL TEGL 17-05 Common Measures Policy for the ETA's Performance Accountability System and Related Performance Issues. In addition, staff has developed a number of tools to assist state and local staff in monitoring performance throughout each PY. 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. http://dwd.wisconsin.gov/dwdwia/tags.htm
- A Performance Measure Map details the performance measurement system as it relates to ASSET. Each of the 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. http://dwd.wisconsin.gov/dwdwia/PDF/performance_map0801.pdf
- 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. http://dwd.wisconsin.gov/dwdwia/policy.htm
- DWD 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 [previously discussed in *Data and Reporting*].

Representatives from each WDA and members representing TAA, the Vets program and WP are members of the ASSET User Group. The mission of the ASSET User Group is to serve as a point of contact for DWD in order to disseminate information to providers and in return, ASSET User Group members agree to give information to DWD from providers. This communication exchange will provide continuous improvement to the ASSET system and the WIA system as a whole. The ASSET User Group:

- Ensures that the WDB Executive Directors are informed of issues and resolutions of the group;
- Provides input into the development, implementation, enhancement and use of the participant data system;
- Advises DWD regarding needs and issues relative to local and statewide data systems;
- Provides input to DWD policy and procedures about data collection, data management, data entry, program and management reporting, performance measurement and local report generation;
- Assists DWD with development of a training curriculum for locally available ad hoc reporting capability;
- Provides input to DWD about training on performance measure requirements;
- Establishes a record of local data and performance related issues to be addressed; and
- Shares best practices and become informed users of ASSET and related data warehouses.

As discussed in Section I, the WDBs' Executive Directors and DWD leadership have been meeting regularly to explore ways to strengthen the partnership between these entities. One of the Action Strategies identified was IT data sharing. The desired outcomes for job seeker and employer data included:

- Real time data
- Ad hoc capability
- Local reporting
- Automated dashboard reporting
- Track performance progress
- Follow up tracking
- Timely LMI data
- Reducing costs by avoiding duplication of services

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

The data validation effort that DOL oversees has also been a useful resource for helping Wisconsin fine-tune its reporting processes and program policies. DWD has developed several documentation guides to assist local staff in determining participant eligibility and collecting appropriate documentation of eligibility and services http://dwd.wisconsin.gov/dwdwia/tags.htm. Results of the data validation are also incorporated into the annual on-site monitoring of the local areas.

DWD also requests performance information from the local WDAs via the local plan process. WDBs are required to complete a Performance Improvement Plan Self-Assessment Survey if the WDB has failed for the first year in any performance measure. The WDB must also identify actions taken with its service providers to identify service delivery weaknesses and describe changes the WDB has made to policy, service delivery, providers, engagement of partners, etc. to ensure improved program performance. If the WDB has failed two consecutive PYs for any performance measure, a Corrective Action Plan must be submitted to DWD. Also as a part of the local plan, the WDB must describe how performance data will be used for local monitoring, evaluation, continuous improvement and oversight processes; and, describe the type of training for staff (and providers where appropriate), and the frequency, on ASSET and performance measures. A detailed description must also be provided of how the quarterly performance reports are processed locally, to include: how failures are investigated, corrective action steps, follow-up monitoring and correction validation.

In accordance with WIA section 667.410, annual on-site monitoring of the local areas is conducted to ensure that established policies to achieve program quality and outcomes meet the objectives of the Act and the WIA regulations. The on-site review includes a review of participant files, with an emphasis on reviewing data entry and documentation for performance standards which the WDB is experiencing difficulty in meeting, or has failed. This is also an opportunity to provide WDB staff with guidance to assist in improving performance and identify the need for technical assistance.

During PY 2012, DWD is conducting a statewide review of comprehensive job centers. This review will assess the delivery of services to program participants and employers, and where appropriate, make recommendations for improvement; identify technical assistance needs and requests; identify system-wide issues requiring policy or program review and resolution; and identify best practices that will be shared with stakeholders of the workforce development system.

WIA performance measures are a regular component of technical assistance and training activities throughout the year. In addition to specific performance measure training webinars, staff participates in roundtables and provides locally customized training upon request. Recent workshops/webinars have included:

- Learning to Work: How the Career Pathway Model is Used with Secondary and Post-Secondary Students
- Use of Social Media for Workforce Programs
- ASSET 101
- WIA Youth Program Orientation
- New Partnerships in Delivering Key Train, WorkKeys, and the National Career Readiness Certification
- Career Pathways and Bridges in Wisconsin: Successful Outcomes to Date and Next Steps

In addition, for those WDAs failing a performance measure for two consecutive years, DWD requires the submission of a corrective action plan. The plan identifies the causes for failed performance (reporting problems, program design, and local requirements or procedures) and strategies to address poor performance. DWD management and staff meets with each WDB that was required to submit a corrective action plan to discuss the issues related to failing performance and what training and resources are needed to improve performance. Lastly, on-site technical assistance is provided to the WDB staff and their service provider staff.

Services to State Target Populations

The State Operational Plan must describe how all the programs described in the plan will work together to ensure that customers who need a broad range of services receive them. This is an opportunity for the state to describe how One-Stop Career Center services will address more specific needs of targeted sub-populations identified in the economic analysis. The State Operational Plan must describe how the state will:

Serve employment, re-employment, and training needs of unemployment compensation claimants; the long-term unemployed; the under-employed; dislocated workers (including trade-impacted dislocated workers and displaced homemakers); low-income individuals (including recipients of public assistance); migrant and seasonal farmworkers; veterans; individuals with limited English proficiency; homeless individuals; ex-offenders; older workers; individuals training for nontraditional employment; and individuals with multiple challenges to employment. (WIA Sections 112(b)(17)(A), (b)(17)(B), (b)(8)(A), 20 CFR 652.207, 663.600-640, 29 CFR part 37.)

Wisconsin has a cadre of programs from various public and private agencies to serve persons who have particular challenges for training completion and employment placement and retention. While there has been continuous improvement to coordinate the myriad of services within and outside of the JC system, additional efforts will be required for non-duplication of efforts and optimal service delivery to meet the needs of job seekers and employers. The following summaries are specific efforts related to target populations.

Veterans receive priority of service, and all WDBs have local policies on the priorities in compliance with federal law. In addition to the VIP program discussed in Section I, the "Gold Card" program triggered more one-on-one contacts and intensive services for eligible Veterans. In November 2011, the Gold Card information was sent to all one-stop providers statewide. Since that time, DET has been tracking the level of intensive services provided by JC staff on a monthly basis. Further, DET established a list of all veterans registered in Title 3 as "active" for the Veterans' staff to conduct outreach to the post-9/11 Veterans.

DET's Office of Veteran Services includes both the Disabled Veterans' Outreach Program and the Local Veterans' Employer Representative program. All staff are located in JC's and, through case management and employer services, ensures that veterans receive the services they need to obtain proper training and employment.

Veterans with disabilities receiving Social Security benefits will be eligible to participate in DWD's TTW program [described in detail under the section on disability]. For Veterans with severe disabilities, co-enrollment will be encouraged with VR when appropriate.

For individuals with limited English proficiency, JS and other partner agencies maintain bilingual and bicultural staff throughout the state as well as a trilingual call center providing services in English, Spanish and Hmong. Other language needs are addressed through contracted language services.

JC services are integrated across programs and agencies so customers can access the services they need at the most appropriate time in their job search. This includes multiple access points, most of which are offered in English, Spanish, and Hmong. Where there are language access issues, telephonic interpretation services are provided to ensure meaningful communication is available.

JS manages the migrant and seasonal farmworker (MSFW) outreach program to ensure that migrants have access to equitable levels of JS/labor exchange service. The MSFW program has a State Monitor Advocate and a network of seven bilingual outreach workers. The DET Bureau of Program Management and Special Populations oversees the Migrant Law Enforcement (MLE) and Foreign Labor Certification (FLC) H-2A programs. The program includes three full time, bilingual MLE inspectors and a full time, bilingual FLC coordinator. Outreach services are performed in coordination and collaboration with a number of service providers, including National Farmworker Jobs Program (NFJP) providers, United Migrant Opportunity Services, La Clinica Mobile Unit, the technical colleges High School Equivalency Program, and more.

For targeted services to UI claimants, JS operates three RES programs that all include work search reviews:

- Initial Claimant RES: This program focuses on initial claimants in the third week of their claim. It strives to return claimants to work as quickly as possible through an overview of services, a triage process and résumé review, and then referrals for appropriate services.
- Emergency Unemployment Compensation (EUC) RES: This program focuses on long-term unemployed claimants after they have been placed into EUC Tier 1 or 2. This program attempts to address the individual's issues related to long-term barriers to employment and services, and provides tools that could help overcome their challenges.
- REAs: This program focuses on initial claimants and provides both a higher level of service and also a more intensive work search validation process than the previously described programs. UI is intricately involved in the REA program.

All services for UI claimants include information about assessment and work readiness tools, as well as techniques and training to help unemployed individuals, particularly long-term unemployed, regain confidence to further their work searches for employment placement.

Dislocated workers are served primarily through three programs that, while separate and unique, are integrated and aligned as much as possible. The three programs [discussed in DW section] are RR, the DW program, and the TAA program. Co-enrollment is strongly encouraged, training is provided jointly, and information is shared across programs.

For coordinated services to ex-offenders, DET, WDBs and Department of Corrections (DOC) have had a successful history of collaborating to improve services to offenders and ex-offenders. Offenders under the supervision of the DOC numbers to approximately 100,000. According to recent census data on demographics, Wisconsin's population is nearly 92 percent Caucasian, however, minority populations comprise the majority among the prison population so workforce strategies need to be adapted accordingly.

There are a number of initiatives occurring throughout the State to effectively serve the offender/ex-offender population. Examples are

- The Madison Urban League Re-entry Job Fairs, serving approximately 30 customers a month.
- KeyTrain preparation and WorkKeys testing for inmates at Sanger B Powers Correctional. Offenders have already earned 30 National Career Readiness Certificates that will help validate their work readiness to local employers.

- DWD created an offender toolkit online http://www.wisconsinjobcenter.org/exo/default.htm . The kit contains information for offenders, staff and employers. Key elements include myth busters, 30 second training and resources on employment.

Both DOC and DET are interested in developing joint training initiatives with DWD providing employment expertise and DOC's proven offender-transition strategies. Many WDBs use DOC's Window-to-Work model designed to help offenders gain and maintain employment. Also, the Bay area WDB has a long history of success with a myriad of strategies for the offender population that will be used as exemplary practices.

Through the DEI Grant, a partnership with DOC and DHS will pilot strategies to facilitate employment for offenders with disabilities. The first strategy is in the implementation stage that will focus on female offenders with mental health issues. Under this model, the departments will blend funds with DOC/DHS to identify participants, assist with disability determination for participants to explore the world-of-work. Once in the community, the participant will be able to utilize their Social Security Ticket-to-Work with an Employment Network (EN). Eligible participants will be enrolled in an appropriate program with funds from WIA, DEI, DHS and DOC to reach the goals of permanent employment and reduce reliance on SSA benefits. DOC will use their successful model OARS, Opening Avenues to Reentry Success, that supports successful transition into the community, recovery, and self-sufficiency of offenders with mental health needs.

The second strategy will focus on offenders who are Deaf and Hard-of-Hearing for employment opportunities. The plan is to build collaboration for a participant to receive the full array of services among the various agencies and benefit from effective communication.

[See Transitional Jobs program below and Federal Bonding in the "Employer Services" section].

For recipients of public assistance, DWD continues to improve coordination of services with DCF which administers TANF/W-2 (a Gubernatorial mandated WIA workforce partner), Child Support, child care programs, and DHS food stamps. Some JCs have other co-activities such as: a JC that recently became a Community Service Jobs location for W-2 recipients; and, in Kenosha, there is a plan to hold a required JCW workshop as part of the W-2 work search requirements. As coordination improves, DWD will identify best practices for co-enrollment with WIA and TANF/W-2/Food Share Employment and Training.

The Transitional Jobs program was established to provide low income adults who are not receiving W-2 and not eligible for UI Benefits with an immediate income, an opportunity to develop the skills and experience their local labor market demands, and a positive work history. It provides those without other options with longer-term career preparation and support to move to unsubsidized employment. Additionally, the program provides businesses with needed workers at no risk or expense to the business. By providing job training and experience, transitional jobs create more financial security for families and improves the state's economy. Through transitional jobs, new opportunities are provided for people to build a career and create a brighter future for themselves and their children.

Several of the local projects are operated through WDBs with some focused on the offender population, including the “Windows to Work” program. The collaboration between multiple agencies brings the key elements and resources together to reach the goal of a full-time permanent job. Co-enrollment can facilitate funds for trainings that are either not available through this program or extend beyond its duration.

Students for Career Change has been a focus between DWD and DPI in order to meet one of the Governor's workforce goals. DWD works with the school systems, Wisconsin's 16 technical college districts, and other providers to ensure information is available about jobs and careers statewide. For example, in Racine, *InspireWisconsin* promotes careers available across the State with a goal of reducing drop out rates.

Wisconsin has a significant Native American population including those living off of the Tribal Nation lands. Given that DWD no longer has a Native American Liaison, DET and the 166 programs are in the planning stages to take the following steps:

- Hold a listening session with all of the 166 programs, DET administrators, WDB directors, JS and other interested staff.
- Engage the DOL Federal Project Officer for a discussion on best practices and potential collaboration.

A new initiative has begun by the North Central Wisconsin WDB with Ho-Chunk Nation on a collaborative project in Health Care. The focus will be to develop a special Personal Care Worker training specific to the Tribe. Ho-Chunk expressed interest in this project to meet the needs of their elders, and to provide appropriate workforce training. The following outlines the initial phase of this project that may serve as a model in other areas of the State:

Roles of WDA 6:

- Contract with area technical college to provide the two week training using WIA Title 1B Adult Program funds
- Assist Ho-Chunk DOL with WIA eligibility
- Record participant enrollments and activities in ASSET
- Maintain WIA files per DWD Guide to Participant Files

Roles of Ho-Chunk:

- Recruit WIA-eligible tribal members
- Provide the hands-on case management
- Provide WDA 6 the necessary documentation and information for reporting purposes
- Provide their own Soft Skills curriculum to run simultaneously with the PCW training on the technical college campus
- Provide support services to the enrolled participants

Finally, in July 2012, the DWD Secretary highlighted a new JC in Lac du Flambeau to expand partnerships with the Lac du Flambeau Tribe in a collaborative effort to connect job seekers to jobs. The Tribe has provided space and use of computers for JS and a DEI staff person to conduct workshops and help job seekers individually in developing résumés, preparing for interviews, registering in JCW and a host of other support services.

For collaboration on older worker issues, this Plan process has reinvigorated discussions with DHS Senior Community Services Employment staff to address hiring and re-training strategies within the workforce system and among employers. Appropriate staff discussed items for both the integrated plan and the SCSEP that was approved as a stand-alone Plan from DHS.

DWD and DHS will work together with the Business Service Teams on providing information to employers about any misconceptions of the older worker and the need to eliminate age discrimination in the workplace, and find ways to re-tool or re-train individuals who have been dislocated from employment or re-entering the workforce. This collaborative effort will include promoting older worker and employer events such as Workforce Roundtables and State employment and training conferences.

An example was the State and local area Senior Community Services Employment Program (SCSEP) staff conducting a workshop at the December 2012 DWD Workforce Roundtable. The session provided state-wide JC service delivery staff information on the SCSEP program, participants served, barriers to employment, supportive services through the aging network, coordination with WIA and partners, and training opportunities with their job training funds.

DET and SCSEP staff are negotiating a partnership work plan with the following win-win goals:

- Improve partnering and service delivery to older workers;
- Establish ongoing cooperative and innovative activities for individuals and employers; and
- Implement specific collaborative systemic changes.

A recent example of infusing Senior Community Services Employment activities into the workforce system is occurring at the Fox Valley WDA JCs and the Southwest Wisconsin WDA JCs utilizing funds from Medicaid Infrastructure "Power Grants."

Over the course of a year, the estimated odds of experiencing homelessness are approximately 1 in 194 for the general population, 1 in 29 for those with incomes at or below the federal poverty line and 1 in 10 for low income veterans.[1] People who live with friends or family due to economic need are considered “doubled-up.” The odds of experiencing homelessness for a person living doubled-up are estimated to be 1 in 12.[2] People discharged from prisons or jails are estimated to be 1 in 13.[3] A third group at elevated risk is youth who age out of foster care. The risk of homelessness for these youth is estimated to be 1 in 11. The most common institutional living situation for people prior to their entrance into the homeless shelter system is a medical facility (i.e. hospitals, psychiatric facilities, or substance abuse treatment centers).

Issues that arise are not limited to the individuals served; rather the community as a whole and those who are directly and/or indirectly affected. Other issues include the economy, the skills mismatch, and the inability of many in the homeless community to prepare or conduct an adequate job search.

JC partners work closely with community based organizations to not only assist with the homelessness issue, but to help members of the homeless community conduct a quality job search and try to get back on their feet. JC staff use JCW, a series of workshops, case management, and resource and referral to help homeless individuals.

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[1] *2009 Annual Homeless Assessment Report to Congress* (2009 AHAR)
[2] *2010 Annual Homeless Assessment Report to Congress* (2010 AHAR). http://www.hudhre.info/documents/2010HomelessAssessmentReport.pdf
[3] Department of Justice’s Bureau of Justice Statistics (BJS). *2010 Annual Homeless Assessment Report to Congress* (2010 AHAR) 4 Department of Health and Human Services (HHS).

Additional efforts being considered to ensure that DWD is doing everything it can to address this issue include:

- Departmental review of previous actions and best practices to address homelessness;
- High level discussion with DCF, DOC, DHS, Office of Veterans Services and community providers to develop a comprehensive plan;
- Exploration of funding options that address the issue;
- Development of better reporting tools to track homelessness services and outcomes;
- Designation of a dedicated homelessness/employment point person;
- Integration of homeless service provision into business services and local and statewide economic development initiatives.

Gender Non-traditional Occupation (NTO) are defined in WIA as occupations or fields of work for which individuals from one gender comprise less than 25 percent of the individuals employed in each such occupation or field of work. The primary vehicle for the Wisconsin workforce system to encourage NTO's is via the apprenticeship program that has been increasing its efforts of reaching out to women and minorities. Partners in the JC system also work to ensure that members of each gender are made aware of opportunities they may have not previously considered, especially if assessments or counseling sessions demonstrate an interest or skills match.

JCW provides occupational information to jobseekers and links them to non-traditional opportunities. However, Wisconsin can do more to make NTO information available to customers. Additional efforts may include:

- Updating JCW to make NTO's more visible;
- Conducting an NTO informational workshop for the next WIA roundtable;
- Contacting DOL and other states to inquire about recent best practices, resources, tools and strategies;
- Reviewing the NTO web site for accuracy, updates and key contacts;
- Requesting input from the pertinent CWI subcommittee(s); and
- Exploring designating a point person for NTO information and initiatives.

As referenced throughout this section, DWD offers a myriad of services and training opportunities for hard-to-serve individuals, most of whom have multiple barriers to employment, who will continue to have universal access to the JC system and to the WIA core services. The Comprehensive Centers will adhere to WIA 188 to ensure both physical and programmatic accessibility. Limited English customers' needs have been met with the use of bi-lingual staffing, resources and interpretive services.

Also referenced earlier, DET became an EN under the Social Security's TTW program. JC staff will serve job seekers with low income, disability and other potential barriers that must be addressed for successful entry into the workforce. Activities under the DEI include employer outreach and training such as the "Mental Health Friendly Workplaces" that was featured during May 2012.

DET compiled examples of WDB efforts that addressed training and "soft skills" assistance for "hard to serve" populations. They include unique ITA training or specialized training by community/faith-based service providers to help meet individual participant needs.
http://dwd.wisconsin.gov/dwdwia/training/default.htm

MIG

Wisconsin has achieved a number of advances in promoting community integration of people with disabilities particularly in domicile choices, and the resource options people need for independence. However, many adults with disabilities do not have a full range of opportunities for employment in work settings that are typical of other adults in their communities: Jobs leading to self sufficiency, or, family-sustaining wages that reflect individual choices and career ambitions. A high quality, continuously improving and comprehensive workforce system in Wisconsin must meet the needs of people with disabilities who choose to work.

At the same time, Wisconsin recognizes that economic health, growth and global competitiveness are dependent on a highly skilled workforce, capable of attracting and sustaining quality industries. Economic growth is dependent on education and training that matches the skill-sets needed to expand existing businesses as well as a pipeline of talent for emerging industries. To those goals, initiatives such as RISE, Career Pathways and MIG activities merging into the current infrastructures will help create a more sophisticated collaborative workforce system. The previous CWI created the MIG Subcommittee to advise the DHS on the implementation of the State's MIG. The committee was also charged to monitor the implementation of the recommendations of the Managed Care and Employment Task Force. The mission of MIG was to enhance Wisconsin's employment and training delivery system that:

- maximizes employment for people with disabilities;
- increases the state's labor force through the inclusion of people with disabilities; and
- protects and enhances workers' healthcare, other benefits and needed supports.

The Managed Care and Employment Task Force was charged with identifying an effective infrastructure in the context of Wisconsin's developing managed long term care system that promotes and supports a wide range of employment options, and an individualized approach to supporting each person's identified employment outcome. The Task Force contained 84 recommendations that were intended to ensure best practices for supporting and facilitating a broad range of quality employment choices and outcomes for participants in the long term care system.

Examples of successful Task Force implementation activities through *Pathways* for improving employment outcomes among the State's Medicaid population not eligible for Family Care:

- In-state and national efforts to develop a quality assurance certification process for "work incentive" Benefits Specialists, an emerging profession dedicated to helping disability beneficiaries understand the myriad programs and associated rules attached to public benefits, the complexity of which has been identified as a barrier to employment.
- Targeted employment services have been developed for veterans with brain injuries resulting from service in Iraq and Afghanistan.
- Implementation of an evidence-based model that provides transitional and competitive employment through employer networking for consumers of mental health services.
- A statewide project that assists Community Rehabilitation Providers (formerly "sheltered workshops") in shifting staff resources to help clients with developmental disabilities work for prevailing wages in community settings.

The "demand side" of the disability/employment equation has long been a focus of *Pathways* projects and financial support. For example, in 2009, 12 percent more employers over the prior year took advantage of the services provided by the MIG funded "WorkSource Wisconsin," a technical assistance center developed by and for businesses.

As MIG completes the eleven-year grant cycle, unfinished work includes a need for cross-program and State agency commitments to:

- Fully integrate the Medicaid infrastructure into a cross system including WIA, VR, MA, and DPI that assists consumers from primary school through retirement;
- Partner with the UW system and WTCS so that graduates can work in pre-secondary, secondary and post secondary systems, MA, VR, the workforce and the business community with a focus on advancing integrated, community employment for people with disabilities;
- Add cost-neutral employment support services to the MA benefit package and establishing a sustainable foundation for employment services and support in Wisconsin's mental health and long-term care systems;
- Develop a means for the Medicaid buy-in program to be available into retirement while permitting retirees access to public healthcare and long-term support programs; and
- Identify and put in place the opportunities for employment supports within the workforce system.

Finally, as MIG-funded work is wrapping up, two primary efforts are underway:

- Completion of a data collection system that will track employment outcomes of participants in the state's long-term care programs such as its managed care model "Family Care" and self directed supports model program "IRIS". This work also connects to DWD and DPI systems for a comprehensive and longitudinal view of most, if not all, publicly funded services and supports that contribute to a successful employment outcome for people with disabilities.
- Completion of projects that were initiated in prior years and guided by the Task Force report of the 84 recommendations for changes and additions to Medicaid system programs. These projects include implementation of permanent, non-government and free standing training and technical assistance centers for employers seeking to hire and retain workers with disabilities, conversion of existing services and supports from non-integrated settings to fully integrated and community-based environments.

For further information see the CWI MIG Subcommittee Report from the July 26, 2012, Council meeting. http://www.wi-cwi.org/council_meetings.htm

Employment and Training Needs of Individuals with Disabilities

Serve the employment and training needs of individuals with disabilities. The discussion must include the state's long-term strategy to improve services to and employment outcomes of individuals with disabilities, including plans for the promotion and development of employment opportunities, job counseling, and placement for individuals with disabilities. (W-P Section 8(b); WIA Section 112(b)(17)(A)(iv), 20 CFR 663.230, 663.640, 667.275(a).)

Labor market data and other studies consistently reveal the significant disparity between persons with disabilities compared to the general population in the areas of educational attainment, income and unemployment rates. Further, much of the data, particularly from the 2010 Census compilations, are self-reporting and also does not reflect the Social Security disability levels that have an impact on programs' eligibilities, and information to develop strategies to break the barriers for full inclusion in the workforce by persons with disabilities. The following reports highlight some of these significant disparities:

Overview of Wisconsin's Employment and Economy
Produced by DWD, this report was created for the CWI MIG Subcommittee in 2010.
http://www.wi-cwi.org/mig/mig_meetings/2010/mig_overview_economy_grosso11-05-10.ppt

Kessler/National Organization on Disabilities Surveys by Harris Interactive
In 2010, with support from the Kessler Foundation, National Organizations on Disabilities commissioned two Harris Interactive surveys updating information on quality of life for Americans with disabilities and employment of people with disabilities.
http://nod.org/what_we_do/research/surveys/kessler/

United Cerebral Palsy
Every year since 2006, *The Case for Inclusion* produces an annual ranking of how well state Medicaid programs serve Americans with intellectual and developmental disabilities.
http://www.ucp.org/the-case-for-inclusion/2011/

Strategies for Improvement
The continuation and introduction of new activities summarized in this section will be the key efforts to meet multi-faceted over-arching strategies:

- Expand the capacity of the JC system with formalized collaboration across multiple workforce and disability services systems.
- Refine the assessment of "access" (communication, physical and programmatic accessibility) of the JC system via a WDB annual universal access review.
- Improve programming and services to high risk populations. (Assessment strategies will focus on meaningful completion of training and employment placement.)
- Ground the WDB's collaborative partner approaches to-date with targeted outreach programs that includes community organizations, school systems, business services teams and public forums.
- Formalize the WDB's reasonable accommodation procedures (including sign language and language interpreters, alternative formats, and computer-assisted aids).

The primary goals of the DEI grant are to improve education, training and employment opportunities for adults with disabilities who are unemployed, underemployed and/or receiving social security disability or other benefits; and help individuals with disabilities find a path into a realistic level of self-sufficiency and independence through services delivered by the JC system and key partners. The grant has three key strategies: IRTs, Partnerships and Asset

Development. Activities detailed later in this section build upon the "Navigator" Initiative through the hiring of staff with expertise in disability and workforce issues.

The long-term goals that will be realized as a result of the activities listed in this section are to have a solid workforce system infrastructure for optimal service delivery with an elasticity to allow for continuous improvement, greater awareness and expansion of services for persons with disabilities. Wisconsin's long-term strategy is embraced by the collaborative efforts of the multiple state entities and WDBs already committed to serving the disability community, sharing of resources, coordination of efforts and on-going outreach to the employer community.

The specific DEI activities include the following:

1. A State level project lead to coordinate efforts to deliver the program services through WDBs;
2. A State Consortium Team of partners to facilitate program and policy changes;
3. A Disability Resource Coordinator (DRC) in WDAs selected as study group sites to facilitate the deliverables;
4. One-Stop accessibility; and
5. Participation as an EN under the SSA TTW Program. [Wisconsin has over 200,000 adults who are "ticket" holders.]

The DEI model will align strategies to employment across programs, including the TTW, TANF/W-2, Mental Health, Native American and offender reentry populations, and will support the development of new relationships with community-based organizations.

An IRT is one of the key strategic service delivery components of the DEI. The IRT approach involves diversified service systems coordinating services and leveraging funding in order to meet the employment needs of an individual job seeker with a disability.

An IRT begins with a customer who is determined eligible for services in multiple systems of two or more and has established an employment goal that requires resources from all these systems. A DRC or other service provider may support the customer in approaching and/or coordinating these systems to ensure that the employment plan is fully resourced and has the best chance at a successful outcome.

In the IRT model, a customer may agree to a release of information so that all partners may share information. With optional support from a DRC or other provider, a customer will then convene a meeting (face-to-face or via call) between partners in which consensus is reached around three key parameters:

*Common employment goal *Lines of communication *Sequence of services

IRT is an informal agreement at the customer level. A customer needs to comply with both the eligibility and outcome requirements of every system they are accessing. The emphasis is to reach consensus around the employment goal of the customer that also meets the outcome requirements of all the agencies involved. DWD has initiated this strategy and demonstrated success that included staff from TANF/W-2, WIA, VR, Veterans and JS.

It is DWD's goal to utilize Asset Development and Benefits Counseling. With the sunset of the MIG that supported Benefits Counseling, DWD is exploring methods to provide such services with credentialed Benefits Counselors. This is a highly complex area that requires well-trained

individuals which also makes the cost for this support prohibitive with many agencies serving persons with disabilities.

Two tools that will be used to focus on work incentive strategies:

1. Plan for Achieving Self Support and Impairment-Related Work Expenses.
   These resources provide information on the benefits of employment and the options for obtaining greater income. DEI will fund WDBs to deliver this curriculum. DEI will also explore the potential to expand the Real Economic Impact Tour program, a national initiative delivering free tax preparation and filing assistance, along with other asset building strategies to low-income persons with disabilities. The Tour is a public-private collaboration designed to provide persons with disabilities greater understanding about finances.
2. Becoming an EN is a natural fit for the DWD. Many individuals with disabilities are already receiving services at the JC and a percentage of these individuals are receiving Social Security benefits. As a One-Stop EN, DWD is reinforcing the WIA principle to create a comprehensive, customer-focused workforce investment system.

Participants will receive both work incentive and benefit counseling. Employment plans will be created as appropriate to each participant's ability. Case managers will coordinate with DRCs for access to other resources such as the Job Accommodation Network, local transportation options and employer incentives. IRTs will assist in identifying employer needs, employment opportunities and topics for employer education such as hiring incentives. Milestone payments are considered non-revenue and will be encouraged to use towards sustaining strategies and enhance disability resources.

It should be noted that individual WDBs can be designated as ENs. Currently, three of Wisconsin's 11 WDBs are ENs. In West Central Wisconsin WDA for example, Workforce Resource, Inc. serves a relatively high number of individuals with disabilities and coordinates those services with DVR as a registered EN under the TTW program. They actively recruit individuals with disabilities, and Youth services are frequently integrated with Special Needs programs at area high schools along with considerable interaction among specialized employment and rehabilitation facilities.

The success of the DEI project will require collaboration from multiple partners at the State and local levels. Employment opportunities such as on the job training and customized employment will be coordinated with the existing employment and training programs and fund sources, such as Veterans Services, WIA or TANF/W-2.

DVR also serves as a significant resource within the workforce system for training materials including print materials and on-line web-based training modules, as well as technical assistance for specific issues arising from a service need. For youth with disabilities, there is an inter-agency MOU between DWD, DVR, DPI and DHS along with a Technical Assistance Guide of suggested best practices and resources to assist key stakeholders (students, parent/guardians, teachers, counselors, case managers, etc.) involved in the transition process. This tool can be used as a framework to improve communication, coordination and services for students with disabilities transitioning from school to work.

The DVR on-the-job training program offers a menu of options for both job seekers and employers including on-the-job training that covers 50 percent of salary and fringe benefits for three months. DVR also offers temporary work and paid internship options. Occupational

training will be delivered through the local technical colleges and will focus on high demand occupations that require a short term certificate or diploma.

A key strategy for DWD to improve employment outcomes for people with disabilities is employer education. Using business service teams, employer associations and key partners, an assessment will be conducted to identify employer training needs. Throughout the employer outreach effort, Business Services Teams, VR and related agencies will collaborate to implement these efforts. DWD has already delivered Mental Health friendly Workplace training. Additional sessions are in development that include: Title 1 of American's with Disabilities Act as Amended, Writing Effective Job Descriptions and accommodating vs. discipline for performance issues. Business Service Teams will be engaged to identify additional employer needs.

DWD created a website with resources for people with disabilities, staff and employers. Information contained on the site includes information from DOL, National Disability institute, Workforce3One and Think Beyond the label. DWD will continue to maintain the site and add new pertinent information. http://www.wisconsinjobcenter.org/disability/default.htm

To sustain the disability strategies, and ensure universal access, a strong commitment of engagement from the local stakeholders will be required. DEI is built on existing collaborative efforts to serve people with disabilities; the program has the momentum for growth and sustainability. Local stakeholders and employers have already demonstrated their desire to work with people with disabilities, and they understand that a strong economy has a place for all those who are prepared to engage in the world of work. In many instances, former DPNs were kept as important resources within JCs (even if they did not maintain their DPN title) when the Navigator funding terminated which has helped continuity of service.

Youth

Deliver comprehensive services for eligible youth, particularly youth with significant barriers to employment. (WIA Section 112(b)(18)(A).) The discussion must include how the state coordinates youth activities, including coordination of WIA Youth activities with the services provided by the Job Corps program in the state. Job Corps services include outreach and admissions, center operations, and career placement and transition services. (WIA Sections 112(b)(18)(C), 129.)

Wisconsin is committed to providing comprehensive services to eligible youth, especially those individuals having significant barriers to employment. This is done by having an integrated system of education, workforce training, skills development, and job readiness services for youth. Wisconsin has taken steps to implement strategies to assist eligible youth to receive the educational and employment skills, training, and support needed to achieve academic and employment success as they transition to the world of work, training or post-secondary education.

Cross-Agency Collaboration and Partnerships

In Wisconsin, youth cross-agency collaboration and partnerships are already strong for youth in the following manner:

- Established state cross-agency committees and groups that focus on youth initiatives: CWI Youth Subcommittee (2011) and the College and Workforce Readiness Council (2012) with representation from DPI, DWD, WTCS, University of Wisconsin System, Wisconsin Association of Independent Colleges and Universities, and Business and Industry.
- Collaboration with the WTCS and 16 Technical Colleges:
  - Developing secondary dual credit articulations through Career Prep;
  - Developing adult career pathways systems based on local sector industry and workforce strategies that are also applicable and accessible by youth; and
  - Established the Work-based Learning Articulation Guidance for the 16 Technical Colleges.
- Continued participation and support of the development and enhancements of the WICareerPathways.org website with links to career pathway Wisconsin occupational information, secondary and post-secondary routes to education, DOL/BLS LMI data, and creation of individual learning plans.
- Communication with Blackwell Job Corps, North Central WDB, Milwaukee Job Corps and MAWIB to ensure they make referrals to the WIA Youth and Job Corps programs. (see section below)
- WDB Youth Council educational and business partnerships through local YA consortiums.
- Partner with the DCF services to develop strategies to co-enroll TANF/W-2 eligible youth and WIA eligible youth.
- Ongoing collaboration with DCF to develop new and innovative strategies to serve youth in foster care.
- Collaboration with WDBs and their Youth Councils to provide training to staff and service providers necessary to improve performance and the quality of the WIA Youth Program.
- Ongoing communication and collaboration with the Wisconsin Association for Homeless and Runaway Services. There are 26 programs located throughout the state that provide temporary shelter and crisis intervention counseling services to runaways and other youth in crisis.
- Partnerships with DPI and employer advisory committees for development of state-wide work-based learning programs for in-school youth.
- Ongoing relationships with business and industry that employ youth through the state-wide YA program for in-school secondary youth.

- In August 2012, the DWD Secretary and DPI State Superintendent issued a new comprehensive child labor law guide to help parents, employers and school officials ensure a safe, rewarding experience for students balancing work and school.
- Provide guidance, WIA Policy Update 04-01, to WDBs, One-Stop Operators, and JC staff on how to improve accessibility to youth services through JC's.
- Collaborate with the DPI, DCF, DOC/Division of Juvenile Corrections to promote the alignment of policy and programs to ensure that youth make a successful transition to work and earn in-demand credentials.

Strategies for Continuous Improvement
Utilizing Wisconsin's strong youth cross-agency collaboration and partnerships, we are proposing new initiatives to enhance communication, bridge gaps, reduce duplication of services and maximize our youth program efficiencies through the following strategies.

- Partner and collaborate with the Wisconsin National and Community Service Board to access service learning opportunities for WIA Youth.
- Partner and Collaborate with the Wisconsin Fresh Start Program, which is a part of the Division of Housing in the Department of Administration. Fresh Start agencies would refer WIA eligible youth to WDBs. The Fresh Start program is designed to provide on-site housing construction and rehabilitation work experience, off-site academic classes and supportive services for at-risk youth.
- Partner with secondary and post-secondary education and social service providers to ensure literacy and numeracy skills development supports a broader strategy that moves youth towards post-secondary education and training and/or employment. Additional partnerships would be established with WDBs and their Youth Councils; as well as; DPI and boards of education of local school districts.
- Establish cross-agency lines of communication regarding youth system priorities between educational institutions, the workforce system, business and industry (Wisconsin Manufacturers and Commerce and Local Chambers of Commerce), WEDC, and social service agencies.
- Establish dual credit opportunities statewide for university articulation with the private and public post-secondary institutions.
- Provide for seamless and articulated transfer from YA to Adult Registered Apprenticeships.
- Provide for sustainability and enhancement of the WICareerPathways.org site for out-of-school youth (OSY) and adults. (see section below for OSY)
- Utilize the state's network of Cooperative Educational Service Agencies to provide and train for educational and support services including professional development in literacy and other youth education and training initiatives for case managers.
- Utilize the state's network of YA Consortia to promote sector strategies for careers in high-wage, high-skilled fields, including advanced manufacturing, transportation and health occupations.
- WDBs local environmental scans, e.g., resource maps, to identify all service providers and highlight gaps and overlaps of service delivery.
- Market and support business and industry efforts to partner with youth through WMC and WEDC.
- Partner with Volunteer Wisconsin to promote volunteering throughout the State.

Services to OSY and Job Corps
Recruiting, retaining and serving OSY WIA youth is a major challenge today, not only because of the multiple barriers they face, but also because they are highly mobile and difficult to motivate. Finding and keeping good jobs is more and more challenging for these youth because they have limited basic skills and lack educational credentials as well as work readiness and occupational skills. Over the last three years, 56.5% of the youth served in Wisconsin's WIA Youth Program were basic skills deficient, 11.4% were dropouts, 35.6% were disabled, and 37.1% met the WIA definition of an OSY. The largest WDA in the state, Milwaukee County, served 55.8% of youth who were basic skills deficient and 43.5% who were OSY. Wisconsin and the WDBs are concentrating on a harder to serve population among the youth participants.

DWD realizes the importance of having strategies in place to serve those individuals who have been identified as having multiple barriers to education and employment. As part of continuous and quality improvement efforts, DET is working with the WDBs to focus on strategies that deal with training and providing the necessary services that will help OSY obtain a High School, High School Equivalency or General Educational Development Diploma and the skills required to secure and hold employment.

Other areas of focus for OSY include outreach and recruitment strategies such as partnering with a wide range of social service agencies, criminal justice system, and community/faith-based organizations including public assistance agencies, homeless shelters and local school systems.

In addition, there will be a greater emphasis on retention strategies that will clearly layout expectations for youth at the outset that include:

- Offering a variety of career pathways from which to choose;
- Flexible scheduling so youth can balance program participation with their other responsibilities;
- Strong case management and individual attention from caring adults;
- Comprehensive support services;
- Getting youth more involved in project design and governance and offer opportunities to contribute to their community in positive ways; and
- Including youth in the development of their Individual Service Strategy (ISS), and providing paid work experiences, incentives and stipends in recognition of achieving goals.

Lastly, DET will ensure effective practices for follow-up services that will include:

- Incorporating follow-up services into the ISS at intake;
- Explain follow-up services to youth to help identify each youth's goals, needs, and personal information;
- Develop written follow-up services plan with each youth;
- Providing engaging follow-up activities to keep youth interested and connected;
- Providing frequent and regular follow-up contacts;
- Coordination of follow-up activities with youth and employers; and
- Track and document follow-up activities.

DET has begun the process of implementing the proposed strategies. The first phase of implementation began with the technical assistance training for the WDBs that failed performance in PY 2009 and PY 2010. DET provided workshops to local board staff and youth service providers.

The workshop topics included:

- Strategies for serving OSY;
- Recruiting and retaining OSY;
- Engaging OSY;
- Strategies for improving literacy and numeracy gains for basic skills deficient, OSY;
- Increasing credential, degree and certificate attainment for OSY; and
- Serving millennials: Who are they and what do they want and need?

DET continues to support and provide technical assistance to the local areas. On December 5, 2012, DET conducted an all day youth training with 93 WDB staff, WIA youth service providers and DWD staff. Presentations included: Charlene Mouille, Social Policy Research Associates, on Case Management; and, Diana Jackson, Youth Workforce Solutions; LLC, on High-Quality Youth Credentials and Follow-up Services. This was well received by the local areas, and DWD intends to continue these types of state-wide events. Finally, DET is in the process of engaging the WDBs that already have best practices to help with some of the training and technical assistance needs of the other WDBs.

Job Corps

There are two Job Corps Programs located in Wisconsin: The Blackwell Job Corps Center in Laona and the Milwaukee Job Corps Center (MJCC) in the City of Milwaukee.

The Blackwell Job Corps Center provides academic and career training in the following areas:

- Business Technologies;
- Carpentry;
- Construction;
- Craft Laborers;
- Electrical;
- Health Occupations;
- Masonry;
- Painting; and
- Welding.

The MJCC provides academic and career training in the following areas:

- Manufacturing Technology;
- Material Handling;
- Welding;
- Cement Masonry;
- Heating, Ventilation, and Air Conditioning;
- Certified Nursing Assistant; and
- Medical Office Assistant.

The North Central WDB continues to partner with the Blackwell Job Corps Center to provide referrals of youth interested in receiving WIA youth services.

MAWIB worked very closely with the MJCC during its start-up to help with recruitment efforts and meet the goal of having 80 percent of its population from the Milwaukee County area. There continues to be positive collaboration between MAWIB and MJCC to refer interested youth either to WIA or Job Corp programming. Finally, MAWIB Youth Council has a MJCC representative.

DET continues to engage the Job Corps centers where necessary in local and statewide meetings to introduce what the centers have to offer and encourage more employer involvement. In that regard, the CWI's Advanced Manufacturing Subcommittee had a presentation from MJCC at their July meeting that garnered discussion and interest by the private sector members.
http://www.wi-cwi.org/manufacture/2012/011912_career_pathway_milwaukee_job_corps.pdf

Services to Employers

The State Operational Plan must describe how the state will coordinate efforts of the multiple programs included in the plan to meet the needs of business customers of the One-Stop system in an integrated fashion, such as hiring plans, training needs, skill development, or other identified needs. The State Operational Plan should also describe how the state will use program funds to expand the participation of business in the statewide workforce investment system. (WIA Sections 111(d)(2), 112(a), 112(b)(8), 112(b)(10), W-P Section 8, 20 CFR 661.205(b)(1).)

The alacrity of the workforce system to respond to employer's needs is vital toward economic improvement in Wisconsin. State and local staff, along with partners, have shown such responsiveness through the following major efforts for services to employers:

- Re-brand traditional job fairs as Career Expo Events and enhance pre-screening
- Align UI claimant's training with immediate job openings
- Direct employer connections for Veteran's hires
- Curricula development with employers for Career Pathways training
- Foster engagement with Registered Apprenticeship
- Continued investment in sector initiatives

The following narrative expounds on these and other coordination efforts with employers:

Each WDB has a local Business Services Plan and a Business Services Team made up of local partners representing the workforce system. These teams work collaboratively to provide services to employers and avoid duplication of effort. The Business Services teams support the use of State developed tools to avoid duplication of effort and expense to the system. Local Business Services plans require the promotion of JCW, WorkNet, and a managed approach to sharing employer contact information and needs through the JobNet Business Management system. Local Boards encourage all customers to register on JCW and promote the use of no-cost and low-cost employer services through the system such as collaborative Job Fairs, employer recruitments at JC's, applicant screening and applicant assessments. Business service coordination has recently been expanded to include the WEDC and economic development organizations at the local level. Business services include JCW (job posting), WorkNet (workforce and labor market information), recruitment assistance (job fairs, specialized recruitments, pre-screening services, skill testing), recruitment skill building (new strategies for recruitment, effective interviewing, job order writing, job analyses, training incumbent and new workers), information about incentives such as Work Opportunity Tax Credit, bonding, and training reimbursement, and business resources (through labor law clinics, Friday Fundamentals webinar series, information on unemployment taxes, workers compensation, and equal rights). Training is provided via roundtables, webinars, conference calls, and program assistance manuals

WTCS has been a significant partner for business-focused training and education. Their program approval process has been recognized as a national model with a focus on using business and industry to guide program development. In addition to seeking direction from employers in the design of new programs, each WTCS program offered by each college relies on program advisory committees composed of business and industry experts to keep programs on the cutting edge, and when necessary, identify modifications that will improve the quality of WTCS graduates. Adult career pathways are an important step, with WTCS as the driving partner, in improving the transition of students at all levels between education and the workforce.

Career Pathways
The Career Pathway Operational Elements [detailed earlier] included specific expectations for employer engagement in Career Pathway curricula development. To initiate the conversation with employers, in fall 2008 $250,000 in Industry Engagement grants were issued to WDBs and local technical colleges. Industries that were included were manufacturing, health care, energy and information technology. Awardees were required to bring employers together to discuss their workforce needs and introduce the concept for Career Pathway training.

As a result, multiple employers were part of the process for developing the first Career Pathways models. If a single employer was interested in workplace training specific to their organization, it did not (and does not) qualify as Career Pathway credentialing. Career Pathway curricula created with the Joyce Foundation resources are not proprietary to the local college, and must be made available to other technical colleges within Wisconsin. As a result, broader access to industry accepted Career Pathways is attainable. This year WTCS produced a Directory of Career Pathway and Bridge Programs currently available and distributed it to employment and training stakeholders throughout the state. In the coming year, RISE intends to work with employers and WEDC to initiate new interest and define what still needs to be done to engage employers and meet the demand for skilled workers.

During WIA PYs 2009-2010, the Governor's State set-aside funds supported Career Pathway Bridge program participation, which included both ABE eligible adults and those in need of English as a Second Language instruction. Funds were also targeted for Sector Strategy convening and training grants. These resources were instrumental in building interest and gaining support from new stakeholders, and identified strategies for addressing the needs of low-skill, low-wage workers.

The Sector Strategy grants increased the number of active sector strategy committees around the State who are devoted to building a workforce pipeline that meets their industry needs. They continue to address ongoing workforce and economic development issues relevant to their region of the state. Sector strategy training grants assured that education was delivered for high demand skills, and that industry leaders will continue to engage in workforce pipeline strategies. In May 2012, another round of sector strategy funding was issued to each WDB to support employer engagement in this capacity. The targeted industry sectors mirror the LMI data with most WDBs emphasis on planning with employers and coordinating training in the following sectors: Advanced Manufacturing, for example, Southeast Wisconsin WDB is using the national model "Dream It, Do It"; Health Care such as the Alliance Partnerships with Fox Valley WDB, and; a unique dairy niche with the Southwest Wisconsin WDB within the food processing sector.

Local Level "Where the Rubber Meets the Road" Example
While industry sectors continue to be an effective strategy within the workforce system, there is the practical reality of the time and effort required to implement special training projects to meet the needs of employers. Below is a practical example:

Per DWD's directive in February 2011, the North Central Wisconsin WDB (NCWWDB) implemented a local employer survey regarding future hiring needs. The survey results confirmed their previous focus in the Advanced Manufacturing, Healthcare, IT, and Transportation Sectors. However, upon closer review of the survey results, it showed that an immediate need was for over-the-road truck drivers, machine toolist and welders. To meet these immediate needs, the WDB dedicated WIA training money to send eligible participants to truck driving schools, and then

started conversations with the area's technical college partners to develop curriculum and capacity to deliver “Special Short Term Training” in Machine Tool and Production Welding.

The NCWWDB-contracted staff began visiting employers to discuss specific needs in order to assist the technical colleges in developing curricula. Once developed and scheduled, NCWWDB and their contracted providers began holding Community Informational meetings to share the information gathered in the survey, and to recruit eligible participants for the short term trainings. After attending the information meetings, interested participants were required to register on JCW and start on KeyTrain. Soon WorkKeys sessions were scheduled and used as the selection criteria. The WorkKeys assessments used were: Applied Math, Reading for Information, Locating Information, and Applied Technology. In order to be considered for the short term training, participants had to reach a minimum score of three in each assessment. After the commencement of the first round of each class, NCWWDB worked with the same employers to arrange company tours for the students and their case managers. This was an important step for the students to see the skills in action, the different types of production environments, and to network with the employers. In addition, the case managers gained a better understanding of what their participants were experiencing along with an opportunity to network with local employers.

Toward the end of the short term training, NCWWDB hosted an “Employer Roundtable” for the employers to again introduce themselves and talk about their businesses. During this event, the students were given the opportunity to talk one-on-one with the employers, and display their class projects as samples of their work. During this event, the students also had their polished résumé available to give to the employers of their choice. Two months after the first roundtable event, eleven of the nineteen students who completed the courses were employed, six were actively interviewing, one moved out of the area, and one became a global exclusion from the WIA Program.

For the second cohort, NCWWDB included the TAA partners due to specific dislocations in that area. A recent Employer Roundtable event was held where five additional employers were represented along with one employment services company due to the number of local employers who use this type of service. The second event was even more successful, not only because there were more employers present, but Critical Core Manufacturing Standards (manufacturing soft skills) was added to the curriculum. In addition, the technical college provided further assistance in interviewing and WIA case managers added a session on how to apply for positions online. A few of the Production Welding students had jobs before the end of the training, and six of the eleven machine toolist were offered jobs within one week following the event. A third round for Machine Tool and Production Welding is ensuing.

The key elements to this service model:

- A liaison coordinating efforts between the employers and technical college, students and WIA case managers
- Employer approval of the curriculum
- Employer tours
- Employer Roundtable event
- Behind-the-scene support to address the details

In another manufacturing sector effort, the Northwest Wisconsin Workforce Investment Board has funded a Myth-busting Manufacturing Tour. A number of manufacturing companies in the area will avail themselves of tours by students to demonstrate the advanced, skill-driven, high-

paying careers in state-of-the art facilities (versus the former negative myths.) In partnership with Wisconsin's Gold Collar Career Initiative, the technical college and local school districts, the Tour is the inaugural event of the SEE IT.BE IT., a career exploration series designed by the Northwest Wisconsin Concentrated Employment Program, Inc. Students will also tour the Wisconsin Technical College campuses and receive information on their manufacturing programs.

The Federal Bonding Program provides Fidelity Bonds to individuals who are not eligible for commercial bonding, at no cost to the employers or employees. It is a unique tool to help a job applicant attain and retain a job. The bonding program is operated within the JC in partnership with DOC. Over the past ten years, DET and DOC have utilized hundreds of bonds without a single default, and provided an open door to employment for customers with a criminal or negative credit history. Each WDA has a designated bonding coordinator and a State level coordinator whose role is to issue bonds, provide training, identify funding sources and employer education.

As detailed in the Agricultural Outreach Plan, agricultural employers receive all services provided to non-agricultural employers. Additionally, agricultural employers have access to the following WP Act Services or resources:

- Agricultural Recruitment System (ARS) (Intrastate and Interstate Clearance Orders)
- Temporary FLC Programs
- Wisconsin Migrant Labor Law Enforcement

Registered Apprenticeship will foster a linkage within the business services of the JC system in order to a) expand existing apprenticeship programs pertinent to the area's employers' needs, and b) encourage the development of new programs as a solution to meet the training and talent development needs of Wisconsin employers. For the next full WIA local plan development, the WDBs will be required to articulate how Registered Apprenticeship will be integrated into formalized business engagement strategies within their Business Services Plan.

The Wisconsin workforce system provides an array of services to businesses throughout Wisconsin. The nature of these services is in constant flux based on industry needs, economic changes, workforce information, and changing partnerships. The basic framework, however, is formalized through the WIA state planning process, local MOUs, partner participation on the local WDBs, and joint strategic planning.

Given increasing issues related to skills mismatches, Wisconsin partner agencies have been trying to re-think business services and incorporate enhanced matching, skills development and assessment, and testing into the overall array of services.

A variety of recruitment assistance services are provided throughout the State, but standard services supported by the State and partners in Wisconsin are:

- Free job posting on www.jobcenterofwisconsin.com
- Use of JC facilities for employer recruitments and interviewing
- Job Fairs and specialized recruitments
- Collection of resumes or applications
- Screening of applicants based on employer specifications
- Use of job matching tools for job orders posted on our system

- Referrals of qualified applicants
- Labor Market information through WorkNet system including wage data by occupation and region.

A number of assessment tools are used to help match the workers to employer needs. This includes online tools, timed / proctored tools, and scored exams.

- Delivery of a variety of skills-based assessments such as Work Keys and the National Career Readiness Certificate.
- Aptitude assessments and career planning tools to identify potentials candidates for specific employer needs.

There are a number of tools in use to assist with placements and increased training.

- Promotion of Work Opportunity Tax Credits
- Fidelity Bonding program
- Veteran's Hiring Incentives
- Promotion of WIA and TAA Programs for classroom and customized training
- Promotion of hybrid training opportunities which combine on-the-job training and classroom training
- On-the-Job Training Programs through various funding sources
- Apprenticeship and Internship promotion

Through local partnerships with economic development partners and businesses, and state level partnerships with WEDC, lending institutions, DWD and WDBs, Wisconsin is working to implement Sales Force to provide early warning of companies who may be in need of re-training assistance to avoid layoffs by addressing business conditions before they become a problem.

The Wisconsin workforce system utilizes several tools to promote services to the business community. These are almost always coordinated through the partnership and involve all JC/workforce system partners. For example, DWD (with vast partner assistance) initiated a first ever Manufacturing Career Expo in Milwaukee in May of 2012, as a means to invite private employers within a demand industry to participate in a state-sponsored event to link employers with job seekers. Because employers emphasized their interest in "work-ready" candidates, JS staff developed an in-person pre-screening process to gauge and document basic work readiness. This process was required in order to obtain an entry ticket to the event, which was well received by employers. The electronic tracking and ticketing process was created to be replicable and can now be used for future events including those developed by partners.

DWD and JS participate in employer outreach through memberships in statewide groups such as the Chambers of Commerce, Wisconsin Manufacturers and Commerce, as well as collaborative attendance and presentations at statewide and local conferences on Economic Development. Collaboration with the WEDC has been active for over a year. This partnership helped develop the layoff aversion strategies mentioned above as well as industry-specific web sites off of www.jobcenterofwisconsin.com/trucking for an example; manufacturing is currently under development.

Labor Law Clinics and the Friday Fundamentals series takes employment law issues out to the public through monthly events around the state of Wisconsin, coordinated through local workforce partners. Employers can participate in person at Labor Law Clinics and by phone

(webinars will be offered soon) at the Friday Fundamentals series. Labor Law Clinics and Friday Fundamentals series provide a direct opportunity for businesses to receive information on services directly from State and local workforce staff, and creates the opportunity for follow-up contact and services.

JCW provides 24-7 access to employers for job order entry. Customer support is provided through our toll-free number and staffed employer email mailbox management. Wisconsin also follows up with employers at the conclusion of their job postings to ensure postings were successful.

DWD promoted services to job seekers and employers by using the license plate renewal program through the Department of Transportation as a means to send a two-sided notice promoting www.jobcenterofwisconsin.com as a resource to both employers and job seekers. Anyone renewing a license plate in Wisconsin receives a flyer.

DWDs DET has also been looking at numerous ways to improve business services and local service coordination in the workforce system. This has included not only the WEDC partnership mentioned above, but also proactive engagement of employers from throughout the state, especially as they make announcements related to new hiring.

The Division has also hired a new staff person to begin improving on some of these services and to work directly with the WDBs, local business service teams, and JS to improve coordination and increase both the capacity and effectiveness of local business services. Expected outcomes include enhanced capacity/effectiveness of coordinated business service teams, piloting innovative employer engagement models (including employer resource networks and the aforementioned "RR" needs assessment activities), and fee for service opportunities.

State of Wisconsin PY 2013
Wagner-Peyser (WP) Act Agricultural Services Plan
Activities Planned For Providing Services to Agricultural Employers and Migrant and Seasonal Farmworkers (MSFWs)

WP Agricultural Outreach

Each state workforce agency shall operate an outreach program in order to locate and to contact MSFWs who are not being reached by the normal intake activities conducted by the local offices. To this end, each state agency must include in its State Operational Plan an annual agricultural outreach plan, setting forth numerical goals, policies, and objectives. Regulations at 20 CFR 653.107 require that the outreach plan include the following elements:
Assessment of need
Proposed outreach activities
Services provided to agricultural employers and MSFWs through the One-Stop delivery system
Numerical goals
Data analysis

Background:

As required by 20 CFR Subpart B, 653.107, the Department of Workforce Development (DWD) will provide WP Act-funded services to migrant workers, prospective employers and current employers of MSFWs. The DWD MSFW Program will continue efforts to strengthen its working relationships with MSFWs and employers so that each better understands how the Public Labor Exchange and outreach services can be of assistance. Efforts will continue to include intra/interstate job order services to employers and the full range of Job Service (JS) Public Labor Exchange services delivered via an Outreach Program designed to locate, contact, and inform migrant and seasonal farmworkers about the nature and availability of service.

As required by 20 CFR Subpart B, 653.101, DWD will ensure that MSFWs are offered the same range of employment services, benefits and protections that are provided to non-MSFWs including counseling, testing and job training referral services. To assure statewide compliance, DWD will make every effort to meet the Equity Indicators of Compliance as well as the Minimum Service Level Indicators. Wisconsin is designated as a "significant" state, and as such every effort will be made to conduct vigorous outreach activities in the significant MSFW service areas located in Wautoma and Beaver Dam. Wisconsin will also continue its statewide outreach efforts beyond Wautoma and Beaver Dam to ensure migrant workers around the state have access to JS information and the wide array of Job Center (JC) services.

Additional services are provided to workers and employers through the Division of Employment and Training (DET) MSFW Program Migrant Law Enforcement (MLE) unit. The MLE unit enforces the Wisconsin Migrant Labor Law on behalf of individuals who travel to Wisconsin for employment in agriculture, horticulture and food processing for less than ten months per year. The Wisconsin Migrant Labor Law provides standards for wages, hours and working conditions of migrant workers, certification, maintenance and inspection of migrant labor camps, recruitment and hiring of migrant workers and guarantees the right of free access to migrant camps. The MLE unit also provides technical assistance to covered employers to promote compliance.

A. Assessment of Need [Revisions]

MSFW activity and MSFWs projections for PY 2013
Total MSFWs registrations in Wisconsin for PY 2010 were 507. Interstate and intrastate clearance order activity via the Agricultural Recruitment System (ARS) has decreased within the past several years. The interstate clearance orders received or initiated were minimal and were linked to criteria job orders. Our outreach to MSFW employers has created some interest in the use of ARS. However, we anticipate minimal ARS activity or employer usage of the system outside those linked to criteria orders. Based on PY 2010 data (July 1, 2010 through June 30, 2011), 227 agricultural job orders and 1,339 openings were received. The MLE unit census indicates that there were 3,792 migrant workers employed in seasonal agriculture, horticulture and food processing by state law definition (Calendar year 2010). The DET MSFW program also certified 97 migrant camps, performed 27 post occupancy inspections, six field sanitation inspections, three payroll reviews, 33 contract reviews, and monitored known crew leaders in the state.

The latest data supplied by United Migrant Opportunity Services, a WIA 167 National Farmworker Jobs Program (NFJP) grantee, estimated the number of MSFWs and family members to be over 9,000 for the year 2011. Based on current economic, weather and other conditions we estimate that a similar level of activity will occur during PY 2013.

Agricultural activity and projections for PY 2013 [Revisions]
According to the *2011 Wisconsin Agricultural Statistics* report by the National Agricultural Statistics Service and the Department of Agriculture and Consumer Protection, Wisconsin was among the top 10 producers of oats, strawberries, maple syrup, mint and cabbage in 2010. Wisconsin tops the nation in cranberry and ginseng production, and is known internationally for those crops. It also remained the top producer in the nation for snap beans.

According to the *Organic Agriculture in Wisconsin: 2012 Report*, Wisconsin is a national leader in organic vegetable production. The number of Wisconsin certified organic farms grew 157 percent from 2002 to 2007. Wisconsin is second only to California in the number of organic farms and ranks in the top five states in certified organic acreage. The state is also among the top five in production of most major organic crops and livestock types.

The Central Sands area is a national center for conventional vegetable production and processing. In vegetable processing, Wisconsin ranked second in harvested acreage, production, and value of production; remained second for production of carrots for processing; and, third for production of processing sweet corn and peas. Food Processing activities occur from June-December, and are concentrated mostly in the South Central and Eastern Wisconsin areas.

According to the *Wisconsin Agricultural Statistics* reports for the State**, t**he 2011 growing season got off to a late start due to a cool, wet spring. High temperatures during June and July, along with adequate rainfall over most of the state, allowed crops to catch up and post decent yields. Wisconsin agriculture had another record year hitting $2.85 billion in exports in 2011.

2012 was an unusual year from the start. It opened with a much warmer than normal winter, allowing the growing season an early start followed by extreme heat and drought in the southern half of the state. The heat and moisture stress pushed crops into early maturity

well before the first widespread frost of the year hit in the end of September. Dry field conditions allowed harvest to progress quickly.

Despite unusual weather, agriculture contributes more than $59 billion to Wisconsin's economy every year, supporting almost 354,000 jobs and providing more than $20 billion in income, while paying $2.5 billion in state and local taxes. We do not foresee big changes in the current levels of agricultural activity or productivity. We project the numbers of MSFWs, crop activities/geographical areas and time frames to remain constant for PY 2013.

B. Outreach Activities

Program Goals for PY 2013

It is DWD's goal to contact a sufficient number of MSFWs with the maximum utilization of resources available. During PY 2010, the DET performed 1,979 initial outreach contacts. Outreach for calendar year 2012 included 2,596 initial contacts in 60 outreach days. Our goal for PY 2013 is 3000 initial contacts in 65 outreach days.

Local offices that have MSFW activity in their service areas are required to operate an Outreach Program to contact agricultural and food processing employers to offer labor recruitment assistance via the local order system or the ARS. They are also required to obtain or update each employer's MSFW workforce projections. We plan to continue coordinating our efforts with MSFW partners to meet our outreach goals.

In addition to the above mentioned quantitative goals, we have set two qualitative outreach goals for the DET MSFW Program. The first goal is to increase outreach to agricultural employers and have the outreach staff link employers to the business services units to increase agricultural employers' awareness and use of the Public Labor Exchange services. The second goal is to increase outreach contacts to seasonal workers. Collaboration with MLE inspectors has historically facilitated outreach to migrant workers since they are covered by the state law. Analysis of the *Census of Agriculture, USDA, National Agricultural Statistics Service,* has shown a need to increase efforts to identify and serve local seasonal workers.

Staff providing outreach services will continue to be three full-time equivalent positions comprised of seven bilingual permanent state employees. All staff are based at JC's or affiliated One Stop System sites and provide customers the full array of core, intensive, and training services. They also provide One Stop service information relevant to the needs of the agricultural and food processing community to include, but not limited to WIA Title I, WIA 167 and other appropriate program services. This is accomplished in large part through conducting employer-coordinated visits to fields and canneries to meet with MSFWs and provide service information, at minimum, at the beginning and close of the employment seasons. The same information will be shared with the WDBs. The Bureau of Job Service (BJS) has no formal presence at the JC's in the significant offices of Wautoma and Beaver Dam. In PY 2010, the local offices in the areas started outpost hours at both of these sites, co-locating with the WIA 167 partner. We have continued the co-location with the WIA 167 in PY 2011 and 2012. For PY 2013, in addition to field activities, we plan to continue providing services in Beaver Dam, and outreach staff is also co-locating with the WIA 167 partner. Similarly, in Wautoma BJS is locating in space available at the JC one day a week and another day co-locating with the WIA 167 partner.

In order to maximize resource utilization to achieve PY 2013 goals and beyond, the DET will continue working to increase coordination and efficiency in the provision of services to the MSFWs and their employers. With a long-term vision of improved customer service and seamless service delivery, we have created a unified DET MSFW Program. The mission of the program is to promote fair working conditions and to provide services that support a sufficient labor supply to plant, harvest and process Wisconsin's agricultural commodities.

Previously operating as four distinct programs, the DET MSFW Program unifies and coordinates the federally required labor exchange activities of the MSFW Outreach Program, the FLC Program, the Monitor Advocate and the enforcement duties of the MLE Program. Coordination of these four MSFW-centered programs allows DWD to increase productivity of Wagner Peyser-funded activities and to more accurately evaluate and report services provided to agricultural workers and employers.

The DET MSFW Collaborative Workspace has been developed in order to effectively collect, analyze, report and share program data. Internally, the system collects data regarding outreach visits, field checks, violations, monitoring visits, migrant labor camp status, seasonal labor needs and annual population tallies. The MSFW Collaborative Workspace also serves as a statewide hub for MSFW-related information, allowing the WIA 167 grantee, legal services and other partners and service providers to access and share information. The system automates and tracks service referrals as well as complaints and apparent violations statewide. We have been implementing this structure during PY 2012, and plan to continue and improve it during PY2013.

WP Act-funded services

The WP Act-funding for services to migrant and seasonal workers, prospective employers and current employers of MSFWS is approximately $770,000. This total includes salaries, fringe benefits and other staff related expenses for seven full-time equivalent employees, seven outreach staff for an equivalent of three full-time equivalent positions [two full-time persons, one in each significant office, and the other five persons at approximately 20 percent to this program], the full time State Monitor Advocate, and three full-time Wisconsin Migrant Labor Law Inspectors.

Outreach tools

The majority of the outreach contacts occur through group orientation sessions in person. The sessions are planned and arranged beforehand by the Outreach staff based on their communications with the employers. According to regulations 653.107 (1) – (4), the outreach contacts include the following information: presentation and offer of services, referrals to agricultural and non-agricultural employment, all range of services available from JS, information about our tri-lingual call center, JS complaint system, information about federal and state laws and protections available. One of our PY 2013 goals is to continue to increase outreach services to local seasonal workers. One of those initiatives include outreach to the Hmong farmworkers. We have started specific outreach activities to the Hmong population through ethnic media sources in print, *Hmong Hello*, and plan to include radio in the future.

Outreach contacts and services have been recorded by the outreach, or other appropriate staff, on the following forms: the Migrant Camp Employer Supplement, the Outreach Seasonal Planning Record and hand tallies. For PY 2012, we have implemented these forms in the new SharePoint reporting system. We have also started the JS Complaint

System Log in SharePoint. This increases the efficiency and accuracy in reporting, as well as the ability to follow up and evaluate program activities.

C. Services Provided to MSFWs through the One-Stop Delivery System.

Information Provided during On-Site Outreach Visit
Group Orientation Sessions are planned and arranged beforehand by the Outreach staff. The information, including handouts, presented at these sessions includes:

- JS/JC services available from local offices, including job information available via JCW, Wisconsin's automated self-service registration
- Referrals to agricultural/non-agricultural employment, training, supportive services, testing, counseling, and other job development services
- Farmworker Rights (Federal and State Law, employment related protections)
- JS complaint system
- WIA information and potential eligibility
- How to contact other organizations servicing MSFWs such as UMOS, local and state Health and Human Services Departments, Legal Action, Migrant clinic, program services such as Food Stamps, Medical Assistance and others

Sessions will include time for questions and answers. Outreach staff are aware that this activity can elicit complaints and/or the detection of apparent violations. In instances where group sessions may not be appropriate, outreach staff will contact MSFWs in the traditional individual manner.

Self-Registration [Revisions]
Since August 1, 2012, it is mandatory to register in Job Center of Wisconsin (JCW) in order to access the system and utilize tools including job search, job matching, and résumé posting. While Job Service and especially migrant outreach staff continue to register customers directly into ASSET (WIA case management and reporting system), the primary method of registration is customer driven (or staff assisted) registration directly through JCW. All registration information is shared between the two systems.

The ASSET System continues to allow outreach staff to provide staff managed intake and case management capabilities to support a virtual workforce center environment. Using laptops and sometimes even mobile computer labs, individual applications are occasionally taken during outreach visits when appropriate. Where necessary, an explanation of the purpose (and sometimes assistance with completion) of the process shall be given during these sessions.

Wisconsin's Unemployment Insurance program also requires mandatory registration on JCW for customers who are mandated to conduct regular work search. Because of this requirement, and potential impacts on unemployment benefits, MSFW Program outreach staff and the State Monitor Advocate provided additional assistance to employers that requested it to ensure their MSFWs were registered prior to completing the seasonal work.

A hardcopy application exists in English and Spanish and efforts to include language access into the self-registration system are being considered as JCW enhancements are planned. Additionally, an English, Hmong, and Spanish tri-lingual call center is available to address

questions and provide services to customers that are not able to access web-based services or physically access the One-Stop Centers for JC services.

Assessment of MSFW Needs
After self-registration, the Outreach Worker may also assess the needs of the MSFWs and provide the identified necessary services.

Referrals to Supportive Services
When applicable, Outreach Staff will make appropriate referrals to UMOS, as well as to other community based organizations or supportive services agencies.

Other Tools Used To Conduct Outreach
- Outreach planning documents, based on estimates of the number of MSFWs needed during the projected session
- Joint outreach planned visits or events with MLE Inspectors, UMOS staff, High Equivalence Programs, Family Health/Clinica Mobile Unit or other MSFW Partners
- Printed pamphlets in English/Spanish are distributed to MSFWs and/or posted in gathering areas. The pamphlets provide information about services such as supportive services available to them, community-based organizations that can assist them, filing/use of the complaint system, the Wisconsin Migrant Labor Law, UI information, farmworker rights, and Federal Wage/Hour laws, etc.
- Trilingual JS call center and JCW cards

Outreach Records
Staff reports the provision of employer and migrant worker service on an ongoing basis. Results, including equity of service indicators, are routinely generated through Wisconsin's comprehensive JS information system and ASSET system. Additionally, planning and other outreach activities will be reported in the newly automated DET MSFW Collaborative Workspace site through SharePoint.

WP Act Services Provided to MSFWs
- Registration for WP and other JC services
- Explanation and use of JCW job searches
- Counseling
- Referral to agricultural and non-agricultural job openings
- Job seeking skills
- Testing
- Assessment
- Referrals to other agencies
- Information on employment and training activities in area
- Labor market information
- Tax Credit Programs
- Language access
- Information on the JS complaint system, filing and processing complaints
- Bonding program assistance

Monitor Advocate Services
A permanent, full-time State Monitor Advocate is assigned by DWD to perform the following:

Monitoring Duties:
- Conduct agency-wide and on-going review of state-wide delivery of services and protections afforded to MSFWs.
- Coordinate efforts to assure that significant MSFW offices are reviewed at least once a year.
- Consult with state and local offices to ensure accurate reporting of MSFW-related information.
- Review proposed state JS directives, manuals and operating instructions relating to MSFWs.
- Participate in Federal monitoring reviews.
- Review, on at least a quarterly basis, all agency statistical and other MSFW-related data reported.
- Prepare an annual summary report of statewide services to MSFWs for the Division Administrator.

Advocacy Duties:
- Oversee the operation and performance of the JS complaint system.
- Review the state agency's MSFW Outreach plan and the daily and other reports of outreach workers.
- Serve as an advocate to improve services to MSFWs within JS.

Field Duties
The Monitor Advocate conducts frequent field visits to the working and living areas of MSFWs to offer and verify JS services as well as meet and work with community-based organizations and other employment-related agencies to coordinate other services to MSFWs. The Monitor Advocate raises issues as appropriate to ensure that the development of new systems/strategies for service delivery include meeting the needs of MSFW customers, and is responsible for all MSFW program reporting to the Region as required or requested.

The Monitor Advocate also serves as a liaison to the U.S. Department of Labor to raise issues related to the need to revise program regulations to more effectively relate to the integrated provision of service delivery for MSFWs and to keep pace with developing technologies.

The monitoring reviews which are performed by the Monitor Advocate take place in the JC's and are further assurance that local systems are in compliance with the equity indicators and minimum service levels for MSFWs. The reviews also include labor exchange centralized activities such as job order processing, language access plans, etc. The reviews also include personal contact with MSFW families in their living areas to ascertain their satisfaction with service provided by the Outreach workers.

The Monitor Advocate will also provide cross training for partner agency staff on the National Monitor Advocate System, MSFW Outreach, and overall provision of services to MSFWs and the JS Complaint System.

The Monitor Advocate ensures coordination of DET services with the various internal and external MSFW partners. Within the agency, the Monitor Advocate participates in the DET Policy Coordination team along with the FLC Program Coordinator and managers from BJS and MLE. This policy coordination team ensures coordination and policy alignment in state and federal regulations regarding DWD services to MSFWs. Additionally, the Monitor Advocate provides staff support for the implementation of the DET non-financial Memorandum of Understanding with the WIA 167 partner, UMOS. The Monitor Advocate also attends and participates in Migrant Council, Migrant Coalition and other meetings as expected of the State Monitor Advocate.

D. WP Act Services Provided to Agricultural Employers

Agricultural employers receive all services provided to non-agricultural employers. (See WIA/WP Plan for services to employers.) Additionally, agricultural employers have access to the following WP Act Services or resources:

- Agricultural Recruitment System (Intrastate, and Interstate Clearance Orders)
  The ARS is an extension of the basic labor exchange services. The purpose of the ARS is to meet the labor needs of agricultural employers, provide job opportunities to farm workers, and protect the domestic agricultural workforce. The ARS ensures proper disclosure of the terms and conditions of employment to seasonal workers who are recruited from outside of the local commuting area. Employers who wish to use the ARS system must submit a clearance order that complies with regulations at 20 CFR 653, Subpart F.
- Temporary FLC Programs
  The DWD FLC Program performs all of the State Workforce Agency duties related to the H-2A (Agriculture) and H-2B (Non-agriculture) temporary labor certification programs. These programs allow employers to obtain visas for foreign workers if the employer demonstrates that there are not sufficient U.S. workers who are able, willing and qualified to perform the temporary labor or services and that the employment of foreign workers will not adversely affect the wages and working conditions of similarly employed U.S. workers.
- Wisconsin Migrant Labor Law
  The MLE unit enforces the Wisconsin Migrant Labor Law on behalf of individuals who travel to Wisconsin for employment in agriculture, horticulture and food processing for less than ten months per year. The Wisconsin Migrant Labor Law provides standards for wages, hours and working conditions of migrant workers, certification, maintenance and inspection of migrant labor camps, recruitment and hiring of migrant workers and guarantees the right of free access to migrant camps. Additionally, the MLE unit provides technical assistance to covered employers to promote compliance. Technical assistance is provided to employers and crew leaders one on one, as needed to address specific compliance issues, and through specific group meetings and training.

E. Other Requirements

Assurances:

Statement of Approval of the State Monitor Advocate
In accordance with 20 CFR Subpart B, 653.l07 and as prescribed by Region V, the Monitor Advocate participated in the preparation of the agricultural plan and has been afforded the opportunity to approve and comment on the plan. Such review indicates that the plan has

been prepared properly, omitting none of the prescribed requirements and properly describing the activities planned for providing services to both agricultural employers and migrant and seasonal farmworkers.

All recommendations were included as the State Monitor Advocate presented them in the annual MSFW summary developed under 20CFR 653.108(t) in the preparation of this plan. The BJS has given consideration to the previous year's Annual Monitor Advocate Report and offers the following for consideration. The BJS will continue to analyze and evaluate the impact of information technology and new delivery systems and will continue to work with the Regional Office to resolve these issues.

Significant Office Requirements
The Employment and Training Administration has designated Wisconsin as a significant state. As such, the two significant offices have a full-time staff assigned to MSFW activities all year-round. The state assures that MSFW significant office requirements are met. The State Monitor Advocate is a bilingual staff that is dedicated full-time and all year around to MSFW activities.

Review and Public Comment
In accordance with 20 CFR Subpart B, 653.107(d)(1), (2), and (3), DWS/JS has solicited information and suggestions from UMOS, WIA Section 167 grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations and other interested employer organizations to comment on the State Agricultural Services Plan. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan. Any comments received after the submission date will be forwarded to the region, under separate cover.

The following email was forwarded to the full-range of partners on March 1, 2013 and posted on the DWD WIA State Plan webpage:

"Attached, please find the draft annual Agricultural Outreach Plan. This email serves to initiate the federally-required public review and comment period for the Plan. The purpose of this Plan is to ensure that Wisconsin's migrant and seasonal farmworker outreach program is effectively locating, contacting, and serving workers who are not reached by typical intake activities conducted by local offices. Your comments will be recorded verbatim and provided to the U.S. Department of Labor as part of the final Plan. Also, based on your input, this draft may be modified prior to submittal.

In order to garner as much input as possible, please forward this public notice to other partners who play a role in serving migrant and seasonal farmworkers. We also request the Workforce Development Board Directors to forward this public review and comment notice to your regional business, labor, and community/faith-based training and employment network.

DRAFT PLAN FOR PUBLIC REVIEW AND COMMENT

Please provide comments to Bruce Palzkill (see contact information below) no later than April 24, 2013.

Bruce Palzkill
201 East Washington Avenue E 100
P.O. Box 7972
Madison, WI 53707
Phone: 608.266.8390
Email: bruce.palzkill@dwd.wisconsin.gov
TTY: Text phone users may call the Wisconsin Telecommunications Relay System at 711 to request assistance."

To be completed after the public review and comment period.

DRAFT PLAN FOR PUBLIC REVIEW AND COMMENT

Waivers Plan

States wanting to request waivers as part of their Operational Plan submission must attach a waiver plan, as required by 20 CFR 661.420(c), that includes the following information for each waiver requested:
Statutory and/or regulatory requirements for which a waiver is requested.
A description of the actions the state or local area has undertaken to remove state or local statutory or regulatory barriers.
A description of the goals of the waiver, how those goals relate to Integrated Workforce Plan goals, and expected programmatic outcomes if the waiver is granted.
A description of individuals impacted by the waiver.
A description of the processes used to monitor implementation, provide notice to any local workforce investment board affected by the waiver, provide affected local workforce investment boards an opportunity to comment on the waiver request, and ensure meaningful public comment, including comment from business and labor.

DOL has approved temporary extension of the following waivers through December 31, 2012, in response to the Governor's request to submit the PY 12-13 Plan on September 14, 2012:

- Common performance measures, WIA Section 136(b).
- Increasing the employer reimbursement for on-the-job training with a specified sliding scale based on company size along with other prescriptive guidance, WIA Section 101(31)(B).
- Reducing the 50 percent employer match for customized training with a specified sliding scale based on company size along with other prescriptive guidance, WIA Section 101(8)(C).
- Transferring authority up to 50 percent between the Adult and DW funding streams allocated to a local area, WIA Section 133(b)(4).
- Using up to 10 percent of local Adult funds and up to 10 percent of local DW funds for incumbent worker training only as part of a lay-off aversion strategy serving only low-income/economically disadvantaged adults, along with other conditions such as training restricted to skill attainment activities, WIA Section 134.
- Extending the period of initial eligibility of training providers, 20 CFR § 663.530.

Public Comment
The notice of these waiver requests was included in the March 21, 2013 draft State Integrated Plan issuance to the statewide workforce partners including WDBs, CLEOs, business, labor and providers. *Complete after public review and comment period.*

The following narrative addresses the WIA waiver plan elements for each waiver request:

Common Performance Measures
Waiver Requested: Waiver to permit the State to replace the performance measures at WIA section 136(b) with the common measures. Regulatory Barriers: There were no regulatory barriers for the implementation effective PY 09-10.

Discussion and Goals: The CWI Requested this waiver to increase accountability across programs with more comparable data for evaluation and continuous improvement strategies. The impetus was to improve the accountability system among all of the State workforce programs and remove the burdensome complexities inherent in the current WIA program performance reporting. That complexity, and the narrowly focused WIA Title I performance measures, made conversations and cooperation with partners regarding dovetailing cross-

program outcomes difficult. The common measures will substantially reduce barriers to cooperation among State and local program staff.

The CWI continues this conversation with the various partners to find common ground on measuring state-wide outcomes. To that end, at their July 26, 2012, meeting, a presentation was made on "Wisconsin's Workforce Development System: A graphical guide to employment and training resources in Wisconsin": http://www.publicpolicyforum.org/pdfs/2012WorkforceMap.pdf. This information and the Public Policy Forum's findings will further ground the on-going discussions for cross-program outcome measures.

For the first two years, the transition to common performance measures has resulted in some anomalies in performance outcomes from previously met State goals and consistent WDB's met or exceeded goals. State staff have provided extensive technical assistance as local staff increase their learning curve.

Individuals Impacted: All WIA/WP participants will benefit from improved service delivery based on common measures. Honing in on the highest priority goals for participants via common measures (versus the 17 measures), providers also improve their service delivery strategies.

Monitor Implementation: ASSET is the monitoring tool along with the quarterly reports, LPL on-site monitoring, and the escalated DET performance technical assistance.

On-the-Job-Training and Customized Training

Waiver Requested: Waiver to increase the employer reimbursement for on-the-job training (OJT) with a specified sliding scale based on company size along with other DOL prescriptive guidance, WIA Section 101(31)(B), and waiver to reducing the 50 percent employer match for customized training (CT) with a specified sliding scale based on company size along with other DOL prescriptive guidance, WIA Section 101(8)(C).

Regulatory Barrier: There were no regulatory barriers for the implementation effective PY 09-10.

Discussion: The CWI requested these two waivers that would increase the employer reimbursement for on-the-job training with small and medium-sized businesses, and lower the employer requirement to pay for not less than fifty percent of the cost of the training. These waivers expands employer's participation to better provide upgraded skills needed by businesses, and offers a fuller array of training choices particularly for adult participants who have previously been in the workforce (and long since out of classroom settings). DET has Administrative Memos detailing both training strategies for WDB implementation.
http://dwd.wisconsin.gov/det/adminmemos/pdf/2010/1007.pdf
http://dwd.wisconsin.gov/det/adminmemos/pdf/2010/1006.pdf

Also, all WDBs have local policies on OJT and CT. Due to the intensive effort these training modalities require both by the employer and workforce staff, and the high volume of unemployed individuals needing services, not all WDBs used these training approaches in the past years. From July 1, 2009, through the first quarter of 2012, ASSET recorded 760 exiters who were in OJT or CT in comparison to 19,262 exiters who received other training in that same period.

However, this has shifted primarily due to the nature of individuals now being served through the JC's, many of whom have previously been in the workforce and not accustomed to traditional educational training institutions as well as the impetus from the DOL-funded DW OJT grant with the same sliding fee scales as these waivers (discussed further below*).

The WDBs that have included both training strategies in the recent WIA local plans are Southwest Wisconsin, West Central Wisconsin, Fox Valley and Milwaukee Area WIB (South East Wisconsin only has CT). In addition, both of these waivers were part of the detailed on-site Local Program Liaison monitoring for the past two years. From their PY11-12 initial on-site visits, South Central WDB and North Central Wisconsin WDB have expressed an interest in implementing these service delivery strategies.

* In July 2010, Wisconsin received a special ARRA-funded OJT NEG. This grant allowed for the use of a sliding scale for the training reimbursement based on employer size whether or not states already had such an approved waiver. The sliding scale allows for a reimbursement to the employer of up to 50 percent for large employers; 75 percent for mid-size employers and 90 percent for small employers. Wisconsin had previously obtained this waiver from DOL. The OJT NEG provided an opportunity for Wisconsin to develop and institutionalize OJT in the State's WIA program as OJT has historically been little used as a training strategy in the state. Therefore, most of the state's experience with the sliding OJT reimbursement schedule has been under the NEG. Ten of Wisconsin's WDBs participated in the OJT NEG with all but two adopting the sliding scale. Those that did not were primarily concerned with "stretching" the dollars to be able to provide more participants with the OJT opportunity. Experience with the sliding scale under the OJT NEG through June 2012 shows that 39 percent of all OJT contracts provided for a reimbursement of 50 percent the participant's wage rate; 24 percent for 75 percent reimbursement rate and 36 percent were at 90 percent. The high usage of the 90 percent reimbursement rate may indicate not only is this an incentive to hire using OJT but also that small employers are the most fertile ground for the development and use of OJT as a training and reemployment strategy for dislocated workers. http://dwd.wisconsin.gov/det/adminmemos/pdf/2010/1011.pdf

The attachment at the end of the waiver plan illustrates some of the complexities of implementing these training modalities as well as the tenacity of North Central Wisconsin WDB's efforts. With an increased emphasis on OJT and CT, data will be analyzed in the future to measure specific positive impacts. There is no doubt in the field that, as stated in DOL's TEGL 33-11, that "WIA participants in OJT…" have "improved labor market attachment and enhanced job tenure."

Finally, a number of cross-program efforts and discussions will also increase the impetus to utilize OJT and CT:

- DOL awards to WDBs for focused technical skills training to help American workers fill jobs in high growth fields including the Northwest Wisconsin and Waukesha-Ozaukee-Washington WDBs.
- The successful DVR OJT Initiative, acclaimed in the July 2012 U.S. Senate Committee on Health, Education, Labor and Pensions Report: "Unfinished Business: Making Employment of People with Disabilities a National Priority," increased the number of OJT participants to over 1,200 with an 83 percent success rate of placement and retention of people with disabilities in competitive employment.

- Collaboration with the Senior Community Services Employment staff to coordinate service delivery and supportive services within the JCs to improve hiring and retraining strategies for older workers or unemployed for retooling to meet new job requirements.

Goals: The expectations for successful outcomes include:

- Increased use of both training modalities by the WDBs for appropriate participants.
- Increased training participation of disconnected youth and adults who need contextual training.
- Improve the talent match of participants with local employer needs.
- Relieve the pressure of the technical college and two-year university system in order to provide optimal training with appropriate instructor-student ratios.

Long-term goal:

- Infuse career pathways, apprenticeship and Wisconsin's Job Corps to further broaden training options.

Individuals Impacted: Potential individuals impacted by the waivers include:

- OSY who need real world of work experiences with a link to the occupational skills and academic requirements.
- Older DW who have been in the world of work and are not desiring to "go back to school."
- Other participants also not comfortable in the traditional academic setting, or, who need one-on-one assistance to ensure success.
- People with low skills who may not be able to qualify for higher-wage training.

Monitor Implementation: ASSET is the monitoring tool along with LPL on-site monitoring.

Transfer Authority

Waiver Requested: Waiver to increase the allowable transfer amount up to 50 percent between the Adult and DW funding streams allocated to a local area, WIA Section 133(b)(4).

Regulatory Barrier: There were no regulatory barriers for the implementation effective PY 08.

Discussion and Goals: The waiver gives WDBs the ability to respond to on-going changes, and significantly increase their flexibility over program delivery to best address the specific geographic, demographic and industry needs that change from community to community. Historically, WDBs have rarely reached the 30 percent WIA cap. Only South Central Wisconsin WDB has a local waiver but they did not need to use it for PY 11-12. The following WDBs mentioned the possibility of utilizing this waiver in their December 2011 WIA Local Plans but did not include a local plan waiver request: West Central, South West Wisconsin, Fox Valley and South East.

Expectations for successful outcomes include:

- Enhancing the flexibility of the WDBs to respond to workforce and economic conditions within their local areas to meet customer needs as well as improving targeted assistance efforts.
- Increasing collaboration between industry needs and worker training will improve with the expanded ability of WDBs to plan and respond accordingly.

- Performance outcomes should be improved with effective targeting of funding.

Individuals Impacted: All customers served by WIA Title I B and those co-enrolled in partner programs will be positively affected by this waiver through increased service delivery responsiveness.

Monitor Implementation: DET fiscal staff will monitor this activity as part of their monthly expenditure reports.

Lay-off Aversion

Waiver Requested: Waiver to use up to 10 percent of local Adult funds and up to 10 percent of local DW funds for incumbent worker training only as part of a lay-off aversion strategy serving only low-income/economically disadvantaged adults, along with other conditions established by DOL's prior approvals such as training restricted to skill attainment activities, WIA Section 134(a).

Regulatory Barrier: There were no regulatory barriers for the implementation effective PY 08.

Discussion and Goals: The purpose is to expand the flexibility of the WDBs to address the skill upgrade needs of workers to meet the requisite skills for current employers and anticipated emerging industries. MAWIB, South Central Wisconsin WDB and North Central Wisconsin WDB have local waivers. [Discussed further below*] However, given the high volume of persons unemployed since the great recession, and the lack of WIA set-aside funds, the WDBs have not had sufficient dollars for this focus.

Early Warning Initiative

In an effort to spark cross-program and resource sharing, the DW and JS staff have been meeting regularly with staff from the WEDC to develop a more comprehensive and functional layoff aversion strategy. Over the next 12 months, the workgroup plans to devise an early warning system including relevant partners -- state and local, public and private -- to ensure that troubled companies are better identified and with extended assistance in an effort to completely avoid or reduce the number of layoffs or, if unavoidable, to better assist the company and workers with layoff transition services. They are looking at mass lay-off statistics, unemployment/lay-off data and other indicators of business difficulty that will create the early warning system. This will be the State's lay-off aversion approach in an effort to be pro-active prior to the official lay-off triggers described beginning on page 48 of the State Plan that includes the public notice and dislocation events processes.

Economic Environment

This waiver will aid in enhancing the workforce's ability to innovate to retain and strengthen its economic base. A diversified economy is thought to be able to withstand random shocks and be better positioned to maintain and sustain economic growth. However, it is also necessary to have sufficient strength and size in certain sectors in order to take advantage of economies of scale, and proximity to suppliers and customers.

Four major sectors critical to the state's economic future are manufacturing; transportation, warehousing and utilities; business services; and, health care. Each of these sectors has a profound impact not only because of the number of people who are employed in these industries, but also because of the skill sets needed to work in these industries and the influence these four sectors have on other industries in the State. Workforce priorities at the

State and local levels have focused efforts in the key sector areas. Attached is the list of sectors by WDB and the WIA set-aside grant priorities.

Business Services Teams

Employers in the local area serve on the Employer Business Services Team that is required by each WDB along with partners representing the workforce system. Their WIA Local Plans describe the membership, activities and deliverables as part of their Business Services Plan. These teams work collaboratively to provide services to employers. The Business Services teams support the use of State developed tools to avoid duplication of effort and expense to the system. Local Boards encourage all customers to register on *jobcenterofwisconsin* and promote the use of no-cost and low-cost employer services through the system such as collaborative Job Fairs, employer recruitments at JC's, applicant screening and applicant assessments. Business service coordination has recently been expanded to include the WEDC and economic development organizations at the local level. Business services include job posting, WorkNet (workforce and labor market information), recruitment assistance (job fairs, specialized recruitments, pre-screening services, skill testing), recruitment skill building (new strategies for recruitment, effective interviewing, job order writing, job analyses, training incumbent and new workers), information about incentives such as Work Opportunity Tax Credit, bonding, and training reimbursement, and business resources (through labor law clinics, Friday Fundamentals webinar series, information on unemployment taxes, workers compensation, and equal rights).

The Employer Business Services Teams would be the entity to vet what businesses would be engaged in an incumbent worker training activity based on the State's early warning system or individual business inquiries to the WDB. Should the WDB deem that the composition of its current Employer Business Team is not appropriate for this new function, they can either reconstitute the Team (and modify their WIA Local Plan), or create a WDB subcommittee for this sole and vital purpose. Specific criteria related to what employers would be selected to exercise this waiver will be fully developed once the Early Warning Initiative is in place as that will be the key trigger for local engagement with the business(s).

In addition, the WDBs, via their local waiver plan approval, had identified specific eligibility criteria and other parameters for business and employee participation at the local level. WDBs are required to submit local waiver plan requests for this waiver due to the complexity and uniqueness within each area. For example, each area may have their own training strategies pertinent to the region's employers as well as a variety of resources for other supportive activities.

WDBs *

As stated at the beginning, three WDBs have local waiver approvals for this activity, however, external circumstances created impediments for implementation. The WDB's waiver plans outlined specific training strategies and business focus. For example:

- North Central Wisconsin WDB wanted to use this tool to target companies who were moving into new product areas to prepare pending laid-off workers on new skills. For that region, the focus had been on expanded suppliers to the housing industry. They intended to access the unused Career Pathway slots in accelerated training programs.
- MAWIB proposed with braided funding an employer loan program to assist in skills upgrading and increase the career ladder in non-traditional occupations. They had identified several larger firms to coordinate training in the areas of manufacturing and health care.

- South Central Wisconsin WDB had targeted companies that were moving into new product areas because their current product platform had been reduced or eliminated by market changes in the industry such as the regional suppliers to the automobile industry. They proposed specific criteria for employer selection, matching funds, coordination with the Department of Commerce for additional funding, and utilizing Career Pathway training for retention and advancement.

In 2012, the CWI's Sector Subcommittees (Advanced Manufacturing, Health Care and Energy) had been honing in on the level and types of training that employees need to meet the current skills gaps of businesses. They identified the need for an inventory of skills required for specific types of positions within certain sectors on "ready to learn" (soft skills) and "ready-to-work" minimal technical skills. Through these conversations, the WDBs provided examples of successful short-term training and hands-on training with their regional businesses.

The WDBs can submit local waiver plan requests at any time following the State policy and procedures. Thus, if funds become available for this waiver, the current three-approved local waivers would be updated and the remaining eight WDBs would be able to submit a local waiver plan request. In addition, Wisconsin's WIA Policy Manual has the following section:

"G. Provision of Services to Incumbent Workers

An incumbent worker is an individual who is employed but does not necessarily meet the eligibility requirements for intensive and training services for adults and DWs (§665.220).

TEGL 26-09 issued May 12, 2010, addresses the provision of services to incumbent workers through a DOL-approved waiver allowing the use of a portion of the WIA Title 1B adult and DW formula allocation for incumbent worker training. Wisconsin has such a waiver. Under the state's waiver, WDBs must submit a local waiver plan subject to DWD approval in order to use WIA Title 1B funds for incumbent worker training. Under such an approved local waiver a WDB may use up to 10 percent of local Adult funds and up to 10 percent of local DW funds for <u>incumbent worker training</u> only as part of a documented lay-off aversion strategy serving only low-income/economically disadvantaged adults. Training is restricted to skill attainment activities. The purpose is to expand the flexibility of the WDBs to address the skill upgrade needs of employees to meet the requisite skills for current employers and anticipated emerging industries."

Expectations for successful outcomes include:

- Ultimately, avoid closure or lay-offs through collaborative support to maintain operations and WIA training of employees to meet requisite skills.
- Meet industry needs dovetailing the Sector Strategies focus.
- Increase business sustainability by reducing the risk of laying off employees or business closure because workers have not kept current with new skills and technologies.
- Increase participation in career pathways and life-long learning models.
- Increase shift to OJT and CT, and other employer-directed short-term training programs that will ensure appropriate skill-set attainment to match the employer's job needs.

<u>Individuals Impacted</u>: Based on DOL's previous approval of this waiver, use of Adult funds must be restricted to serving low-income Adults and the training delivered is only for skill attainment activities. Within that parameter, priority sectors would include employees in businesses that

are vital to the stable base economy of the local area and those that require technological innovation with employee upgrade training to remain competitive.

Monitor Implementation: ASSET would be the monitoring tool. Any special projects utilizing this waiver will have its own category for participant tracking similar to that of the OJT-NEG. Additional monitoring and reporting mechanisms will be issued should funds become available to utilize this waiver.

For the three WDBs with approved waivers, if they had waiver activity, the WDBs were instructed to also provide an annual narrative no later than August 15th to include:

- Identify what sector partnerships were involved in training activities as part of the Industry Sectors as well as the employer size;
- Did the training help the employer maintain a competitive advantage?;
- What/how were the factors that contributed to the success of this?; and,
- Identify how many participants were retained or hired as part of the training.

DRAFT PLAN FOR PUBLIC REVIEW AND COMMENT

Targeted High-Demand Industry Sectors By Workforce Development Area
Source: Workforce Investment Act Local Comprehensive Plans November 2011
✓ May 2012 Targeted Sector Employer Convening Grants WIA State Set Aside Funds

Southeast Wisconsin Workforce Development Board (WDB)

- **Advanced Manufacturing** (including sub-targets such as food processing, medical equipment, and fresh-water related manufacturing): **Manufacturing Alliance - "Dream it, do it" national model ✓**
- Health Care
- Retail, Hospitality and Tourism
- Agriculture/Food & Consumer Products

Milwaukee Area Workforce Investment Board (WIB)

- **Manufacturing ✓**
- Health Care
- Construction
- Energy (Water; Power Controls)
- Retail Hospitality Tourism

Waukesha-Ozaukee-Washington WDB

- Manufacturing
- **Health Care ✓**
- **Information Technology ✓**

Fox Valley WDB

- Advanced Manufacturing
- **Health Care**: **Health Care Alliance Partnership ✓**
- Construction
- Modernized Agriculture
- Logistics and Business Services/Call Centers

Bay Area WDB

- **Advanced Manufacturing: Northeast WI Manufacturing Alliance; North Coast Marine Manufacturing Alliance ✓**
- **Health Care: Greater BG Health Care Alliance ✓**
- Transportation

North Central Wisconsin WDB

- Manufacturing (including agricultural processing)
- **Health Care: Health Care Information Technology ✓**
- Information technology
- Transportation

Northwest Wisconsin WIB

- **Advanced Manufacturing ✓**
- **Health Care and Social Assistance**: **Health Care ✓**
- Construction
- Retail
- Government
- Transportation/Logistics

West Central WDB

- **Manufacturing ✓**
- **Health Care ✓**
- Customer Service Industries including Retail Trade, Accommodation and Food Service
- Finance and Insurance
- Agriculture
- **Transportation and Logistics ✓**

Western Wisconsin WDB

- **Advanced Manufacturing ✓**
- Health Care
- Agriculture/Food Processing.

WDB of South Central Wisconsin

- **Manufacturing ✓**
- Health Care
- Information Technology/ Business Technology
- Construction and the Trades
- Biotechnology

Southwest Wisconsin WDB

- Industrial Machinery Manufacturing (Machinery Manufacturing including advanced manufacturing processes)
- Health Care (Ambulatory Health Care Services, Hospitals and Nursing and Residential Care Facilities)
- Construction of Buildings
- **Food Processing (Food Manufacturing): Dairy emphasis ✓**
- Agriculture and Agribusiness
- Plastics
- Non-store Retail Trade (Administrative and Support Services and Transportation, Distribution and Logistics)
- Finance and Insurance (Securities, Commodity Contracts, and Other Financial Investments and Related Activities and Credit Intermediation and Related Activities)
- Professional, Scientific, and Technical Services

Subsequent Training Eligibility

Waiver Requested: Waiver of the provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers.

Regulatory Barrier: There were no regulatory barriers for the implementation effective PY 01.

Discussion: The State requested this waiver in 2001 primarily due to the ambiguity of the regulations that established performance eligibility for training providers to continue on the WIA-required State Individual Training Account list (ITA). While there were lengthy partner conversations to determine the appropriate bar, there was not consensus among the varying educational/community training providers.

Individuals Impacted: All eligible participants will be provided with more customer choice without compromising the quality of the providers as the WDBs oversee the participant outcomes of the training provided from the ITA list. This waiver avoids duplication of the providers' regular accreditation reviews by other State and national entities.

Monitor Implementation: As detailed in the assurances link on the ITA Policy Manual Chapter, the State and WDBs have cooperative and definitive roles in the selection and maintenance of quality training providers for the ITA list.

Waiver Plan Attachment

North Central Wisconsin Workforce Development Board (NCWWDB)
Customized Training Pilot Project - Universal Industries, LLC

During development of its 2011 WIA Local Plan, NCWWDB determined the need to expand the availability of training options/tools in specific response to employer demands. By WIA definition, customized training is "designed to meet the special requirements of an employer". With the technical assistance of the DWD Local Program Liaison, NCWWDB developed and adopted a Customized Training Policy (as well as Customized Training application, monitoring, and reporting forms). The new policy was formally adopted on March 22, 2012.

Two factors led NCWWDB to implement its first Customized Training project: 1) a disproportionate share of dislocations occurring in North Central Wisconsin, primarily in the paper and wood products manufacturing sector, and 2) a "skills shortage" in welding and machine tool occupations as identified by the Business Services Team.

One of the businesses which had identified the above-mentioned skills shortage was Universal Industries, LLC, located in Tomahawk. Universal Industries planned to double the size of its workforce, from 23 to 46 employees, to meet job order demands but was having difficulty attracting candidates with the necessary welding skills. NCWWDB's Employer Services Director outlined various options to assist the company in meeting its hiring needs. The company selected Customized Training as one of those options.

NCWWDB determined that utilizing the "sliding scale" component of Customized Training was necessary for a variety of reasons, including: the speed in which the applicants were needed, the relatively remote location of the employer, and a "shop culture" that could create barriers to attracting a large enough pool of applicants. Both NCWWDB and Universal Industries believed that the sliding scale of 80 percent/20 percent would provide the best chance for success in attracting potential candidates, providing intensive, specialized welding training, and retaining those trained workers within budgetary parameters.

The assessment and evaluation process included verifying the company's financial status, tax status, employment history, and budget justification. The training curriculum was specifically designed by Universal Industries' on-site Certified Welding Instructor. The five-week intensive training focused on the company's techniques and processes and resulted in a GMAW certification. A sixth week was added to the program to allow for remedial work or advanced certification. Upon successful completion of the program, candidates would be hired by Universal Industries at the beginning wage for welders of $16.00/hour plus health, dental, and vision insurance.

The project goal was to create a pool of 15-20 screened, potential candidates, from which the company would select five. Recruitment was targeted to the recently dislocated workforce, as well as from the WIA Adult population in the area. Due to time constraints, recruitment timelines were very short. Sixteen candidates attended information sessions, but only four chose to complete WorkKeys assessments and move forward (two Lac du Flambeau tribal members and two regional WIA adults). A fifth candidate was recruited by the employer and determined WIA eligible.

Unfortunately, two of the candidates dropped out of the training program during the first week, with a third dropping out following the fourth week. One participant was hired by the after the sixth week and another after the eight week.

Clearly, this pilot Customized Training project was not as successful as anticipated. NCWWDB is currently evaluating each procedure, including employer selection and responsibility, as well as participant recruitment, assessment, and support. An “exit interview” with the company is being scheduled. Incorporating “lessons learned”, NCWWDB expects to continue to use Customized Training as one its workforce development tools. NCWWDB will determine, however, if use of the “sliding scale” waiver will continue to be used.

Acronyms

ABE Adult Basic Education
ARS Agricultural Recruitment System
ASSET Automated System Support for Employment and Training
BAS Bureau of Apprenticeship Standards
BJS Bureau of Job Service
BLS Bureau of Labor Statistics
BWT Bureau of Workforce Training
CWI Council on Workforce Investment
DCF Department of Children and Families
DEI Disability Employment Initiative
DET Division of Employment and Training
DHS Department of Health Services
DMA Department of Military Affairs
DOC Department of Corrections
DOL U.S. Department of Labor
DPI Department of Public Instruction
DRC Disability Resource Coordinator
DVR Division of Vocational Rehabilitation
DWD Department of Workforce Development
DW Dislocated Worker
EN Employment Network
EUC Emergency Unemployment Compensation
FLC Foreign Labor Certification
GPR General Purpose Revenue
IRT Integrated Resource Team
ISS Individual Service Strategy
JC Job Center
JCW Job Center of Wisconsin
JS Job Service
LMI Labor Market Information
MAWIB Milwaukee Area Workforce Investment Board
MIG Medicaid Infrastructure Grant
MJCC Milwaukee Job Corps Center
MLE Migrant Law Enforcement
MOU Memorandum of Understanding
MSFW Migrant and Seasonal Farm Workers
MSSC Manufacturing Skill Standards Certification
NAICS North American Industrial Classification
NAM National Association of Manufacturing
NEG National Emergency Grant
NFJP National Farmworker Jobs Program
NTO Non-traditional Occupation
OSY Out-of-School Youth
PY Program Year
REA Re-employment Eligibility Assessment
RES Re-employment Services
RISE Regional Industry Skills Education
RR Rapid Response
SCSEP Senior Community Services Employment Program

SSA Social Security Administration
SCG Sector Convening Grants
SRR Special Rapid Response
TAA Trade Adjustment Assistance
TANF Temporary Assistance for Needy Families (W-2)
TRA Trade Readjustment Act and Trade Readjustment Allowance
TSG Transferrable Skills Group
TTW Ticket to Work
UI Unemployment Insurance
VIP Veterans in Piping
VR Vocational Rehabilitation
W3 Wisconsin Workers Win
WDA Workforce Development Area
WDB Workforce Development Board
WDVA Wisconsin Department of Veterans Affairs
WEDC Wisconsin Economic Development Corporation
WIA Workforce Investment Act
WIASRD WIA Standardized Record Data
WP Wagner-Peyser
WRTP Wisconsin Regional Training Partnership
WTCS Wisconsin Technical College System
WWDA Wisconsin Workforce Development Association
YA Youth Apprenticeship

DRAFT PLAN FOR PUBLIC REVIEW AND COMMENT

State Plan Input Process

As part of an extensive effort for workforce partners to be engaged in the initial stages on the development of the State Plan, the following activities were conducted beginning in the Spring of 2012:

- The DWD Secretary and staff met with members of the WWDA (composed of the WDB Directors, Chairs and Chief Local Elected Officials) on May 11, 2012, to request input on the development of the plan.
- The week of May 21, 2012, emails were forwarded to workforce stakeholders for early engagement into the planning process including the State Superintendent of Public Instruction, the Secretary's of the DHS, DCF, WEDC, Wisconsin Technical College State Board, WRTP, Statewide Labor Education and Training Center, DWD Division of UI and VR and staff for the Senior Community Employment Program. For youth issues, BWT staff requested initial input from the over 70 WIA youth staff.

The summary on the following page was used to guide their early input into the Plan. After all of the DOL issuances, internal staff met on June 14, 2012, for coordination efforts. The programs represented were WIA, WP, YA, Adult Apprenticeship, MSFW, RR, NEG, RES, Trade Adjustment Act/Trade Readjustment Assistance, Veterans, as well as fiscal and labor market issues.

On July 19, 2012, BWT issued the following public review and comment request for input on the draft Agricultural Outreach Plan to a myriad of workforce partners throughout the State:

"This is the federally required public review and comment period for the annual Agricultural Outreach Plan. See: http://dwd.wisconsin.gov/dwdwia/wia/wia_state_plans.htm The purpose of this Plan is to have an outreach program in order to locate and contact migrant and seasonal farmworkers who are not being reached by the typical intake activities conducted by the local offices. Your comments will be recorded verbatim and provided to the U.S. DOL as part of the final Plan. Also, based on your input, this draft may be modified prior to submittal.

In order to garner as much input as possible, please forward this public notice to other partners whom have an interest in optimally serving migrant and seasonal farmworkers. We also request the WDB Directors to forward this public review and comment notice to your regional business, labor and community/faith-based training and employment network.

Please provide comments to Evelyn Cruz no later than September 7, 2012.

Evelyn Cruz
MonitorAdvocate@dwd.wisconsin.gov
201 East Washington Ave., E100
P.O. Box 7972
Madison, WI 53707
Tel. 608/266-0487
TTY - Text phone users may call the Wisconsin Telecommunications Relay System at 711 to request assistance."

DRAFT PLAN FOR PUBLIC REVIEW AND COMMENT

On August 9, 2012, BWT issued the draft WIA, WP Act and Agricultural Outreach Plans to workforce partners for public review and comment:

"On July 26, 2012, the Governor's CWI unanimously endorsed the draft WIA/WP/Agricultural Outreach Plan for the federally-required public review and comment period. All comments will be recorded verbatim as part of the Plan submission to the U.S. DOL, and the document, where appropriate, will be revised based on your input.

On behalf of Secretary Newson, we want to thank the State agencies and organizations that provided substantive initial comments for the development of the Plan in June. This thoughtful input not only responded to DOL's renewed emphasis on partner collaboration but reinvigorated internal conversations for further cross-program coordination at the State level. In order to garner as much input as possible at the local level, we are requesting that the WDB Directors forward this public review and comment notice to your regional business, labor and community/faith-based training and employment network.

The draft Plan [link] includes the draft Agricultural Outreach Plan that was issued on July 19, 2012, for the 45-day federally-required public review and comment period and the WIA Waiver Plan.

Please provide comments to Kristy Budde no later than September 7, 2012. Thank you!

Kristy.budde@dwd.wi.gov
201 East Washington Ave., E100
P.O. Box 7972
Madison, WI 53707
Tel. 608/266-9199
TTY - Text phone users may call the Wisconsin Telecommunications Relay System at 711 to request assistance."

Since the above activities, the Plan was withdrawn and updated for PY 2013-2017. In order to meet the required public review and comment periods, the

- Draft Agricultural Outreach Plan was issued to stakeholders March 1, 2013.
- Draft WIA/WP Plan was issued to stakeholders ___ .

To be completed after the review and comment period.

DRAFT PLAN FOR PUBLIC REVIEW AND COMMENT

Summary to Partners for Initial Engagement
Department of Workforce Development - Division of Employment & Training
WIA State Plan Development May 2012

2012-13 State Plan Background

The DOL substantially revised the WIA/WP Act State Plan requirements for the five-year plan beginning in PY 2012-13. Those changes include:

- Increased local and state partner participation in the development of the plan
- Increased actual cross-program alignment activities & dual customer focus
- Practices grounded in evidence-based outcomes/evaluations consistent with labor market & workforce information
- Addition of the annual Agricultural Outreach Plan to serve MSFW
- Increased coordination with TAA
- Addition of Assurance elements and required documentation

The Training and Employment Guidance Letter (TEGL) provides the detail as well as other references:
http://wdr.doleta.gov/directives/corr_doc.cfm?docn=5563

On behalf of the Governor, the DWD Secretary requested to submit the Plan no later than September 14, 2012:
http://dwd.wisconsin.gov/dwdwia/PDF/wia_state_plan_2012-13_extension_letter.pdf

Input

DWD is requesting input in writing by June 15, 2012, on the development of the State Plan from our wide range of state and local workforce partners. DWD is seeking more robust partner input at the initial stage of the development of the State Plan that will provide us with more extensive information on the myriad of partner programs as well as an opportunity for improved coordination of services.

Based on the TEGL, the high-level topics for comments could include:

- Cross-program planning, better coordination and improved alignment of resources;
- Core/Intensive/Training/Supportive services adjustments in response to regional economic circumstances and employment opportunities;
- Performance attainment/failure analyses and local evaluations to adapt service delivery strategies;
- Program/partner/funding enhanced integrated services to better serve disconnected youth and other WIA target populations;
- Strategies for engaging employers, improving credential attainment, and administrative flexibility (e.g. waivers); and,
- Overarching State workforce priorities.

Any attachments that summarize your programs, partner referrals charts, etc. are also welcome!

DRAFT PLAN FOR PUBLIC REVIEW AND COMMENT

Section III. Integrated Workforce Plan Assurances

ASSURANCES - Planning Process and Public comment

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
1.	☐	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f), (g), (h), 20 CFR 641.335	http://dwd.wisconsin.gov/dwdwia/wia/wia_state_plans.htm
2.	☐	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	http://dwd.wisconsin.gov/dwdwia/wia/wia_state_plans.htm
3.	☐	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		The final Integrated Workforce Plan is posted on the workforce website State Plan page: http://dwd.wisconsin.gov/dwdwia/wia/wia_state_plans.htm
4.	☐	The state afforded the	WIA Sections	http://dwd.wisconsin.gov/dwdwia/wia/wia_state_plans.htm

	State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 NFJP grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.	112(b)(9), 111(g) 20 CFR 661.207 20CFR 661.220(d) 20 CFR 653.107 (d) 20 CFR 653.108(f)	In accordance with 20 CFR Subpart B, 653.107(d)(1), (2), and (3), DWS/JS has solicited information and suggestions from UMOS, WIA Section 167 grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations and other interested employer organizations to comment on the State Agricultural Services Plan. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan. Any comments received after the submission date will be forwarded to the region, under separate cover.
5. ☐	In the development of the plan, the state considered the	20 CFR 653.108(t)	In accordance with 20 CFR Subpart B, 653.l07 and as prescribed by Region V, the Monitor Advocate participated in the preparation of the agricultural plan and has been afforded the opportunity to approve and comment on the plan. Such

		recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.		review indicates that the plan has been prepared properly, omitting none of the prescribed requirements and properly describing the activities planned for providing services to both agricultural employers and migrant and seasonal farmworkers. All recommendations were included as the State Monitor Advocate presented them in the annual MSFW summary developed under 20CFR 653.108(t) in the preparation of this plan. Wisconsin Job Service has given consideration to the previous year's Annual Monitor Advocate Report and offers the following for consideration: Job Service is continuing to analyze and evaluate the impact of information technology and new delivery systems and has developed several strategies for ensuring equitable access to MSFWs, including translation and registration assistance via mobile technology and the use of a Spanish statewide call center. Job Service will continue to develop new ways to reach migrant customers and continue to work with the Regional Office to share innovative strategies and resolve issues as they arise.
6.	☐	The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 1 – Pages 1 and 4 Chapter 7 – Page 17
7.	☐	Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and local boards under the WIA; public and private	20 CFR 641.315(a)(1-10), 641.325 (f), (g), (h)	Not Applicable: The SCSEP is a stand-alone Plan by DHS as the administering agency. Collaboration was conducted during the development of both this and the WIA/WP/Ag Outreach Plan.

nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations		

ASSURANCES AND ATTACHMENTS – REQUIRED POLICIES AND PROCEDURES

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
8.	☐	The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	http://dwd.wisconsin.gov/dwdwia/policy.htm In addition to the Policy Manual, all WIA administrator's memos, policy updates and state plan are publicly available: http://dwd.wisconsin.gov/det/adminmemos/sort_date.htm http://dwd.wisconsin.gov/dwdwia/policy.htm http://dwd.wisconsin.gov/dwdwia/wia/wia_state_plans.htm.
9.	☐	The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	WIA Sections 112(b)(13), 111(f), 117(g)	http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 7 – Page 5

10.	☐	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 11 Chapter 9 for overall complaints/grievances/appeals
11.	☐	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 11
12.	☐	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	http://dwd.wisconsin.gov/dwdwia/PDF/wia_leo_guide0599.pdf
13.	☐	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 1 – Page 4 http://dwd.wisconsin.gov/dwdwia/PDF/local_plan_guidelines_2011final.pdf Detailed instructions and forms are issued by BWT for compliance with the two-year recertification either as part of a full local plan process or stand-alone. Reference to the two-year recertification is also in the 1999 LEO Guide previously linked.

14.	☐	Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	Not applicable
15.	☐	Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)	WIA Sections 111(b), (e) 20 CFR 661.210(c)	Not applicable

16.	☐	When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 3 provides standards and further guidance to WDBS. DET and CWI regularly revisit the one-stop system functions and implements improvements. Also, through the local plan process and during the annual on-site monitoring, DET assists local areas in one-stop system fine-tuning for continuous improvement.
17.	☐	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 4
18.	☐	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 7 – Page 1 DET requires that the WDBsmeet the physical, programmatic and communications accessibility of the JCs. The Comprehensive JC Standards State Policy includes these requirements (Chapter 3). As a resource provided in the recent WIA Local Plan Documentation Guide, DET requires that the WIA Section 188 Accessibility Checklist, developed by the U.S. DOL, be used as the instrument to conduct the reviews. All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in the One-Stop system.
19.	☐	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 29 CFR 37	The Annual On-site Compliance Reviews of the WDBs require WDBs to describe their outreach efforts in Element # 4 (Universal Access) Question 7 on page 14 of the Monitoring Guide. Below is a link to the guide and the questions to which WBDs must respond during On-Site Compliance Reviews. http://dwd.wisconsin.gov/det/adminmemos/1103.htm

20.	☐	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	http://dwd.wisconsin.gov/det/adminmemos/1103.htm Page 14 of the attachment The state requires universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.
21.	☐	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	The state complies with the provisions of section 188 including that Methods of Administration were developed and implemented. DWD submitted the Methods of Administration documentation April 11, 2011. http://dwd.wisconsin.gov/det/civil_rights/plans_instructions.htm
22.	☐	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185	http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 7 – Page 1 http://dwd.wisconsin.gov/det/civil_rights/plans_instructions.htm
23.	☐	For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	Not applicable

ASSURANCES AND ATTACHMENTS – ADMINISTRATION OF FUNDS

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
24.	☐	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, DW, and Youth formula and RR funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	http://dwd.wisconsin.gov/dwdwia/PDF/wia_formula_policy_0310.pdf
24a.	☐	For DW funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the DW formula, the state assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	http://dwd.wisconsin.gov/dwdwia/PDF/wia_formula_policy_0310.pdf

25.	☐	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions .	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)	http://dwd.wisconsin.gov/dwdwia/PDF/wia_formula_policy_0310.pdf This policy was addressed at the December 18, 2009 CWI meeting.
26.	☐	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for RR activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 5 - Pages 16 and 18
27.	☐	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	For all non-formula awards, the DWD follows Wisconsin State procurement guidelines as detailed in Chapter 16, Subchapter IV in State Law. Where grants are awarded to a limited number of grantees (Limiting awards to Local Workforce Boards to support One Stop systems, or on any other non-competitive basis), the procurement still follows exemptions as allowed under Chapter 16 procurement. Link to the State Procurement Manual http://vendornet.state.wi.us/vendornet/procman/index.asp
28.	☐	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective	WIA Sections 112(b)(18)(B), 123, 129	http://dwd.wisconsin.gov/dwdwia/PDF/local_plan_guidelines_2011final.pdf Page 9, number 8(a)(b) http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 8 – Page 10 All local procurement, including youth activities, are to follow the procurement requirements the State has issued in its Workforce Programs Guide to local

		and ineffective youth activities and providers of such activities.		areas. The specific additional provisions for Youth are in the Youth section of that guide. (See answer #29 below)
29.	☐	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	http://dwd.wisconsin.gov/det/adminmemos/pdf/2009/0901.pdf Page 5 under Procurement Process is the same as for any other Youth Service procurement . (Same as answer # 28 above.)
30.	☐	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	http://dwd.wisconsin.gov/dwdwia/PDF/wia_formula_policy_0310.pdf
31.	☐	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, DW, and Youth programs, and the WP Act.	WIA Sections 112(b)(11), 127, 132, 184 W-P Sections 9(a), (c) 20 CFR 652.8(b), (c)	The State assures that it is in compliance with all of the provisions referenced for this assurance. Attached is the link to the State's Controllers Office - Accounting Manual Vol. 1. If staff need assistance navigating this document, please contact Nancy Eilks at 608-267-2985 or by email at nancy.eilks@dwd.wisconsin.gov or Tami Moe at 608-261-4582 or by email at tami.moe@dwd.wisconsin.gov. http://www.doa.state.wi.us/category.asp?linkcatid=961&linkid=185&locid=167
32.	☐	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	WIA Sections 184(a)(3), (4) 20 CFR 667.200, 400(c)(2), 667.410	http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 1 – Page 7
33.	☐	The state follows	WIA Sections	http://dwd.wisconsin.gov/dwdwia/policy.htm

		confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603	Chapter 2 – Page 7
34.	☐	The state will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 7 – Page 9

ASSURANCES AND ATTACHMENTS - ELIGIBILITY

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
35.	☐	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the "deficient in basic literacy skills" criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	http://dwd.wisconsin.gov/dwdwia/PDF/policy_update1003.pdf Page 2, first paragraph
36.	☐	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding "requires additional assistance to complete and educational program, or to secure and hold employment" criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664. 200(c)(6), 664.210	http://dwd.wisconsin.gov/dwdwia/PDF/policy_update0803.pdf Page 2, third paragraph
37.	☐	The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.	WIA Section 134(d)(4)(E) 20 CFR 663.600	http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 5 – Page 19
38.	☐	The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's workforce system. The state policies: 1. Ensure that covered persons are identified at the point of	WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125 Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR	http://dwd.wisconsin.gov/det/adminmemos/10002.htm http://dwd.wisconsin.gov/dwdwia/policy.htm Chapter 5 – Page 20 http://dwd.wisconsin.gov/dwdwia/PDF/local_plan_guidelines_2011final.pdf Page 7

entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: a. Their entitlement to priority of service; b. The full array of employment, training, and placement services available under priority of service; and c. Any applicable eligibility requirements for those programs and/ or services. 3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers.	1010.230, 1010.300-.310	

ASSURANCES AND ATTACHMENTS – PERSONNEL AND REPRESENTATION

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
39.	☐	The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met. Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity. If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.	WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) W-P Sections 3(a), (c)(1)-(2) 20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)	The Employment and Training Administration has designated Wisconsin as a significant state. As such, the two significant offices have a full-time staff assigned to MSFW activities all year-round. The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met. The State Monitor Advocate is a bilingual staff that is dedicated full-time and all year around to MSFW activities.
40.	☐	Merit-based public employees provide WP Act-funded labor exchange activities in accordance with Departmental regulations.	W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)	As per W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b), Wisconsin uses only merit-based public employees to provide WP Act funded labor exchange activities.
41.	☐	The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.	W-P Section 8(b) 20 CFR 652.211	Cathy Crary, Interim High Risk Populations Specialist Department of Workforce Development 201 East Washington Avenue, Room E100 Madison, WI 53702 608 267-7944 608 267-0330 (fax)
42.	☐	If a SWIB, department, or agency administers state laws for VR	W-P Section 8(b)	The Wisconsin DWD

of persons with disabilities, that board, department, or agency cooperates with the agency that administers WP services.	20 CFR 652.211	administers both the WP and VR programs in the State of Wisconsin. Vocational rehab services are provided by DWD's DVR. Wagner Peyser services are provided by the DET's JS Bureau. The two organizations work very closely together both that the senior management level (located in central office), at the local management level (JS and DVR share WDA boundaries and both serve on local WDBs), and at the local staff level where information sharing, collaborative services, and referrals are regularly made between programs.

STATEMENT OF ASSURANCES CERTIFICATION

The State, Commonwealth, or Territory of Wisconsin certifies on May 1, 2013, that it complied with all of required components of the Workforce Investment Act, WP Act, and Agricultural Outreach Plan. The State, Commonwealth, or Territory also assures that funds will be spent in accordance with the Workforce Investment Act and the WP Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.

_____
Governor

_____
Date

ATTACHMENT A
PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency: Department of Workforce Development
Address: 201 E. Washington Ave. Madison WI 53703
Telephone Number: 608-267-1410 TTY: 608-267-0477
Facsimile Number: 608-266-1784
E-mail Address: reggie.newson@dwd.wisconsin.gov

Name of WIA Title I Signatory Official: Reginald Newson, Secretary, Department of Workforce Development
Address: 201 E. Washington Ave. Madison WI 53703
Telephone Number: 608-267-1410 TTY: 608-267-0477
Facsimile Number: 608-266-1784
E-mail Address: reggie.newson@dwd.wisconsin.gov

Name of WIA Title I Liaison: Lisa Boyd, Administrator, Division of Employment & Training
Address: 201 E. Washington Ave. Madison WI 53703
Telephone Number: 608-266-3485
Facsimile Number: 608-261-6968
E-mail Address: lisa.boyd@dwd.wisconsin.gov

Name of WP Act Grant Recipient/State Employment Security Agency:
Reginald Newson, Secretary, Department of Workforce Development
Address: 201 E. Washington Ave. Madison WI 53703
Telephone Number: 608-267-1410 TTY: 608-267-0477
Facsimile Number: 608-266-1784
E-mail Address: reggie.newson@dwd.wisconsin.gov

Name and Title of State Employment Security Administrator (Signatory Official):
Reginald Newson, Secretary, Department of Workforce Development
Address: 201 E. Washington Ave. Madison WI 53703
Telephone Number: 608-267-1410 TTY: 608-267-0477
Facsimile Number: 608-266-1784
E-mail Address: reggie.newson@dwd.wisconsin.gov

Name and Title of the State Labor Market, Workforce Information, or Research Director:
A. Nelse Grundvig, Labor Market Information Director
Address: 201 E. Washington Ave. Madison WI 53703
Telephone Number: 608-266-2930
Facsimile Number: 608-266-5887
E-mail Address: anelse.grundvig@dwd.wisconsin.gov

DRAFT PLAN FOR PUBLIC REVIEW AND COMMENT

PLAN SIGNATURE

As the governor, I certify that for the State/Commonwealth/Territory of Wisconsin, the agencies and officials designated above have been duly designated to represent the State/Commonwealth/Territory 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_____