



WISCONSIN

**Department of Workforce
Development**

BIENNIAL REPORT
2015 - 2017



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



**Department of Workforce Development
Secretary's Office**
201 E. Washington Avenue
P.O. Box 7946
Madison, WI 53707
Telephone: (608) 266-3131
Fax: (608) 266-1784
Email: sec@dwd.wisconsin.gov



Scott Walker, Governor
Raymond Allen, Secretary

October 16, 2017

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

Wisconsin State Legislators
State Capitol Building
Madison, WI 53702

Dear Governor Walker and Members of the Legislature:

I am pleased to provide you with this report on the Department of Workforce Development (DWD) for the biennium ending June 30, 2017. The Department's vision is building a workforce to move Wisconsin forward, in part by supporting Governor Walker's workforce development agenda. This requires a close partnership with the private sector to make available the resources necessary to ensure a skilled and talented workforce that will lead to high-wage, high-skill jobs for all Wisconsinites. A few topline highlights from DWD's 2015-17 Biennial Agency Report include:

Employment & Training: The Division of Employment and Training's (DET) Office of Skills Development (OSD) awarded over \$10.1 million in Wisconsin Fast Forward grants during the biennium ending June 30, 2017. Additionally, DET implemented significant online enhancements including dramatic upgrades to the JobCenterofWisconsin.com website, and ongoing work to develop and implement the WisConnect internship portal and WisConomy labor market information website.

Assisting Job Seekers with Disabilities: Over 9,100 job seekers with disabilities in Wisconsin became employed as a result of DVR services while over 27,000 applied for DVR services. Wisconsin now ranks in the top 10 states for the percentage of people with disabilities who are employed in the state, according to the 2016 Annual Disability Statistics Compendium. Wisconsin outpaced the national rate of 34.9 percent and was ahead of numerous Midwest states including Indiana, Michigan, and Ohio.

Connecting Veterans with Job Opportunities: DET's Office of Veteran Employment Services (OVES) met or exceeded all required 13 negotiated performance standards set by the Department of Labor Veterans Employment and Training Service as of June 30, 2016.

Unemployment Insurance: Through a combination of reforms to boost Unemployment Insurance (UI) program integrity and accountability, as well as a vastly improved state economy, Wisconsin rebuilt its UI Trust Fund, triggering annual decreases in the UI tax rate schedules in every year since 2015. In 2016 employers saved \$97 million due to the rate change. Individual employers also pay UI taxes based on their experience with the program. Collectively, employers saved \$65 million in 2015 and \$119 million in 2016 because of their account standing. Additionally, due to enhanced online benefit filing applications, the UI Division continues to move toward customer preference for online services by retiring the antiquated telephone filing system for initial claims. Since May 2017, over 92% of initial claims have been filed online.

At the DWD, we have been and remain committed to advancing your workforce agenda to support Wisconsin's workers and employers.

Sincerely,

A handwritten signature in black ink, appearing to read "Ray Allen".

Ray Allen
Secretary

**Department of Workforce Development
Biennial Report 2015-2017
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Department Overview

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

DWD supports a broad spectrum of employment programs and services available throughout the state at numerous service locations and on the internet at <http://dwd.wisconsin.gov>. These programs and services provide specialized training, recruitment, and retention assistance to private-sector businesses and potential employees. DWD is also responsible for administering the state's Unemployment Insurance program, investigating complaints of workplace discrimination, and coordinating Worker's Compensation insurance.

Staff at DWD are committed to ensuring training and employment opportunities are aligned to high-wage, high-growth jobs, and encouraging active and engaged participation from the private sector in developing Wisconsin's workforce to meet current and future talent demands.

The Department is led by Secretary Ray Allen, appointed by Governor Scott Walker in January of 2016. During the 2015-17 biennium, DWD's annual operating budget was over \$500 million each fiscal year and the authorized staffing levels were approximately 1,700 full-time equivalent positions. DWD consists of five program divisions and a division of operations.

Select examples of DWD's achievements in the 2015-17 Biennium include:

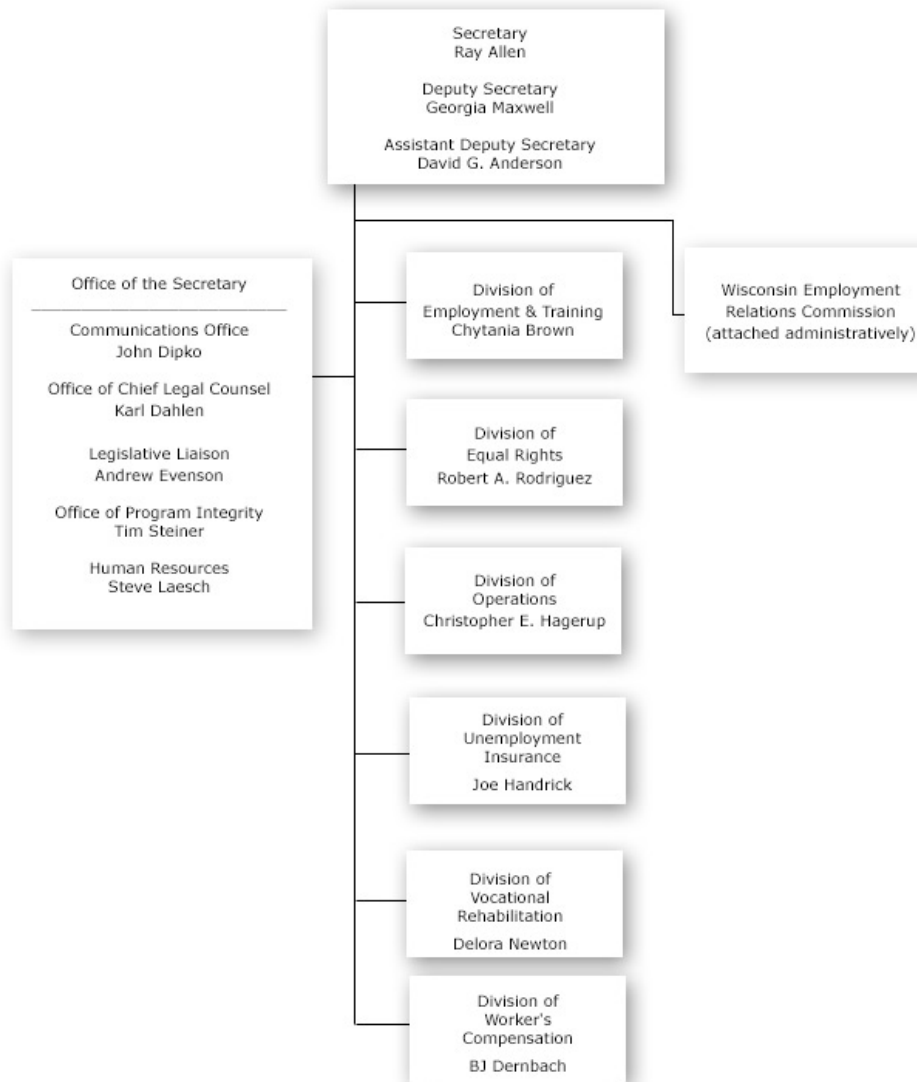
- ◆ The health of the Unemployment Insurance (UI) Trust Fund improved significantly leading to tax rate reductions for many Wisconsin employers. The Trust Fund balance was \$215.8 million at the end of 2014, and increased to \$1.2 billion at the close of 2016.
- ◆ Each year over the biennium, the UI tax rates were lowered. There are four schedules, A through D, with A as the highest tax rate and D as the lowest. The tax rate schedule for the following calendar year is determined by the UI Trust Fund balance on June 30. For calendar year 2015, taxable employers were in the highest rate schedule. For 2016, employers were taxed at Schedule B, for 2017 employers were taxed at Schedule C rates. The Trust Fund balance on June 30, 2017, was \$1.3 billion which triggered the lowest tax rates, Schedule D, for employers in calendar year 2018.
- ◆ The amount of fraud detected against the UI program fell in the recent biennium both in terms of real dollars and as a percentage of claims paid. In CY2014, \$20.5 million of UI fraud was documented, representing 2.8% total benefits paid. For CY2016 that amount was reduced to \$8.6 million representing 1.7% of total benefits paid.
- ◆ DWD prepared and issued the 2017 Report on Detection and Prosecution of Fraud to the Unemployment Insurance Advisory Council. The UI Division recovered nearly \$30 million of fraud and non-fraud overpayments in 2016, including nearly \$3.7 million of debts 5 years and older utilizing various collection tools.
- ◆ Building off previous successes with online initial claims and inquiry enhancements in 2014, the UI Division dramatically improved the online weekly claims application in 2016 and introduced the online weekly claim application in Spanish in 2017.

- ◆ The Division of Employment and Training's (DET) Office of Skills Development (OSD) awarded over \$10.1 million in WFF grants during the biennium ending June 30, 2017, which included activity in Rounds 4 and 5 of the WFF program. These funds are being used to assist 93 workforce training projects with increasing high-demand job skills for more than 6,000 trainees at more than 220 businesses.
- ◆ A total of 2,307 registered apprentices (RA) graduated or completed their apprenticeship program and 6,291 new apprentices were registered. As of July 1, 2017, Wisconsin had 9,430 active apprentices.
- ◆ DET's Youth Apprenticeship (YA) program served 3,043 students in 2015-2016 and 3,551 students in 2016-17, across 293 public and private school districts. More than 2,520 employers participated in the program.
- ◆ Collaborated on YA-to-RA Bridge activities covering the Construction and Manufacturing sectors, including programs in Machine Tool, Welding, Electrical, Plumbing, and more. Nearly 100 Youth Apprenticeship students in these areas have transitioned into Registered Apprenticeship over the last two years.
- ◆ In September 2016, the DET's Bureau of Workforce Training was awarded just over \$695,000 in federal funds to leverage technology and create intuitive and accessible tools to help career planners and job seekers make informed employment planning decisions. It is anticipated that the tools will be released for public use on or before September 2018.
- ◆ DET's Office of Veteran Employment Services (OVES) met or exceeded all required 13 negotiated performance standards set by the Department of Labor Veterans Employment and Training Service as of June 30, 2016.
- ◆ DET's Bureau of Workforce Information and Technical Support (WITS) worked to develop a new website titled WisConomy, which launched in September 2017. WisConomy is DWD's upgraded labor market information system access point.
- ◆ DWD built upon the updated and refreshed version of the JobCenterofWisconsin.com website. During the biennium, there were 21,200 new employer registrations that included at least one job posting; at least 370,298 job orders were posted; and more than 813,200 job openings associated with job orders were posted.
- ◆ Job Service awarded 2,201 National Career Readiness Certificates (NCRC), including 358 Bronze, 1,247 Silver, 583 Gold, and 13 Platinum.
- ◆ Over 9,100 job-seekers with disabilities in Wisconsin became employed as a result of DVR services while over 27,000 applied for DVR services.
- ◆ Since the beginning of the biennium, the number of active sites participating in Wisconsin Project SEARCH grew from 13 during the 2015-16 school year to 17 in the 2016-17 school year. This year, seven new sites have launched Project SEARCH programs.
- ◆ Wisconsin ranks in the top 10 states for the percentage of people with disabilities who are employed in the state, according to the 2016 Annual Disability Statistics Compendium. Wisconsin outpaced the national rate of 34.9 percent and was ahead of numerous Midwest states including Indiana, Michigan, and Ohio.
- ◆ The Worker's Compensation (WC) Division completed 46,831 Wisconsin employer investigations; assessed penalties on 4,824 employers for operating without worker's

compensation insurance; collected penalty assessments of \$11.3 million from illegally uninsured employers; and monitored 168 private and 59 public self-insured Wisconsin employers as a part of our self-insurance program.

- ◆ Two new WC wrap-up projects were approved. Wrap-up projects are large construction projects with a single policy covering all contractors. Wrap-up projects are designed to provide a coordinated project safety program.
- ◆ WC's Bureau of Claims Management monitored and processed 62,574 non-litigated claims for accuracy, actions, and prompt payments of over \$399 million. The Bureau of Legal Service processed 10,151 health care service fee disputes and necessity of treatment disputes.
- ◆ The Equal Rights Division (ERD) Investigated 7,029 civil rights cases, resolved 4,415 unpaid wage complaints and recovered over \$4.2 million for workers. ERD also modernized its Civil Rights Information System (CRIS), which is now a paperless system that saves on physical storage space and costs, and allows ERD to respond more quickly to inquiries.
- ◆ The Division of Operations (DO) implemented all features and functionality associated with the State Transforming Agency Resources (STAR) Project.
- ◆ DO and DET partnered on the Workforce Innovation and Opportunity Act (WIOA) Wisconsin Job Center Cost Database System, which garnered national acclaim and serves as a model for other states.
- ◆ The Legislative Audit Bureau FY 2014-15 and FY 2015-16 Single Audit Reports resulted in no findings for DWD.
- ◆ DO continued to make improvements to the Workforce Contingency Application, which supports an agency-wide records inventory. Improvements include upgrades to reporting capabilities, allowing for agency-wide analysis of the location of records related to both program area and statewide retention schedules.
- ◆ DWD increased the number of lean projects that reduce wait time and achieve cost avoidance as part of its lean government initiative, including nine Value Stream Mapping initiatives, new lean tools including "5s", "Voice of the Customer", and "Just Do It."
- ◆ DO Training staff coordinated 251 training sessions for 4,405 DWD participants.
- ◆ DO staff worked collaboratively to design and launch DWD's online New Employee Orientation program, which reduces costs and provides new staff with immediate access to pertinent information.
- ◆ DWD completed the GEF-1 computer room relocation, infrastructure upgrades, and optimizations, saving over \$150,000 annually.
- ◆ DO's Bureau of Information Technology, Computer Platform Services Team was awarded the DWD 2015 Lean Government Award. The Team's efforts improved the self-restore process, reduced staff processing time by 117 hours and total processing time by 874 hours, and improved the quality of the documentation by 80%.
- ◆ DO's Office of Policy and Budget completed 61 fiscal notes for legislative bills and Legislative Reference Bureau drafts during SFY 2016 and 43 fiscal notes during SFY 2017.

DWD Organization



The Office of the Secretary oversees the Department of Workforce Development (DWD), which conducts a variety of work-related programs designed to connect people with employment opportunities in Wisconsin. DWD is responsible for the state's employment and training services including job centers, job training and placement services provided in cooperation with private sector employers, apprenticeship programs, and employment-related services for people with disabilities. The department oversees many other programs including Unemployment Insurance and Worker's Compensation programs, and is responsible for adjudicating cases involving employment discrimination, housing discrimination, and labor law violations. The department also analyzes and distributes labor market information. The Labor and Industry Review Commission was administratively attached to DWD until July 1, 2015, when it was transferred to the Department of Administration (DOA) in the 2015-17 biennial budget.

2015 – 2017 Executive Budget Programs, Goals, Objectives, and Activities

PROGRAMS, GOALS, OBJECTIVES, AND ACTIVITIES

Program 1: Workforce Development

Goal: Provide job applicants with access to available jobs in Wisconsin.

Objective/Activity: Increase employers' access to available labor pools and job seekers' access to available jobs by increasing the number of job orders posted on the Job Center of Wisconsin website: jobcenterofwisconsin.com.

Goal: Provide high school students with school-based and work-based instruction to assist them to directly enter the workforce with occupational skills needed by Wisconsin employers.

Objective/Activity: Increase the employability of high school graduates through youth apprenticeship.

Goal: Prepare individuals for skilled occupations through apprenticeship participation that combines on-the-job training under the supervision of experienced journey workers with related classroom instruction.

Objective/Activity: Improve access to quality training and family-supporting careers by increasing the number of new apprenticeship contracts each year through new program development and program expansion.

Goal: Maintain the efficiency of Worker's Compensation programs.

Objective/Activity: Monitor promptness of first indemnity payment of WC injury claims to ensure compliance with the performance standard that 80% of first indemnity payments are issued within 14 days of injury, as set forth under DWD 80.02(3)(a).

Goal: Provide employer-funded temporary economic assistance to Wisconsin's eligible unemployed workers and stabilize Wisconsin's economy by paying unemployment insurance benefits as quickly as possible.

Objective/Activity: First payment promptness for paying intrastate worker claims for Unemployment Insurance within 14/21 days will meet or exceed the Federal standard established by the Secretary of the U.S. Department of Labor.

Program 5: Vocational Rehabilitation Services

Goal: Obtain, maintain and improve employment for people with disabilities by working with vocational rehabilitation consumers, employers and other partners.

Objective/Activity: Provide high-quality employment preparation, assistive technology and placement services to eligible individuals and improve employment outcomes for people with disabilities.

GOALS AND ACTUALS 2015 AND 2016

| Item # | Program No. | Performance Measure | Goal 2014-15 | Actual 2014-15 | Goal 2015-16 | Actual 2015-16 |
|--------|-------------|---|--------------|----------------|--------------|----------------|
| 1 | 1 | Number of new jobs posted on www.JobCenterofWisconsin.com . | 277,780 | 329,586 | 305,500 | 384,600 |
| 2 | 1 | Number of students enrolled in Youth Apprenticeship program. | 2,482 | 2,521 | 2,532 | 3,047 |
| 3 | 1 | Number of new Registered Apprentice contracts. | 3,200 | 3,027 | 3,300 | 2,729 |
| 4 | 1 | Percentage of WC Claims with 1 st Indemnity Payments made within 14 days of injury. | 80.0% | 83.0% | 80.0% | 82.0% |
| 5 | 1 | Federal Performance Metric for Intrastate Unemployment Insurance First Payment Promptness (within 14/21 days) | 87.0% | 86.5% | 87.0% | *87.7% |
| 6 | 5 | Number of employment outcomes for job seekers with disabilities. | 3,600 | 4,644 | 3,700 | 4,715 |

*Performance for period 4/1/15 – 3/31/16

PERFORMANCE GOALS

| Item # | Program No. | Performance Measure | Goal 2016-17 | Goal 2017-18 | Goal 2018-19 |
|--------|-------------|---|--------------|--------------|--------------|
| 1 | 1 | Number of new jobs posted on www.JobCenterofWisconsin.com . | 385,000 | 404,000 | 424,200 |
| 2 | 1 | Number of students enrolled in Youth Apprenticeship program. | 3,400 | 3,500 | 3,600 |
| 3 | 1 | Number of new Registered Apprentice contracts. | 3,000 | 3,100 | 3,200 |
| 4 | 1 | Percentage of WC Claims with 1 st Indemnity Payments made within 14 days of injury. | 80.0% | 80.0% | 80.0% |
| 5 | 1 | Federal Performance Metric for Intrastate Unemployment Insurance First Payment. | 87.0% | 87.0% | 87.0% |
| 6 | 5 | Number of employment outcomes for job seekers with disabilities. | 3,950 | 3,975 | 4,000 |

**NONSTANDARD AND/OR FLEXTIME SCHEDULES, PERMANENT PART-TIME POSITIONS;
AND OTHER ALTERNATIVE WORK PATTERNS**

The Department of Workforce Development (DWD) policy manual outlines available options for employees regarding the use of nonstandard work schedules: Hours of Work (Policy 429) and Telecommuting (Policy 431). These policies provide DWD employees options for making both long-term, on-going changes and short-term, ad hoc changes.

In addition, the Department continues to maintain permanent part-time positions ranging from 50% FTE to 90% FTE. Position control records show that DWD had 1,425 people in permanent full-time positions and 35 people in permanent part-time positions on March 31, 2016; and 1,385 people in permanent full-time positions and 28 people in permanent part-time positions on March 31, 2017.

Division Summaries

Division of Employment and Training

The Division of Employment and Training (DET) oversees all workforce services administered by the department. Programs include, but are not limited to, those funded under the Wagner-Peyser Act, and the Workforce Investment Act (WIA) which has been superseded by the Workforce Innovation Opportunities Act (WIOA). The division manages the state labor exchange system, monitors migrant worker services and operates the state youth apprenticeship and registered apprenticeship programs. The division also administers a comprehensive interdepartmental employment and training system through public-private partnerships and a statewide network of job centers. The division also administers the Wisconsin Fast Forward worker training grant program through the Office of Skills Development (OSD).

Division of Vocational Rehabilitation

The Division of Vocational Rehabilitation (DVR) provides employment services to people with disabilities. The goal of DVR is to maximize the employment and earning potential of people with disabilities who experience disability-related barriers to work. DVR counselors and case coordinators, located in offices around the state, work in partnership with qualified individuals who want to obtain, retain, regain or improve their employment. DVR serves nearly 16,000 people with disabilities each year and works closely with employers to assist them in including people with disabilities in their workforce and diversity plans.

Division of Unemployment Insurance

The Division of Unemployment Insurance (UI) administers and supports programs to foster re-employment opportunities for unemployed workers, pay benefits to unemployed workers, collect employer taxes, resolve contested benefit claims and employer tax issues, detect Unemployment Insurance fraud, and collect Unemployment Insurance overpayments.

Worker's Compensation Division

The Worker's Compensation Division administers programs to assure that injured workers receive required financial and other benefits from insurers and self-insured employers, to encourage injured workers' rehabilitation and reemployment, and to promote techniques that reduce the number of work-related injuries, illnesses, and deaths. The Division administers the statutes with respect to enforcement, payment of claims, violations, compliance and enforcement of insurance requirements and other related duties.

Equal Rights Division

The Equal Rights Division (ER) enforces state laws that prohibit discrimination and regulate labor standards in the workplace. The division administers these laws by setting guidelines, educating the public and managing a complaint-driven investigative process. Specific laws administered by the division include wage payment and collection, minimum wage, family and medical leave and anti-discrimination laws regarding housing, public accommodations and employment.

Division of Operations

The Division of Operations (DO) ensures that departmental administrative and program support issues are identified and analyzed and that recommendations and actions are appropriate, coordinated and consistent with departmental goals and objectives. The division also provides centralized human resource, payroll, budgeting, financial accounting, purchasing, facilities management, fleet coordination, mail processing and imaging services, training, health and safety, information technology, incident management and administrative support services.

Attached Units

Employment Relations Commission

There is created an employment relations commission which is attached to the department of workforce development under s. [15.03](#), except the budget of the employment relations commission shall be transmitted by the department to the governor without change or modification by the department, unless agreed to by the employment relations commission.

Internal Structure and Department Management

Office of the Secretary

The Office of the Secretary is responsible for day-to-day management of the department. This includes promoting the department's mission to provide a system of employment-focused programs and services that enables individuals and employers to fully participate in Wisconsin's economy and remain globally competitive.

The Office of the Secretary is also responsible for carrying forward Governor Walker's vision to develop an economic strategy that focuses on creating high-end, family-supporting jobs, ensuring our children are prepared for success in schools and throughout their lives, and making government more responsive to the needs of our citizens and businesses.

The Office of the Secretary includes:

Secretary

Appointed by Governor Walker, Secretary Ray Allen works in close collaboration with all Cabinet members; the Legislature; state agencies; community, business, and labor leaders; and other public and private organizations and interest groups to ensure the department's overall mission and goals provide value to the citizens of Wisconsin.

Deputy Secretary

Deputy Secretary Georgia Maxwell serves as a surrogate for Secretary Allen and is the agency's primary contact for the state's 132 legislators, as well as Wisconsin's Congressional delegation. She oversees external relations for the agency and is the chief policy advisor to the Secretary.

Assistant Deputy Secretary

Assistant Deputy Secretary Dave Anderson serves as a surrogate for Secretary Allen and is responsible for the day-to-day internal operations of the department, including the department's budget, resolution of all critical issues, and oversight of major contracts.

Legislative Liaison

Legislative Liaison Andrew Evenson responds to legislative inquiries made on behalf of citizens from Wisconsin. He tracks legislation that has the potential to impact the agency and he meets with lawmakers to educate them as to DWD's mission and core services.

Office of Communications

The responsibility of the Office of Communications, run by Communications Director John Dipko, is to ensure the department responds to requests for information from the news media in an accurate, timely, and comprehensive fashion. The office also works with each of the divisions to build awareness of the many programs, innovations, achievements, and issues for DWD.

Office of Chief Legal Counsel

DWD Chief Legal Counsel Karl Dahlen provides legal advice to the department's program managers and supervises litigation handled on behalf of DWD by the Department of Justice and county

attorneys. He also provides legal representation in individual cases and coordinates DWD's rulemaking activities.

Director, Human Resources

Steve Laesch, Director of the Bureau of Human Resource Services, reports to the Secretary and oversees the Bureau of Human Resource Services in DO.

Office of Program Integrity and Accountability

The Office of Integrity and Accountability, directed by Tim Steiner, is responsible for evaluating the agency's resources to ensure they are being used efficiently, effectively, and appropriately for the advancement of the agency's mission and objectives. OIA conducts internal and external review activities and furnishes DWD with high quality analyses, appraisals, and recommendations.

Division of Employment and Training

The Division of Employment and Training (DET) oversees all workforce services administered by DWD including the state labor exchange system and Job Center of Wisconsin, analyzes and distributes labor market information, monitors migrant worker services, manages the Wisconsin Fast Forward grant program, and operates the state apprenticeship programs.

Mission

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

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

Office of Skills Development

Wisconsin Fast Forward

Program Summary

The Wisconsin Fast Forward (WFF) initiative addresses the skills gap through reimbursement grants that assist Wisconsin employers and their partners to develop and provide customized skills training to fill current job openings and ongoing skill requirements. Program goals include:

- ◆ Increasing high-demand skills attainment in the local and regional workforce,
- ◆ Influencing the number of new jobs created,
- ◆ Reducing layoffs due to skilled labor shortages,
- ◆ Helping unemployed and underemployed individuals gain full-time employment, and
- ◆ Providing incumbent workers with wage increases and job security.

The WFF program provides demand-driven worker training grants to employers in collaboration with training providers and their local workforce and economic development partners. The program accepts grant proposals for customized, short and medium-term skilled worker training projects. Qualified proposals must be supported by current and projected labor market information, demonstrate the need for training, and state the intent to hire trainees or raise incumbent worker wages. The Wisconsin Department of Workforce Development (DWD) – Office of Skills Development (OSD) administers the WFF program.

WFF grant opportunities are available to any public or private organization with documented workforce training needs in the state of Wisconsin. In the biennium, grants were released in separate rounds by occupation in each of the following occupational areas:

- ◆ Agriculture and Related Occupations
- ◆ Construction Trades and Related Occupations
- ◆ Customer Service Occupations
- ◆ Financial Services Occupations
- ◆ Health Care and Related Occupations

- ◆ Information Technology Occupations
- ◆ Manufacturing Occupations
- ◆ Transportation, Logistics, and Distribution Occupations
- ◆ Wisconsin Small Businesses (businesses with 50 or fewer full-time employees).

Effective July 1, 2017, grant applications for all the above sectors are accepted year-round, with grant awards being made quarterly for all applications received in the previous quarter.

Accomplishments 2015-2017

OSD awarded over \$8 million in WFF grants during the biennium ending June 30, 2017, which included activity in Rounds 4 and 5 of the WFF program. These funds will be used to assist 93 workforce training projects with increasing high-demand job skills for more than 6,000 trainees at more than 220 businesses.

| | Applicant Requested | Contracted Amount | Contracted Trainees |
|----------------|----------------------------|--------------------------|----------------------------|
| Round 4 | \$12,014,939 | \$5,725,580 | 4,138 |
| Round 5 | \$10,257,953 | \$2,686,309 | 2,156 |
| TOTAL | \$22,272,892 | \$8,411,889 | 6,294 |

Blueprint for Prosperity

Program Summary

In 2014 the Blueprint for Prosperity initiative was signed into law under 2013 Wisconsin Act 139. The legislation provided \$35.4 million in additional funding to expand the WFF program and target three distinct populations for skill training: college students, high school pupils, and persons with disabilities. The Blueprint for Prosperity initiative built on program successes by engaging businesses to develop and deliver training programs and commit to hire individuals who acquire the targeted in-demand skill sets. These programs ended in the 2015-2017 biennium, but Project SEARCH was granted a one-year no-cost extension, to take it through June 30, 2018. The OSD worked in partnership with WEDC, WTCS, the Department of Public Instruction, the DWD Division of Vocational Rehabilitation, and other stakeholders to:

- ◆ Expend \$24,852,452 to 16 Wisconsin Technical Colleges to reduce instruction wait lists for 5,691 students in 96 high demand programs;
- ◆ Expend \$3,455,043 to 83 projects to train 2,313 high school pupils in high demand fields that offer industry-recognized credentials;
- ◆ Expend \$66,567 to enhance employment opportunities by providing employer-driven training for 210 persons with disabilities, including service-disabled veterans; and
- ◆ Expend \$451,051 to expand Project SEARCH to assist students with disabilities as they transition into the workforce.

Wisconsin Internship Initiative (WisConnect)

Program Summary

In 2016, Governor Scott Walker signed 2015 Wisconsin Act 283, expanding OSD functions to coordinate and increase the number of internship opportunities available to Wisconsin college students. Program partners include the DWD, University of Wisconsin System (UWS), Wisconsin

Association of Independent Colleges and Universities (WAICU), Wisconsin Technical College System (WTCS), and Wisconsin employers.

The OSD conducted seven Workforce Alignment Workshops across Wisconsin in 2016 to obtain feedback from businesses, economic and workforce development leaders and educators regarding opportunities to better align employer hiring needs with higher education learning outcomes through internships and other solutions. Over 350 businesses, economic development, and higher education leaders attended these Workforce Alignment Workshops. Following these workshops, planning and development started for a free, user-friendly internship website to connect employers and students. Students can search for internship opportunities based on job duties and geographic location. Employers can post their internship opportunities for both paid and unpaid internships and can search for qualified candidates. This website also includes a web-based internship resource library with tools for employers and students. The website was launched in July 2017.

Bureau of Apprenticeship Standards

Program Summary

Wisconsin's Apprenticeship program continues to expand to include occupations and venture into new sectors while aggressively recruiting new employers and potential apprentices to existing programs. The Bureau of Apprenticeship Standards (BAS) administers and regulates Wisconsin's Apprenticeship program emphasizing strong partnerships with industry, labor, education, and Wisconsin's workforce development system to produce highly skilled and trained apprentice graduates.

Accomplishments 2015-2017

A total of 2,307 apprentices graduated or completed their apprenticeship program and 6,291 new apprentices were registered. As of July 1, 2017, Wisconsin had 9,430 active apprentices.

On October 1, 2015 Wisconsin began the Wisconsin Apprenticeship Growth Enhancement Strategies (WAGE\$) \$5 million grant supporting development of new Registered Apprenticeships in Advanced Manufacturing, Healthcare, and Information Technology. Over the grant's 5-year term, the state committed to establishing 1,000 new apprentices in 12 high growth occupations associated with those industry sectors. In Advanced Manufacturing, Mechatronics has been identified and a cohort of apprentices will begin in January 2018. In the IT sector, Software Developer is complete and two other occupations have been identified for development. This project is funded whole or in part by the Department of Labor, receiving Federal funding at \$5 million which reflects 100% of the project's total budget.

On October 1, 2016, Wisconsin received the \$1.5 million Apprenticeship USA State Expansion Grant. The goal is to grow the number of women and underrepresented populations specifically in the construction industry, as well as develop new apprentice occupations in Financial Services and Biotech. Working in conjunction with two state workforce boards, the Bureau of Apprenticeship Standards (BAS) committed to adding 427 new apprenticeship contracts over the 18-month life of the grant. As of July 1, 2017, BAS has added 686 apprentices in construction trades. The BAS has used a State Accelerator Grant funding to support the expansion of the BAS as well as fund outreach and awareness activities introducing registered apprenticeships in advanced manufacturing, healthcare, and information technology sectors.

The Apprenticeship Completion Award program (ACAP) was renewed for the 2015-17 biennium budget. During this time frame, \$346,236 was awarded to 1,017 apprentices or apprenticeship sponsors.

The Bureau of Apprenticeship Standards, in partnership with the WI Apprenticeship Advisory Council, has developed several products for apprenticeship improvement:

- ◆ Wisconsin LEADER Program: BAS targeted business LEADERS with the goal of growing their peer recruitment model and encouraging and accommodating a range of partners who want to be apprenticeship champions and take on a leadership role in expanding Registered Apprenticeships statewide. Of the 50+ Wisconsin LEADERS today, more than half are employers while other stakeholders come from industry associations, unions, technical colleges, workforce, K-12 education, and economic development systems.
- ◆ Certified Pre-Apprenticeship Program: Created for individuals to get entry level training prior to applying for a registered apprenticeship. To date, five (5) Pre-Apprenticeship programs have been approved.
- ◆ Began the implementation of CFR 29.30, Federal Equal Opportunity Standards for Apprenticeship Programs. A draft rule has been submitted for review.

Youth Apprenticeship (YA) to Registered Apprenticeship (RA) Bridge activities: The Bureau of Apprenticeship Standards has developed bridge programs between youth apprenticeship and the registered apprenticeship program. The bridge allows students to transition seamlessly from high school (YA) into a full-time career (RA).

The Bureau of Apprenticeship Standards has been partnering with stakeholders to provide assistance to veterans in both apprenticeship preparation programs and the regular apprenticeship program.

- ◆ Helmets to Hardhats: The Bureau of Apprenticeship Standards was authorized to access to the Helmets to Hard Hats database. With this authorization, BAS recruited 14 veterans to participate in the Veterans in Piping and Combat 2 Construction program.
- ◆ Combat to Construction: The program provides assistance to veterans who may be interested in working as an Operating Engineer. The program is administered in partnership with WI Operating Engineers. BAS/DWD performs outreach, manages the application process and provides technical assistance while participants are in the training program. Forty-two veteran candidates participated in the program.
- ◆ Veterans in Piping: Administered in partnership with the Wisconsin Pipe Trades and signatory employers. BAS provide technical assistance, outreach and case management for the program. Twenty veteran candidates participated in the program.

Youth Apprenticeship

The Wisconsin Youth Apprenticeship (YA) program, first authorized in 1991 by the Wisconsin State Legislature, provides high school juniors and seniors the opportunity to explore their chosen career while still in high school. Students receive occupational instruction and on-the-job training as part of their regular high school schedule. With successful demonstration of occupational competencies, YA students leave high school with a state skill certificate and valuable career-related work experience. The program prepares students for an array of options after high school, from successfully transitioning directly into the workforce to pursuing higher educational training at a technical college or university. Since its inception in 1991, more than 20,000 Wisconsin students have successfully completed the YA program.

Accomplishments 2015-2017

- ◆ Served 3,043 students in 2015-2016 and 3,551 students in 2016-17, across 293 public and private school districts. More than 2,520 employers participated in the program.
- ◆ Issued \$5.5 million in grants over two years to 33 local partnerships. Students served by those grants earned an estimated \$26.8 million in wages over the two years, providing a 500% return on investment.
- ◆ Developed new Youth Apprenticeship Pathway in the Marketing with five unit clusters in Professional Sales, Merchandising, Marketing Communications, Marketing Research, and Marketing Management / Leadership. Each unit functions as a one year Youth Apprenticeship program.
- ◆ Collaborated on YA-to-RA Bridge activities covering the Construction and Manufacturing sectors, including programs in Machine Tool, Welding, Electrical, Plumbing, and more. Nearly 100 Youth Apprenticeship students in these areas have transitioned into Registered Apprenticeship over the last two years.
 - Provided YA outreach through numerous employer site visits, regional consortia meetings, industry association and trade council meetings, YA coordinators meetings, and conference workshops. Each year, staff delivered around 20 group and conference presentations.
 - Collaborated with the DWD Equal Rights Division on the development of industry equipment and Wisconsin's Child Labor Law guides. (The WI YA website posting of Manufacturing & Construction Equipment & Wisconsin's Child Labor Laws is available at http://dwd.wisconsin.gov/dwd/publications/erd/pdf/erd_17607_p.pdf.)
 - Delivered technical assistance and training for statewide YA consortia staff, program partner agencies, and YA and RA programs staff at the annual YA forums held in 2015, 2016 and 2017. Also provided orientation and data systems training for new coordinators and support staff at the YA regional consortiums.

- o Began partnering at conferences and meetings with the Division of Vocational Rehabilitation Counselors, the Workforce Investment Opportunity Act Youth Coordinator and the Department of Public Instruction-Alternative Education Consultant to increase awareness among parents, students and educators about ways DVR, DPI and WIOA can support YA students to increase enrollment and success for students with disabilities or barriers to employment. There was a total of 702 students with disabilities or at risk served in 2013-14 and 2014-2015. There were 1015 students with disabilities and at risk served in 2015-2016 and 2016-2017, a 31% increase.

Bureau of Workforce Training

Program Summary

The Bureau of Workforce Training (BWT) oversees five federally-funded workforce development programs that promote occupational skill attainment, self-sufficient earnings, and employment opportunity for workers, particularly those facing challenges. These five programs, accessible through Wisconsin's robust job center system, ultimately help to advance Wisconsin's economy by connecting businesses with a skilled and job-ready workforce.

Wisconsin submitted its Workforce Innovation and Opportunity Act (WIOA) Combined State Plan to the U.S. Department of Labor and Education (US DOL and DOE) in the summer of 2015 and received approval of the plan in October of that year. We continue to implement provisions of WIOA with our emphasis on a Common Intake system for all WIOA program participants and our in-house development of a Job Center Database used to track of costs associated with running a Job Center. This system automated several functions to include the development of required memorandums of understanding (MOU), resource-sharing agreements and infrastructure funding agreements. The system, along with Wisconsin's approach to MOU development, has garnered national praise. We were invited to showcase our system at three Department of Labor WIOA National Convenings. During the Washington D.C. Convening, Debbie Galloway of the DOL National Office told the audience that Wisconsin is the poster child for MOU development and consensus building. We are currently assisting several other states preview the system. One state has already adopted this, and others have said they may be adopting it.

WIOA funds Wisconsin's Youth/Young Adult, Adult, Dislocated Worker, and Rapid Response programs. The Trade Adjustment Assistance Act (TAA) funds the TAA Dislocated Worker program. Combined, Wisconsin received \$97,781,432 for the WIOA and TAA programs for the 2015 and 2016 program years. The table, below, provides the breakdown of funding by program and year.

| | Year | |
|----------------------|----------------------------------|----------------------------------|
| | 2015 (07/01/15 - 06/30/16) | 2016 (07/01/16 - 06/30/17) |
| WIOA programs | | |
| Youth/Young Adult | \$14,041,859 | \$13,268,135 |

| | | |
|--------------------|--------------|--------------|
| Adult | \$12,196,759 | \$11,524,695 |
| Dislocated Worker | \$12,610,582 | \$11,408,102 |
| Rapid Response | \$3,152,646 | \$2,852,026 |
| Sub-Total | \$42,001,846 | \$39,052,958 |
| TAA program | \$6,596,270 | \$10,130,358 |
| TOTAL | \$48,598,116 | \$49,183,316 |

Program Descriptions

The Youth/Youth Adult program is for individuals ages 14-24 who may face hurdles to a future of meaningful employment because of one or more life circumstances. The program offers eligible individuals a variety of services to help them prepare for and succeed in school and work environments. The Adult program is available to individuals who are at least 18 years of age, providing priority of service to individuals who are low-income or basic skills deficient. The WIOA and TAA Dislocated Worker programs help individuals who have been permanently laid off from employment carve out a path to quality re-employment.

Highlights

In September 2016, the BWT was awarded just over \$695,000 in federal funds to leverage technology and create intuitive and accessible tools to help career planners and job seekers make informed employment planning decisions. It is anticipated that the tools will be released for public use on or before September 2018. The project involves the following online tools:

- ◆ household budget developer
- ◆ self-sufficiency calculator
- ◆ resources database for common barriers
- ◆ career exploration and skill gap analysis
- ◆ training program locator
- ◆ action step widget
- ◆ electronic employment plan

Program Participants

- ◆ 6,611 new participants
- ◆ 2,865 entered training/education
- ◆ 191 Veterans
- ◆ 1,429 out of school youth

Outcomes

- ◆ 8,242 became employed as result of the programs (77.5%). This equates to 343 people gaining employment per month over the 24-month period.
- ◆ 4,812 credentials awarded (3,776 post-secondary education)

Success Stories

WIOA Adult

Matthew enrolled into the Windows to Work (W2W) program in July 2016. At the time of his enrollment, he was unemployed, on probation, and wasn't quite sure what he wanted to do for employment. While working with his case manager, Matthew quickly found employment; however, due to the company having to close, Matthew was once again without employment. In May 2017, Matthew attended a WIOA orientation to benefit from the services the program offers, and was primarily interested in the On-the-Job Training opportunity since he wanted a career rather than a job. After receiving a job lead from his career planner, Matthew applied for the position and received a call for an interview from the employer. On May 30, 2017, Matthew was hired and started working as a full-time Spooler Operator making \$15 per hour.

WIOA Rapid Response/Dislocated Worker

Alan is a CNC Machinist with experience in the setup and operation of CNC Machining Centers. He worked as a CNC Machinist for a manufacturer in Waukesha, and he enrolled in the WIOA program about a month after his last day of work in February 2017. He took this step following outreach and Rapid Response services that were offered to enable dislocated workers to transition to new employment quickly and successfully.

Alan's goal was to find a job in which he could feel a sense of accomplishment and feel like he was a valued part of a productive team. He worked closely with a WIOA Case Manager to establish goals, complete a quality resume, develop interviewing skills, and learn how to complete online applications and use email. He had not applied or interviewed for jobs since starting his career and he displayed a strong need for assistance in building basic job search skills. Alan continued to work closely with his WIOA Case Manager and he was referred to WOW WDI Employer Relations and featured in the WOW Factor in May. Efforts of the Employer Relations Team directly resulted in a dramatic increase in contacts and interviews for Alan.

Alan accepted a full-time Machinist position that meets his goals, and is earning \$16 per hour. He said the job "feels right" and is just what he wanted.

WIOA Youth

Joseph was a WIOA Dynamic Future student who came to the job center after he graduated from high school last year with no idea what he wanted to do with his future. He was a very motivated, hardworking young man who grew up working on his grandfather's farm, and enjoys working on vehicles. Joe shared that he is not interested in reading and found school challenging. He really wanted a job working with his hands and using his mechanical skills.

Joseph needed assistance with his resume, application skills and interviewing to prepare for employment. In addition, Joe never worked at a traditional job so he needed coaching on how to be a dependable employee by arriving on time, every day and taking instruction from a supervisor.

Joseph did very well at his interview with a manufacturer and when he went on the tour of the facility asked a lot of good questions as he had been instructed. He was hired to work in a work experience assignment at \$9 per hour as a maintenance intern assisting in putting together assembly lines with the hope that he would learn how they work and he could then troubleshoot

and repair the lines as necessary. He was hired on as a full-time employee at \$11.50 an hour and continues to take on more responsibility with the assembly line mechanics.

Nondiscrimination, Equal Opportunity, and Civil Rights Compliance

DET's Equal Opportunity (EO) Officer position was integrated into the newly created Governance and Compliance Section of the Bureau of Workforce Training (BWT). The EO Officer is responsible for ensuring WIOA compliance for the Division and DET- funded recipients and sub-recipients, including nondiscrimination and equal opportunity provisions and regulations. DET is required to annually monitor the compliance of WIOA recipients and sub-recipients to determine if the entities funded with WIOA Title I-financial assistance are conducting programs, services and activities in a nondiscriminatory manner. The successful integration of the EO Officer into the newly created section has allowed for better coordination of on-site monitoring visits, reports, follow-up, and provisions of technical assistance to funded recipients. During biennial period, the EO Officer completed the following activities:

- ◆ Completed 11 on-site monitoring review visits to monitor the civil rights compliance program of the Workforce Development Boards (WDBs);
- ◆ DET's Method of Administration (MOA) was submitted to the US DOL's Civil Rights Center in December 2016. The MOA is the State's Nondiscrimination Plan for ensuring the civil rights compliance of WIOA Title I-financial assistance programs administered through DET and its funded recipients and sub-recipients; and
- ◆ Updated the Division's Limited English Proficiency Plan to ensure language access and translation of vital documents are provided to Limited English Proficient (LEP) individuals.

Council on Workforce Investment

Program Summary

The Council on Workforce Investment (CWI) is the former Workforce Investment Act's federally mandated state-level advisory board to the Governor on the state's workforce activities. In March 2015, Governor Scott Walker issued Executive Order #152, which established a new state workforce board in compliance with WIOA. In addition to carrying out all the duties and functions required by WIOA, the Council is required to:

- ◆ Recommend strategies that align workforce development resources to support economic development, encouraging the development of career pathways that support high-demand industry sectors;
- ◆ Identify and implement best practices that will strengthen the Wisconsin Job Center system to support employer-driven training needs and encourage individual self-reliance; and
- ◆ Promote programs that increase the number of skilled workers and provide resources to all Wisconsin workers seeking work, including persons with disabilities and youth.

To best provide guidance and direction on achieving these duties and functions of implementing WIOA, the CWI oversaw the creation of the 2014-2018 state strategic plan.

In 2017, at the request of leadership and Council input, the CWI initiated a series of strategic planning sessions to gather input from stakeholders on how to make the CWI both more versatile and responsive to the changing needs of Wisconsin's workforce. The result was a newly reorganized

and restructured CWI. The initial oversized committees were replaced with four new committees: the Workforce Innovation and Opportunity Act Committee (WIOAC), the Partnership Development Committee (PDC), the Resource Alignment Committee (RAC), and the Strategic Initiatives Committee (SIC). The CWI's Executive Committee is the standing committee overseeing the subcommittees for strategic planning and the coordination and effective use of resources by local workforce boards and partners.

The 2014-2018 state's strategic plan helped guide the CWI and partner agencies in accomplishing the goals that were within their power and jurisdiction to accomplish. Now, as led by the Strategic Initiatives Committee, the CWI is currently undergoing the process of updating and creating the next state strategic plan to continue to align Wisconsin's workforce, education, and economic development systems and goals. This new plan is expected to be completed and approved in 2018.

Accomplishments Through 2017

The Governor's Council on Workforce Investment and workforce partners have achieved significant progress on the goals laid out by the state plan's strategic recommendations. Since the Plan's implementation, examples of successes include the following:

- ◆ Expanded youth career counseling and youth and adult apprenticeship programs.
- ◆ Development of work-based learning opportunities for youth.
- ◆ Financial incentives for entrepreneurs and targeted marketing to millennials have been initiated and augmented to attract and retain new businesses and workers.
- ◆ Launched an enhanced jobcenterofwisconsin.com and newly-created WisConnect, an intern-employer website, which will better connect businesses with prospective workers and publicize workforce opportunities for all.
- ◆ The legislature passed multiple bills expanding broadband access around the state, with efforts to increase broadband access yet ongoing.
- ◆ Planning efforts to introduce reporting of additional college and career readiness metrics on school accountability report cards.

Additional Subcommittees and Ad Hoc Committees

Minority Unemployment Task Force – The Governor's Task Force on Minority Unemployment was established in 2012 as subcommittee of the CWI by Governor Walker to coordinate efforts across agencies and programs with the goal of reducing minority unemployment in the Milwaukee area. The task force is co-chaired by Lieutenant Governor Rebecca Kleefisch and State Representative Jason Fields. During FY2017, the Task Force continued to develop solutions to Wisconsin's minority unemployment challenges, by coordinating efforts with partner agencies to discuss and develop best practices; engaging local employers in finding solutions to their workforce needs; bridging private sector/community-based partnership divides by encouraging further collaboration with DWD and the Wisconsin Department of Corrections; and supporting pathways to employment and career pathways through education and training. The Task Force is currently formulating official bylaws and a more permanent organization structure going to help guide their coordinated efforts going forward.

Wisconsin Agriculture Education & Workforce Development Council – This new advisory council was moved under the CWI's jurisdiction in mid-2017.

Office Veteran Employment Services

Program Summary

The mission of DWD's Office of Veteran Employment Services (OVES) is to "Advance Veterans into the workforce through targeted business engagement and effective employment services." The organization is comprised of two distinct groups of staff, the Local Veteran Employment Representative (LVER) and the Disabled Veteran Outreach Program (DVOP).

LVERs are now fully engaged within the Job Center Business Services team as members of the business service teams and promote veteran hiring to Wisconsin employers. They assist in the organization of veteran job fairs and the facilitate employer workshops that describe the value veterans bring to the workforce. The DVOP staff meet individually with veterans, conduct comprehensive assessments and develop individualized employment plans for each veteran. Using a case management approach, the DVOP staff track the veteran's progress toward employment.

Accomplishments 2015-2017

- ◆ By June 30, 2016
 - 2,298 veterans with significant barriers to employment received individualized employment services by DVOP Staff. These services included a comprehensive assessment along with an employment plan.
(based on VETS200 A 7/26/2016)
 - OVES met or exceeded all required 13 negotiated performance standards set by the Department of Labor Veterans Employment and Training Service as of June 30, 2016.
- ◆ By June 30, 2017
 - 988 veterans with significant barriers to employment received individualized employment services. These services included a comprehensive assessment along with an employment plan
(With the implementation of WIOA on July 1, 2016 no performance data is yet available from DOL ETA Reports)

OVES Partnerships

- ◆ Veterans Rehabilitation and Employment Services
 - DVOP staff provide case management support to veterans completing training sponsored by the Veterans Administration's Vocational Rehabilitation Chapter 31 Program. An intensive service coordinator is stationed at the VA Regional Office in Milwaukee to coordinate referrals to DVOPs in the field. Once the disabled veteran is near the completion of the training a referral is made to the DVOP and the services necessary are provided.
 - Incarcerated Veteran Re-entry Services
 - A MOU was developed with the Department of Corrections, the DWD and the Wisconsin Development of Veterans Affairs
 - As part of the MOU, DVOP staff provide employment services for incarcerated veterans 60 days before release from prison. DVOP staff conduct a comprehensive assessment, provide job seeking assistance and develop an employment plan.

- WiscJobsforVets
 - Wisconsin state agencies are by law encouraged to increase efforts to hire qualified disabled veterans with a service-connected disability of 30 percent or more. OVES DVOP staff promote this opportunity while conducting outreach and working within all Wisconsin Job Center locations. OVES DVOPs referred disabled veterans for positions with state agencies. During the period October 2016 to August 2017, 28 disabled veterans entered employment with Wisconsin state agencies with average wage of almost \$23 per hour.
- VETS IN Piping and Helmets to Hardhats
 - OVES DVOP staff actively recruit training candidates for the Veteran's in Piping and Helmets to Construction program. Both are training paths that can lead veterans to successful careers.
- Business Services within Workforce Development Areas
 - Local Veteran Employment Representatives are integrated within each Workforce Development Area and they serve on the business service teams. LVERs work with Job Centers to organize and facilitate career fairs and other recruitment events. LVERs meet with employers to promote the use of employer services available on Job Center of Wisconsin and in the Wisconsin Job Center.

Bureau of Workforce Information and Technical Support

Program Summary

The Workforce Information and Technical Support Bureau (WITS) provides workforce and economic data and analytics to users, both internal and external. The bureau consists of two sections: the Labor Market Information Section and the Office of Economic Advisors (OEA). The two sections work hand-in-hand to provide workforce and economic data and analytics to a whole host of users, both internal and external.

Fully funded by the federal government through the Employment and Training Administration and the Bureau of Labor Statistics, WITS produces detailed, objective information on employment, unemployment, job creation, and projections of industry and occupational jobs by titles. WITS provides information that is critical to the allocation of federal funds nationwide and locally. The information also provides baseline necessary to evaluate workforce development program outcomes.

In the last two years, WITS focused on improving the public's understanding of and the accessibility of the labor market information it gathers and analyzes and began work with other divisions, agencies, and community stakeholders to improve access to the labor market data.

Accomplishments

In this biennium, several WITS projects were undertaken to meet the needs of and align with the Wisconsin Department of Workforce Development strategic plan and assist its partners in progressing the state's workforce development system. Highlights of these projects are listed below:

- ◆ The bureau worked to develop a new website titled WisConomy, which launched in September 2017. WisConomy is DWD's upgraded labor market information system access point. WisConomy features a mobile friendly design that allows users to access advanced

query tools to create personalized reports and visualized data and features economic analysis and employment projects. New integrations provide the opportunity for a user to interact with the data from a visual perspective and created an enhanced user-friendly experience with the labor market information from a single application. The new site is replacing WORKnet, the home for accessing labor market data for over a decade.

- ◆ Provided analytical and technical support for and authored the Wisconsin 2015 RN and 2017 LPN Workforce Report to the legislature.
- ◆ Presented LMI information at a wide range of events, requested by partners, employers, associations, etc.
- ◆ Held conference with workforce development stakeholders (WDA, Educators, Private businesses) to demonstrate the uses of WITS capabilities.
- ◆ Participated in community outreach activities to identify needs to better serve the business community of Wisconsin.
- ◆ Provided technical support to the state universities and technical colleges and (on their behalf) successfully advocated for a change in the SOC codes to enable the colleges to appropriate track and link education courses to successful job placements.
- ◆ Designated Targeted Employment Areas and provided certification letters to potential new business and development grants.
- ◆ Provided demographic and workforce characteristics to help existing Wisconsin businesses and new businesses considering expanding and locating in Wisconsin.
- ◆ Provide data to Rapid Response program to assist with re-employment of at-risk employees.
- ◆ Provided monthly Veterans employment information to the Office of Veterans Affairs.
- ◆ Provided Employer mailing lists to the UI Labor Law Clinics.
- ◆ Assisted the Wisconsin Youth Apprenticeship Program in identification of industries that may benefit from participation in the Apprenticeship Program.
- ◆ Produced local wage information using Electronic Data Systems software to meet the need of employers and job seekers.
- ◆ Worked with UI to streamline the electronic data exchange between the two divisions.
- ◆ Worked with Workforce Development Boards (WDBs) to identify industry trends as a result of WDB funding decisions.
- ◆ Calculated Workforce Development Area (WDA) funding allocations.
- ◆ Collaborated with Job Service to assess worker skill sets and highlight specific careers and related occupations using LMI data.
- ◆ Maintained and updated the Workforce Information Database.

Bureau of Job Service

Program Summary

The Bureau provides high-quality public labor exchange and targeted program services to incumbent workers, job seekers and employers. These services are provided through multiple service access points:

- ◆ In person via 26 Job Centers located throughout the state;
- ◆ Over the Internet via JobCenterofWisconsin.com;
- ◆ Via a locally staffed, statewide, toll-free call center with agents staffing five service areas (Job seeker, Employer, WorkKeys, Re-employment Services and Trade Act/TAA);
- ◆ Through outreach services in other locations throughout the state, including schools, libraries, non-profit organizations and other community partners; and
- ◆ Through social media tools such as Facebook, LinkedIn, Twitter and targeted e-mail blasts and communication.

Major Job Service programs include:

- ◆ Wagner-Peyser funded activities (the Public Labor Exchange) Job Center resource room assistance and job readiness workshops
- ◆ Career counseling and career development
- ◆ Assessment testing and skills analysis:
 - Hard skill testing through WorkKeys
 - Work readiness certification through the National Career Readiness Certificate (NCRC)
 - Career exploration
 - Soft skills
- ◆ Business services:
 - Specialized recruitment assistance
 - Individual employer assistance; application screening, specialized recruitments; identification of employer needs
 - Job order assistance
 - Call Center-based assistance
 - Job fairs and Career Expos
- ◆ Migrant Seasonal Farm Worker (MSFW) outreach
- ◆ Re-employment Services (RES) which provide specialized services for unemployment insurance (UI) claimants to help them return to work
- ◆ Trade Adjustment Act/Assistance, which provide re-employment and training services specifically for workers who have been dislocated due to foreign competition.

Accomplishments 2015-2017

Business Services – DWD built upon the updated and refreshed version of the JobCenterofWisconsin.com website. Systems within JobCenterofWisconsin.com, were enhanced and streamlined for both job seekers and businesses, providing a much broader range of information and program services available to both groups. Some statistical data from that time-period included the following:

- ◆ 21,200 new employer registrations that included at least one job posting.
- ◆ At least 370,298 job orders posted.
- ◆ More than 813,200 job openings associated with job orders were posted.

Additional business services provided during this period included:

- ◆ In-depth WorkKeys/National Career Readiness Certificate testing for business customers.

- ◆ ACT job profiling services for business customers.
- ◆ Coordination of a wide range of specialized services to businesses, including assistance with registration, job order processing, career fair/expo involvement, tax credit assistance, OJT, on-site recruitment facilities and applicant-pre-screening services.
- ◆ Development of an Energy Industries page that was released in Program Year (PY) 2015, and the Health Care page that was released in PY 2017.

Job Seeker Services – This biennium was also a very active time for job seekers.

- ◆ Job seeker registrations on JCW totaled 422,335.
- ◆ Job Service coordinated job fairs and career expos throughout the State. Five large-scale Career Expos were held over the biennium. These Career Expos included applicant pre-screen preparation for event admission. Over 150 additional large and medium-scale job fairs were held throughout the State, as well as hundreds of individualized employer recruitments held at Job Centers attracting tens of thousands of job seekers.
- ◆ Job Service continued to provide a vast array of job seeking workshops throughout the state, with topics that ranged from computer literacy, social media, resume development, and application/interviewing skills, to in-depth Career Counseling activities, addressing employment barriers, and events focusing on Job Seeker success.
- ◆ Job Service staff assisted over 577,100 individuals in Resource Rooms across the state.

Job Service Social Media

- ◆ The JCW Facebook page has many active users and 11,544 “likes.”
- ◆ JCW has 2,557 Twitter followers.
- ◆ Job Service continues to conduct social media workshops in our Job Centers.

Trade Adjustment Assistance (TAA) – In the last two years, Job Service has worked very closely with UI (Trade Readjustment Allowance -TRA) program), DET/Bureau of Workforce Training (Dislocated Worker and Rapid Response programs), and local workforce boards to improve coordination, training, communications, reporting and co-enrollment.

- ◆ Worked with the Technical College System to support Wisconsin's various TAA Community College Career Training grant efforts (TAACCCT). Job Service promoted their new targeted training programs, and supported development of their websites through survey participation and design feedback.
- ◆ Developed new processes and forms to implement the "Trade Reauthorization Act of 2015" of the TAA program's services and benefits package, while maintaining 2009 Law and 2011 Law versions.
- ◆ Certified 45 new companies as trade-eligible for PY15 and PY16. Job Service staff routinely assist customers affected by 160 different trade-certified companies.
- ◆ Continued to service participants from 2009, and 2011 law versions of the TAA Program service and benefit packages.
- ◆ Wisconsin mirrors the nationwide trend of decreased petitions being submitted and approved as 2015 program provisions reduced the eligible target group to the

manufacturing sector only. As of June 30, 2017, statewide active caseload count was 1,026 customers (as reported on the TAPR).

Re-Employment Services (RES) Program – This biennium was a time of great innovation for the Re-Employment Services (RES) program. The RES program was re-designed to provide greater efficiencies, and some highlights included:

- ◆ All eligible claimants completed an assessment and viewed online orientation materials that provided an overview of various services and resources available.
- ◆ Claimants began to be referred to appropriate services based on assessment results.
- ◆ Claimants required to participate for in-person services accessed new functionality that allowed them to self-schedule for these services at a convenient location, date and time. This improved self-scheduling has increased our show-rates up to 82%, and has made Wisconsin's program a model for other states.
- ◆ The program saw 57,510 required RES participants with 41,859 completing their requirements.

Career Counseling Services

- ◆ Career counselors have held 5,329 counseling sessions specifically for the RES program and general job seekers.

Assessment Testing – KeyTrain / WorkKeys / National Career Readiness Certificates

- ◆ Job Service continued strong local partnerships with a variety of workforce partners and school systems to continue operation of Wisconsin's National Career Readiness Certificate program. Job Service awarded 2,201 National Career Readiness Certificates (NCRC), including 358 Bronze, 1,247 Silver, 583 Gold, and 13 Platinum.
- ◆ Conducted regular weekly testing for several employers throughout Wisconsin.
- ◆ 19,989 new customers were granted access to KeyTrain, a pre-assessment online learning tool. These customers have passed 19,993 pretests.
- ◆ 1,774 customers passed various ACT Career Ready 101 soft skill assessments.
- ◆ Scheduled, proctored, and monitored 8,681 WorkKeys tests: 2,576 Reading; 2,551 Math; 2,576 Locating Information; and 879 other WorkKeys Tests.

Other Testing / Assessments

- ◆ WISCareers had over 13,000 active users and Career Cruising had over 17,000 active users during 2015-17.
- ◆ Job Service staff administered thousands of assessments including typing proficiency and basic aptitude of Microsoft software using TapDance Live.
- ◆ Skill Explorer, My Skills/My Future, and My Next Move assessments continue to be used by job seekers throughout the state for career and education exploration.

Cross Agency Partnerships

- ◆ The Bureau of Job Service has partnered with Wisconsin Department of Corrections to allow inmates nearing release the ability to access various assessment and career exploration tools to better prepare them for the job market.

Staff Development

- ◆ Job Service staff planned and conducted numerous trainings and spoke at conferences geared toward job seekers, employers and workforce system staff. These events have included career expos, Job Center roundtables, Labor Law clinics, Friday Fundamental information calls, and presentation at membership events (e.g., Chambers of Commerce).
- ◆ The Bureau, in partnership with other bureaus, planned and hosted the 2nd WIOA Roundtable in May 2017. Over 500 WIOA partners, staff, stakeholders, state Workforce and CWI members, attended this successful and informative event.
- ◆ Staff training included business services, KeyTrain, WorkKeys proctoring, promoting and using social media, WorkKeys 101, TAA, RES/REA, numerous call center trainings and more.
- ◆ All Job Service staff participated in team building events via four regional staff visits, held annually.

Notable Events/Activities

- ◆ Career Expos in Milwaukee, and Green Bay, were large-scale events including employers and job seekers. These events included prescreening of candidates and workshops to help job seekers come prepared.
- ◆ Job Service has participated locally and statewide in a variety of Tribal meetings, outreach activities and planning events. At the current time, discussions are ongoing to enhance the JCW system including a database mechanism for tribes to track their tribal member usage. This effort is also being done in collaboration with the Department of Transportation as they consider ways to better inform tribal members of highway projects in tribal areas, so that better recruitment efforts can be done.
- ◆ Several Job Service locations added new workshop content, including new computer literacy curricula, English and Spanish seminars to educate customers on our electronic labor exchange tool, resume review and mock Interview events.
- ◆ Several areas started providing networking groups at public libraries.
- ◆ Job Service staff assisted with 1,419 Rapid Response events throughout the State.
- ◆ Implemented enhanced strategies to serve the ex-offender population, including the development of new information and links through our state labor exchange system.
- ◆ Trained all Job Service TAA staff on the current adult apprenticeship program services in Wisconsin. TAA program currently allows funds to support eligible customers with their apprenticeship classroom training costs.
- ◆ Several areas have conducted high school workshops and informational programs to educate students about Workforce Development programs and services.
- ◆ Staff have improved the content and delivery methods for pre- and post-season meetings in support of our Statewide Migrant Seasonal Farmworker programs.
- ◆ Our JCW system implemented an additional industry specific website page focusing on Health Care.
- ◆ Job Service planned and implemented Labor Law clinics for employers, throughout the State, every month.
- ◆ Job Service is a strong participant in the WIOA legislation. The change to WIOA includes technology changes, Federal reporting changes and strengthens partner relationships.

Division of Vocational Rehabilitation

Mission

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

DVR serves:

- ◆ Individuals with disabilities, assisting them to maximize their employment opportunities by helping them develop the skills that today's businesses are seeking in the workforce of the future; and,
- ◆ Business owners, providing the talent of qualified job seekers with disabilities and helping them achieve a better bottom line.

We Value

- ◆ Enabling the individual with a disability to increase their self-sufficiency through education and employment.
- ◆ Community partners and collaborators who share the expectation to increase individual self-sufficiency through education and employment;
- ◆ Competent employees and colleagues who are knowledgeable in rehabilitation and committed to serving individuals with disabilities to increase their self-sufficiency and employment;
- ◆ DVR leaders who demonstrate the commitment, knowledge and experience to lead the program and employees to increase education and employment opportunities with persons with disabilities; and
- ◆ Sound fiscal and administrative practices that support all DVR personnel, community partners and individuals with disabilities to achieve self-sufficiency and employment.

Program Summary

DVR operations are located throughout Wisconsin, including within many Job Centers, as well as in our central administrative office in Madison.

DVR's primary services for job-seekers with disabilities are:

- ◆ Career guidance and counseling
- ◆ Disability and employment assessment
- ◆ Job search and placement assistance
- ◆ Information and referral services
- ◆ Transition to work services for students with disabilities in high school
- ◆ Employment service support for persons with severe disabilities includes:
 - Time-limited, on-the-job supports
 - Vocational and other training

- Rehabilitation technology
- Occupational licenses, tools, and other equipment
- Assistance in small-business plan development

DVR's key services include vocational rehabilitation counseling, employment and training services, and assistive technologies. All services are developed in collaboration with the job seeker and written into an Individualized Plan for Employment (IPE). At any given time, more than 15,000 individuals with disabilities are actively participating in an employment plan with DVR. Under the federal Workforce Innovation and Opportunity Act (WIOA), DVR has increased services to students with disabilities. Further WIOA initiatives include providing services to individuals currently working in or seeking subminimum wage employment. DVR counselors and case coordinators deliver team-based services, drawing on the expertise of all team members to most effectively meet the needs of each job seeker with a disability.

DVR's primary services for businesses are:

- ◆ Recruitment of pre-screened and qualified applicants
- ◆ Retention strategies for employees with disabilities
- ◆ Access to financial incentives for hiring qualified applicants with disabilities
- ◆ Assistance to increase accessibility of the businesses' products and services for both employees and customers
- ◆ Education for managers and staff related to disability and employment

DVR works with Wisconsin businesses, assisting them to effectively recruit, hire, and retain workers with disabilities. Examples include:

- ◆ Wisconsin DVR has nine Business Services consultants who develop relationships with Wisconsin businesses and help them to recruit, hire, and retain people with disabilities.
- ◆ DVR partners with businesses to provide customized training programs to meet the needs of businesses and DVR job seekers. For example, in 2016, DVR assisted Larson Companies in developing an eight-week, in-house hospitality training program for individuals with disabilities. This training program provided participants with the training necessary to acquire employment in the hospitality industry. Larson Companies' development of this program earned them the prestigious Wisconsin Job Honor Award in 2016.
- ◆ DVR staff are a part of business services teams in all of Wisconsin's 22 Comprehensive Job Centers. Along with DVR staff, these teams include partner agencies who work toward the common goal of connecting businesses with qualified job candidates.

As of 2017, administrative oversight of Project SEARCH program operations has transitioned to DVR. As all participating interns are DVR consumers and DVR already had an active management

role in Project SEARCH, both DWD and DHS agreed that aligning administrative functions under DVR would result in greater efficiencies as Wisconsin continues to create more opportunities for employers and interns to participate in this program.

Through a partnership with the Council of State Administrators of Vocational Rehabilitation (CSAVR), DVR is an active partner in a National Employment Team (NET). The NET offers a coordinated vocational rehabilitation agency approach to serving multi-state and national businesses by providing employer development, employee recruiting assistance, and business consulting in support of hiring and retaining qualified employees with disabilities.

Accomplishments

Thousands of job-seekers with disabilities in Wisconsin became employed as a result of DVR services while thousands more applied for DVR services, as illustrated in the table below.

| DVR Outcomes Data | SFY 2016 | SFY 2017 |
|--------------------------------|-----------------|-----------------|
| Applicants for services | 14,122 | 12,919 |
| Successful Employment outcomes | 4,699 | 4,455 |
| Average hourly wage | \$12.69 | \$13.11 |
| Average hours worked per week | 26.8 | 26.1 |

A low unemployment rate and economic improvements over the biennium have contributed to decreases in DVR's number of applicants and successful employment outcomes between 2016 and 2017, as people with disabilities are more likely to locate and successfully maintain employment without the assistance of DVR services under these conditions. Also contributing to the reduction in successful closures is the WIOA requirement that DVR serve more youth with disabilities. By bringing in more students at an earlier age, the average length that a case is open has increased, causing closures to decline.

- ◆ Since the beginning of the biennium, the number of active sites participating in Wisconsin Project SEARCH grew from 13 during the 2015-16 school year to 17 in the 2016-17 school year. This year, seven new sites have launched Project SEARCH programs.
- ◆ Wisconsin ranks in the top 10 states for the percentage of people with disabilities who are employed in the state, according to the 2016 Annual Disability Statistics Compendium. More than 144,800 civilians – representing 41 percent of people with disabilities age 18 to 64 in Wisconsin – were employed in 2015, according to the study published by the Institute on Disability at the University of New Hampshire. Wisconsin moved up six spots to 10th from 16th in the previous compendium. Wisconsin outpaced the national rate of 34.9 percent and was ahead of numerous Midwest states including Indiana, Michigan, and Ohio.
- ◆ DVR contracted with the University of Wisconsin–Whitewater (UWW) to provide WIOA-required outreach and information on DVR services to all 6,600 employees currently working for subminimum wage in Wisconsin. Those in their first year of employment at subminimum wage received outreach and information from UWW twice this year per WIOA requirements.

- ◆ DVR has an increased their role in providing transition services to students with disabilities. Under WIOA, 15 percent of federal VR funds must now be used for pre-employment transition services (Pre-ETS). In Wisconsin, DVR is required to fund approximately \$9.7 million per year in Pre-ETS.
 - DVR surpassed its spending goal in 2016, and is on target to surpass its goal again in 2017.
 - DVR has achieved this by expanding summer youth programs to serve all Workforce Development Areas (WDAs), starting pilot programs in several WDAs for potentially eligible youth, and working on a pilot program for youth with significant barriers to employment requiring wrap-around services.
 - DVR increased number of students served for the biennium by over 3,000.

In 2014, Wisconsin was selected by the US Department of Education as one of six sites for a five-year, \$32.5 million federally-funded pilot program called Wisconsin Promise, aimed at improving education and career outcomes for low-income children with disabilities who receive Supplemental Security Income from the Social Security Administration. DVR is partnering with several other state agencies and additional partners to coordinate services to youth and their families. Since April 2014, Wisconsin Promise has enrolled 2,024 youth/families, with 1,018 of those being randomly assigned to receive Wisconsin Promise Services. This number met the full enrollment goal as outlined in the program objectives.

As of June 28, 2017:

- ◆ 553 family members and 406 Wisconsin Promise youth already have, or have had paid work while participating in the program.
 - **Family Members:** 698 total jobs; 516 active jobs with an average of 30 hours per week at an average of \$12.42 per hour.
 - **Youth:** 643 total jobs; 215 active jobs with an average 19 hours per week at an average of \$8.47 per hour.

To compare, at the time of Promise enrollment:

- ◆ 302 family members and 16 Wisconsin Promise youth were working when they enrolled in Wisconsin Promise
 - **Family Members:** 315 total jobs with an average of 34 hours per week at an average of \$12.19 per hour.
 - **Youth:** 17 total jobs with an average 14 hours per week at an average of \$7.68 per hour.
- ◆ Relationships with Wisconsin tribes have been an important component of vocational rehabilitation services for job seekers with disabilities who are also tribal members. Wisconsin has four federally-funded Tribal Vocational Rehabilitation programs; Great Lakes Inter-Tribal Council, Oneida, Lac Courte Orielles, and Menominee. DVR has cooperative agreements and close collaborative working relationships with these programs, and regularly conducts joint training with Tribal VR, such as Motivational Interviewing and Trauma-Informed Care trainings. Tribal members with disabilities can receive services from DVR, Tribal VR, or both programs to increase opportunities for vocational success and economic self-sufficiency.

- ◆ Wisconsin DVR, along with our workforce development partners, have worked to implement the Workforce Innovation and Opportunity Act (WIOA) since July 2014. There are several key components and responsibilities for vocational rehabilitation agencies under WIOA:
 - Serve youth with disabilities earlier in high school.
 - Expand services to businesses who want to recruit and hire job seekers with disabilities.
 - Outreach to individuals with disabilities who currently participate in employment at a sub-minimum wage in a non-integrated setting.
 - Partner with other WIOA elements to develop a statewide workforce development plan, participate on the state's workforce investment council, and report on common performance measures.
- ◆ DVR and its workforce partners have collaborated to create a seamless, customer-focused, one-stop delivery system that integrates service delivery across all programs and enhances access to the program's services.
 - DVR has met with its workforce partners and workforce development boards to provide information and tools to assist in developing memorandums of understanding, resource sharing agreements, infrastructure funding agreements, and cost allocation plans.
 - DVR is meeting with its workforce partners to develop policy and procedure on common intake and data integration.
- ◆ In order to meet WIOA requirements, DVR has made extensive modifications to its case management system to track and report required data to the federal Rehabilitation Services Administration (RSA) including 178 new data elements relating to performance measures. DVR has also created or modified several technical specifications, the policy manual and guidance pieces, and provided multiple trainings to service providers and staff.

Division of Unemployment Insurance

Mission

Advancing Wisconsin's economy and business climate by providing stability to Wisconsin communities, employers, and workers.

Program Summary

- ◆ Works with the Division of Employment and Training to provide robust re-employment services to workers who have lost their jobs.
- ◆ Determines eligibility and pays benefits to claimants under state and federal programs and requirements.
- ◆ Manages the Unemployment Insurance (UI) Trust Fund.
- ◆ Collects UI taxes from approximately 137,000 Wisconsin employers.
- ◆ Assures integrity of benefit payments and tax collections.
- ◆ Manages the department's Labor Law Clinic program, which provides employers with information about the laws administered by the department.
- ◆ Takes an active role in influencing federal UI policy decisions.
- ◆ Provides continuing outreach to employers and potential claimants by explaining the UI law and describing administrative procedures.
- ◆ Works with the Unemployment Insurance Advisory Council to update state Unemployment Insurance statutes every two years.

Accomplishments 2015-2017

Benefit Operations Bureau

The Benefit Operations Bureau (BOB) administers all Wisconsin UI benefit payment programs through an integrated network of help centers, processing UI claims and investigating and resolving eligibility issues. It also administers and coordinates Wisconsin's New Hire Reporting program. It is responsible for benefit fraud and overpayment detection and investigation.

Accomplishments

- ◆ The division distributed \$1 billion in UI benefits over two years. A summary of this activity is shown in the table below:

| | CY 2015 | CY 2016 |
|--|----------------|----------------|
| Number of Claimants Paid | 197,070 | 168,006 |
| Amount of Benefits Paid | \$591,311,539 | \$495,525,338 |
| Number of UI Initial Applications | 428,188 | 371,490 |
| Number of Weekly Claims Processed | 2,572,886 | 2,086,872 |
| *Number of Disputed Issues Resolved | 246,860 | 247,078 |

**The number of disputed issues resolved only includes the department staff workload. In CY 2015/2016 the department staff also processed 105,227 informal decisions and 181,200 system generated decisions.*

- ◆ The division deployed key enhancements to online services. These enhancements provide more opportunities to file fast, accurate claims online through a mobile-friendly system. Building off previous successes with online initial claims and inquiry enhancements in 2014, the division dramatically improved the online weekly claims application in 2016 and introduced the online weekly claim application in Spanish in 2017. This is paving the way for the full retirement of the antiquated telephone filing system in 2017.
- ◆ In 2015, DWD implemented online re-employment services to UI claimants seeking work. Wisconsin was awarded the Full Employment Award by the American Institute for Full Employment in recognition of our efforts to integrate the unemployment insurance program with the state's re-employment services.
- ◆ The division implemented pre-employment drug testing provisions for certain individuals receiving UI benefits to help claimants address underlying barriers preventing them from being work-ready and move from government dependence to true independence.
- ◆ 444,092 written initial determinations of benefit eligibility were issued by the division during the 2015-16 biennium.
- ◆ The division implemented several strategies to reduce improper payments, one example being IP address blocking, implemented in February 2017. If a claimant attempts to file an initial or weekly claim from a foreign IP address, the system will not permit them to do so. This strategy reduces improper payments, as claimants are not considered available for work in the week in which they are located outside of the United States or Canada for more than 48 hours, and thus not eligible for UI benefits.
- ◆ The number of work search audits conducted by the division dramatically increased. 16,747 work search audits were conducted in 2016 resulting in 3,196 decisions in which work search requirements were not being met. This resulted in the detection of \$1.5 million in overpaid benefits.
- ◆ Former law enforcement professionals were hired as fraud investigators to investigate and prepare fraud cases for criminal referral.
- ◆ Wisconsin partnered with several states as well as the USDOL-OIG to combat organized identity thieves and UI scams. Wisconsin secured federal funding to implement identity verification and eliminate fraud.
- ◆ In CY 2015/2016, DWD conducted 14 labor law clinics, 32 small employer presentations, and 23 Friday Fundamentals (web-based labor law trainings) to teach employers about their rights and responsibilities under Wisconsin law.
- ◆ In CY 2015/2016, UI participated in 123 Rapid Response sessions to employers and employees facing potential layoffs throughout the state to help ease their transition.
- ◆ The division established \$25,263,070 in overpayments in CY 2015, including \$13,384,998 due to fraudulent activities, and established \$17,557,952 in overpayments in CY 2016, including \$8,655,187 due to fraudulent activities.

Bureau of Legal Affairs

The Bureau of Legal Affairs (BOLA) has five primary functions:

- ◆ Provide legal advice and services to the UI Division BOLA attorneys, represent the UI Division in court cases involving unemployment insurance tax issues, remain involved with legal

proceedings to collect delinquent UI taxes and benefit overpayments, and represent the department's position on statutory interpretation.

- ◆ Administer the UI appeal and hearing process. BOLA operates four hearing offices in Madison, Milwaukee, Appleton, and Eau Claire. Each hearing office has a staff of Administrative Law Judges (ALJs) that hold hearings on appeals from unemployment benefit and tax determinations.
- ◆ Combat worker misclassification through education of employers and workers, as well as a robust program of worksite misclassification investigations.
- ◆ Conduct policy research and analysis on significant issues affecting the UI program and determine the effect of proposed UI law changes on the UI Trust Fund and program administration.
- ◆ Provide support and services to the Unemployment Insurance Advisory Council (UIAC). This 10-member council, appointed by the Secretary of the Department of Workforce Development, considers proposed law changes and sends an agreed-upon bill to the Wisconsin State Legislature each legislative cycle.

Accomplishments

- ◆ In 2016, the division streamlined the appeals process by providing claimants the ability to file an appeal online and view unemployment benefit determinations online.
- ◆ BOLA investigative staff conducted 789 field investigations resulting in 2,285 workers properly reclassified as employees and 237 referrals to the Field Audit Section. Over \$990,000 in tax and interest was assessed during the biennium. On average, each tax audit conducted as a result of a referral by BOLA investigators has yielded 9.6 misclassified workers and an additional \$4,178 in unpaid UI taxes, or approximately \$433.32 per misclassified worker.
- ◆ The worker classification website had 36,177 hits from unique internet protocol addresses during calendar year 2016. The website yielded 97 tips during the biennium, which have resulted in 82 misclassification investigations.
- ◆ The department produced informational videos to educate employers on how to properly classify workers in Wisconsin for UI tax purposes and posted them on the department's worker classification website.
- ◆ Five bills related to Unemployment Insurance law were enacted during the 2015 – 2017 biennium. Highlights of those bills include:
 - Established a voluntary program for employers to report anyone who fails or refuses to take a pre-employment drug test that is a condition of the offer of employment. If the individual is found to be claiming benefits, they have the option of enrolling in a state-sponsored substance abuse treatment program which helps claimants address these underlying barriers to employment.
 - Increased the civil penalty for concealment (benefit fraud) from 15% to 40% of a fraudulent overpayment.
 - Established statutory authority to intercept federal income tax refunds to allow recovery of tax debts from employers and personally liable individuals under the Treasury Offset Program in conformity with federal requirements.
 - Created new administrative and criminal penalties for employers who intentionally misclassify workers as independent contractors.

For more information on reforms made to Wisconsin's UI program over the biennium, including additional information on the activities of the UIAC, please visit:

<http://dwd.wisconsin.gov/uibola/uiac/>

- ◆ In CY 2015/2016, more than 175 UI fraud cases were referred for prosecution.
- ◆ BOLA attorneys defended appeals by employers and shareholders liable for delinquent unemployment insurance taxes. The department processed nearly 425 appeals in CY 2015 and nearly 339 appeals in CY 2016. The department again reduced the number of pending tax appeals during the biennium from 280 on June 30, 2015 to 168 on June 30, 2017. The time employers received an appeal hearing was expedited during this biennium.
- ◆ BOLA sought to prevent the bankruptcy discharge of fraudulently obtained UI benefits in nearly 530 cases during the biennium, which represents more than \$3 million of fraud overpayments and penalties.
- ◆ BOLA surpassed Lower Level Appeal Timeliness Federal standards as demonstrated in the table below:

| Appeal Timeliness Standard | | | |
|-----------------------------------|------------------------|--|--|
| | Total Caseloads | Decisions Issued Within 30 Days | Decisions Issued Within 45 Days |
| State Fiscal Year 2016 | 18,579 | 77.4% | 95.6% |
| State Fiscal Year 2017 | 16,547 | 76.0% | 96.2% |
| Federal Standard | | 60% | 80% |

Bureau of Tax & Accounting

The Division of Unemployment Insurance (UI) Bureau of Tax and Accounting (BTA) has four units that are the core of UI accounting:

- ◆ **Accounting and Finance** - Acts as the accounting unit for Wisconsin's Unemployment Reserve Fund. Accounts for all financial activity including employer tax payments, claimant benefit disbursements, bank accounts, federal UI Trust Fund accounts, and financial statement preparation and reconciliation.
- ◆ **Employer Service Teams** - Provides a single point of contact for employers concerning tax issues. The Employer Service Team investigates and issues determinations regarding business transfers and coverage of employers under the UI law; establishes and maintains employer's tax rates; and processes employer's account adjustments, refunds, and voluntary contributions.
- ◆ **Collections** - Collects delinquent UI contributions (employer taxes), penalties, interest, and benefit overpayments (from overpaid claimants). Recovery through various collection methods is pursued for all debts. These methods include obtaining both voluntary payments and payments through legal collection remedies.
- ◆ **Field Audit** - Administers a comprehensive auditing program that conducts routine periodic field audits and other special investigations of employers' records: to ensure proper reporting and compliance under the UI law; to achieve a balanced tax program that will safeguard the integrity of the UI Trust Fund; to ensure that the tax provisions of the law are equitably enforced; and to educate the employer community as to their rights and responsibilities under the law. Works with BOLA on misclassified worker projects.

Accomplishments

To respond to customer preference for greater self-service and the convenience of online resources, starting January 2016 claimants had greater access to 1099-G tax information, where they could conveniently access and print the form for their records.

- ◆ BTA won the U.S. Department of Labor's Tax Performance System Review Award for Best Tax Operation in the large state category. This award was made possible because of a team effort to create a bureau of excellence.
- ◆ In 2015, electronic payments from employers totaling \$1.0 billion were processed, and in 2016 \$800 million. Employers also paid approximately \$4.8 million in CY 2015 and \$4.0 million in CY2016 in installment payments for delinquent taxes.
- ◆ In 2017, 89% of employers filed quarterly tax reports online and 91% of wage records were filed online. The continued reduction of paperwork shows that employers are increasingly technologically equipped and our online services are meeting employer needs.
- ◆ BTA's accounting unit provided the UIAC extensive financial analysis for UI Trust Fund solvency.
- ◆ The Employer Service Team's new status determinations were 13,972 for CY 2015, and 13,829 for CY2016.
- ◆ Department of Labor standards states that 70% of determinations must be issued within 90 calendar days from the end of the quarter in which the employer became subject. The division's timeliness was 85.95% in CY 2015 and 86.01% in CY 2016, exceeding the federal standard. Business transfer determinations were 1,228 for CY 2015 and 1,208 for CY 2016.
- ◆ Benefit overpayment collections totaled \$38.5 million for CY 2015 and \$32.9 million for CY 2016.
- ◆ Benefit overpayment collections has been using tax intercepts as an effective collection tool. The federal tax intercept, known as the Treasury Offset Program (TOP), resulted in over \$9.8 million in collections in CY 2015 and \$7.6 million in collections in CY2016. UI has collected over \$61.3 million since the TOP began in 2011. A similar program with the Department of Revenue resulted in over \$3.7 million in collections CY2015 and over \$3.0 million in collections in CY2016, as well as over \$32.0 million in collections since in 2011.
- ◆ Employer delinquent taxes collected were over \$32.4 million in CY2015 and over \$29.0 million in CY2016.
- ◆ The successful TOP program was expanded to include delinquent employer taxes in the 2015-2016 legislative session. The program was implemented in time for the 2017 tax season. Its implementation resulted in an increase of voluntary repayments of over \$300,000 as well as nearly \$500,000 in tax intercepts in 2017.
- ◆ The Field Audit Section determined that \$34.3 million and \$53.6 million of taxable wages were underreported in CY2015 and CY2016 respectively. This finding resulted in additional taxes of \$1.4 million and \$1.9 million.
- ◆ The number of new workers identified as misclassified was 6,340 in CY2015 and 8,615 in CY2016. The effort to identify and properly classify workers is collaboration between Audit and BOLA investigative staff and the total number of new workers include those identified by BOLA investigative staff referenced previously in the report.
- ◆ The total number of audits completed was over 2,208 in CY2015 and over 2,561 in CY2016.

Bureau of Management and Information Services

The Bureau of Management and Information Services (BMIS) provides administrative services, technical services, support services, and information/data services to the division. Examples of these services include communications, internal security, forms, web, telecom, IT coordination, training and systems development, imaging and data entry, fiscal review, federal reporting, and forecasting.

Accomplishments

- ◆ BMIS developed key enhancements to the UI online filing systems that are fast, secure, and mobile friendly in CY2014 and CY2016, including an online weekly claim application in Spanish in 2017. Since May 2017, over 92% of unemployment claims have been filed online.
- ◆ BMIS prioritized improvements to reporting and data validation. This prioritization ensures the accuracy of data used for state and federal operations, planning, budgeting, and other key purposes.
- ◆ The department's current process proactively identifies suspected fraudulent claims, allowing time to place holds on those claims, properly investigate them, and prevent potential improper payments.
- ◆ The division began efforts on data integration to improve the job seeker's experience and support of WIOA reporting, data analysis, and decision making. The scope of these efforts includes refactoring the warehouse to enable cross program reporting, an identity match solution and use of external data sources for performance evaluation and execution of needed data sharing agreements across programs.
- ◆ In CY 2015/2016 BMIS processed approximately 1,732,643 mailed or faxed documents.

Unemployment Insurance Division Upcoming Initiatives

- ◆ As part of a continued effort to meet the needs of customers, the antiquated telephone filing system will be fully retired in 2017. The division will then introduce a customer-friendly, single-service Claimant Assistance Line for individuals who need help using online services or are truly unable to access the internet.
- ◆ Employers that owe delinquent tax and claimants who owe overpayments will be able to pay their bills using both credit and debit cards.
- ◆ The department is preparing to implement an occupational drug testing program upon receiving authorization and regulations from the federal government.
- ◆ The Unemployment Insurance Advisory Council has agreed to numerous provisions to combat waste, fraud, and abuse, and to strengthen Wisconsin's UI program. The agreed-upon bill has been introduced in the Legislature.
- ◆ Worker Misclassification investigations will continue, and will concentrate on industry sectors with a proven history of misclassification issuing substantial amounts of 1099s.
- ◆ In fall of 2017 and spring of 2018, the department will air three public service radio announcements, in both English and Spanish, aimed at educating employers and workers on worker misclassification.
- ◆ In Spring of 2018, the department plans to implement a comprehensive Identity Verification solution from LexisNexis.

Worker's Compensation Division

Mission

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

Program Summary

The WCD administers programs designed to ensure that injured workers receive prompt payment of required benefits from private insurance companies or self-insured employers. WCD also encourages rehabilitation and reemployment for injured workers and promotes the reduction of work-related injuries, illness, and deaths. The division ensures compliance with the provisions of the Wisconsin Worker's Compensation Act.

Division staff manage the worker's compensation claims program, provide assistance to claimants, set permanent disability ratings for claimants, and monitor accuracy and promptness of payments, health cost disputes, and return-to-work programs.

Division attorneys resolve health care service fee disputes, necessity of treatment disputes, and pharmacy fee schedule disputes.

WCD oversees the insurance functions of the worker's compensation program by managing the self-insurers program, the Uninsured Employers Fund, and the wrap-up insurance program. The division also serves as liaison with the Wisconsin Compensation Rating Bureau and the Office of the Commissioner of Insurance.

Accomplishments 2016-2017

Bureau of Insurance Programs

The Bureau of Insurance Programs reports the Uninsured Employer Fund (UEF) remains strong with a \$19.5 million balance as of June 30, 2017. During this biennium, a third Collector position enabled the UEF to collect a greater proportion of balances due. In combination with fewer claims submitted, this allowed the Fund to improve its financial condition and ability to satisfy existing and future claims. Accomplishments from July 1, 2015 to June 30, 2017 include:

- ◆ Completed 46,831 Wisconsin employer investigations.
- ◆ Assessed penalties on 4,824 employers for operating without worker's compensation insurance.
- ◆ Collected penalty assessments of \$11.3 million from illegally uninsured employers.
- ◆ Estimated new insurance coverage resulted for 95,000 Wisconsin employees based on these efforts.
- ◆ Investigated and processed 83 claims for the Uninsured Employers Fund (UEF).
- ◆ Paid \$4.9 million through the UEF to, or on behalf of workers injured while working for illegally uninsured employers.
- ◆ Monitored 168 private and 59 public self-insured Wisconsin employers as a part of our self-insurance program.

- ◆ Two new wrap-up projects were approved. Currently, there are six active wrap-up projects being monitored. Wrap-up projects are large construction projects with a single policy covering all contractors. Wrap-up projects are designed to provide a coordinated project safety program. To qualify as a wrap-up project, the estimated project cost of completion must equal at least \$25 million and the estimated standard worker's compensation manual premium must be \$250,000 or more.

Bureau of Claims Management

The Bureau of Claims Management used information technology to improve customer service and streamline claims processing, as well as ensure prompt and accurate payment of benefits due and compliance with department reporting requirements. Accomplishments from July 1, 2015, to June 30, 2017, include:

- ◆ Monitored and processed 62,574 non-litigated claims for accuracy, actions, and prompt payments of over \$399 million.
- ◆ Created 4,309 claims for applications, third parties, and hearing loss.
- ◆ Calculated Permanent Partial Disability (PPD) estimates for more than 16,365 litigated and non-litigated claims.
- ◆ Verified and processed 11,717 litigated and non-litigated claims for wage information.
- ◆ Processed 169,050 pieces of litigated mail, electronic and paper responses to claim information requests, and claim-related emails.
- ◆ Processed and verified 9,747 claims for compromise and finding of fact orders.
- ◆ Received and processed through the Kofax Fax Importation application 67,103 batches of responses to claim information requests. Kofax allows the faxed information to remain electronic while claim entries are made and information is sent to other staff through workflow. Prior to Kofax, the faxed information was printed, claim entries made, the faxed information scanned, and then sent to other staff through workflow.
- ◆ Received 320,218 electronic transmissions of claim-related information by users of the division's Pending Reports internet application. This is a secure login, real-time application for both the viewing of claim information/status as well as the submission of reports required by the division.
- ◆ Reviewed 628 claims, many of them on an ongoing monthly basis, for the purposes of fulfilling the division's federal Medicare Secondary Payer Mandatory Reporting requirement as laid out in Section 111 of the Medicare, Medicaid, and SCHIP Extension Act (MMSEA) of 2007. Necessary claim entries were made and further information was reported to the Centers for Medicare and Medicaid Services when applicable.
- ◆ Published Indicators quarterly to help insurance companies and self-insured employers view their performance in six various areas of compliance. Of the six indicators, five are above the standard and the one indicator below the standard is so by 3%.
- ◆ Issued an average of \$1.7 million per SFY over the biennium in Work Injury Supplemental Benefit Fund payments, including death benefits to dependents of fatally-injured workers, and benefits paid to injured workers with permanent total disability.

Bureau of Legal Services

The Bureau of Legal Services resolves reasonableness of fee, necessity of treatment and pharmacy fee schedule disputes, responds to legal mail for non-litigated cases, and issues written orders that resolve non-litigated cases. Manages the fraud reporting program. Provides support for the Worker's Compensation Advisory Council and the Health Care Provider Advisory Committee with amendments to the law and to DWD 80 & 81 of the Wisconsin Administrative Code, promulgation of administrative rules, and staff assistance for ad hoc and statutory committees. Accomplishments from July 1, 2015, to June 30, 2017, include:

- ◆ Processed 10,151 health care service fee disputes and necessity of treatment disputes.
- ◆ Processed 10,226 hearing requests.
- ◆ Processed 33,000 pieces of legal mail on non-litigated cases.

Initiative Accomplishments 2015-2017

- ◆ Completion of the document management upgrade from Hummingbird to eDocs.
- ◆ Completion of the portable file scan upgrade to ScannerXfer.
- ◆ Implementation of the final stages related to moving the EDI program off third-party software and onto a department administered FTP server. This project will be completed no later than December 31, 2017.
- ◆ Implementation of the final stages of the Kofax to Kofax Total Agility upgrade.
- ◆ Implementation of the first stages of the Electronic Litigated Mail/File project. All major current state business processes related to litigated mail/files have been mapped and the enumerated list of litigated document types, as well as the potential electronic file structure, have been created. The work necessary to translate current state business processes into Kofax Total Agility Designer has started.
- ◆ Updated the certified data bases and forms necessary for the health care services reasonableness of fee dispute resolution process.
- ◆ Developed an integrated computer system for the Uninsured Employers Fund (UEF) program. The new UEF system replaces the previous mainframe COBOL system and contains added functionality, improved data history, account linking, document imaging, and automation of previously manual processes.
- ◆ Consulted with the Self-Insurers Council to revise the law pertaining to the formula for assessments for defaulted self-insurers. Even though default assessments are rarely invoked, the prior formula resulted in an inequitable distribution among the program participants. The revised formula, effective March 2, 2016, results in pro rata shares based on Wisconsin payroll of the employers.

Upcoming Initiatives

- ◆ Provide assistance and staff support for the Worker's Compensation Advisory Council to finalize the "Agreed Upon Bill" for this biennium.
- ◆ Consult with the Health Care Provider Advisory Committee to update the DWD 80.32 permanent disability minimum percentages of loss of use for amputation levels, losses of motion, sensory losses, and surgical procedures.

- ◆ Continue to completion the successful safety results of the USH 41 Corridor, I-94 North/South Corridor, Zoo Interchange Project, Sheboygan County Transportation Complex, Deer District Development, and the Oconto County Law Enforcement Center wrap-up construction projects.
- ◆ Implementation of the Electronic Litigated Mail/File project. This project will eliminate the processing of paper litigated mail/creation of hard copy files and move processing to an imaging/workflow solution. The need for hard copy files will then be obviated, as electronic files will replace hard copy files.
- ◆ Implementation of the UEF electronic warrant filing project. Electronic warrant filing is expected to greatly reduce the staff time that is expended with the current manual warrant filing process.

Equal Rights Division

Mission

- ◆ To protect the rights of all people in Wisconsin under the civil rights and labor standards laws we administer.
- ◆ To achieve compliance through education, outreach, and enforcement.
- ◆ To create a positive and healthy business and work climate in Wisconsin through consistent, fair, and efficient enforcement of the law.

Program Summary

The Equal Rights Division (ERD) enforces state laws that protect individuals from discrimination in employment, housing and public accommodations. It also administers the enforcement of family and medical leave laws and the labor laws relating to hours, conditions of work, minimum wage standards and timely payment of wages. The division also enforces child labor laws and plant closing laws.

The division is committed to using outreach and education as a means to eliminate discrimination and inadvertent violations of laws the division enforces. Division personnel participate in many presentations, seminars, and webinars each year in support of this effort.

Accomplishments 2015-2017

- ◆ Investigated 7,029 civil rights cases.
- ◆ Resolved 4,415 unpaid wage complaints and recovered over \$4.2 million for workers.
- ◆ Enhanced our successful Early Referral Mediation Program in the Civil Rights Bureau to allow parties to reach early resolution of discrimination complaints prior to investigation. This saves parties the costs associated with investigations and administrative hearings. While maintaining a 70% success rate, we increased the number of trained Administrative Law Judge/Mediators and eliminated a backlog of cases awaiting mediation.
- ◆ Reduced case processing time in our Civil Rights Bureau. The number of "over-age" complaints under investigation was reduced from 31% of total inventory to around 8% of total inventory (this includes complaints that have been under investigation for more than 180 days).
- ◆ Modernized our case tracking systems to provide us with better information more readily. Our Civil Rights Information System (CRIS) is now a paperless system, saving on physical storage space and costs, and allowing us to respond more quickly to inquiries.

Division of Operations

Mission

Provide strategic vision, leadership, and solutions with our business partners to empower clients and customers.

Business Services

The Division of Operations (DO) provides a wide variety of services to DWD programs and people. The Division ensures that Departmental policy and budgetary issues are identified and analyzed, and that policy recommendations are appropriate, coordinated, and consistent with Departmental goals and objectives. The Division also provides centralized human resource, payroll, financial accounting, purchasing, facilities management, fleet, training, health and safety, information technology, lean government training and support, agency wide and cross divisional project management, leadership training, workforce planning, policy development, and administrative support services.

The Division has a staff of approximately 215 authorized FTE with average annual expenditures of approximately \$31.3 million. DO provides the above listed support services to all DWD divisions. In addition, DO provides some IT support to Workforce Development Boards, and for certain statewide programs administered by the Department of Health Services and the Department of Children and Families.

Accomplishments 2015-2017

State Transforming Agency Resources (STAR) Project

DO's Chief Information Office managed the implementation of STAR features and functionality across the department with limited disruptions to staff.

STAR Finance and Supply Chain Management (FSCM) was successfully implemented on October 1, 2015. DO's Bureau of Finance and Bureau of Procurement and Information Management continued to provide resources and assistance to the STAR Project, including user acceptance testing of multiple modules. They also continued to refine and improve processes and internal financial controls. Examples of improved processes include prioritizing and tracking invoices and eliminating redundant cost allocation systems.

STAR Human Capital Management (HCM) was successfully implemented on January 1, 2016. DO's Bureau of Human Resource Services continued to be involved in the implementation and enhancement of the system, and in the development and delivery of training needed for staff to use the PeopleSoft system.

The Bureau of Information Technology created seven interfaces between key DWD systems and STAR to maintain important administrative functions and efficiencies used by all staff.

Workforce Innovation and Opportunity Act (WIOA) Implementation and Support Wisconsin Job Center Cost Database System

DWD created the Wisconsin Job Center Cost Database system to help local area Workforce Development Boards streamline the tracking of infrastructure and other shared one-stop delivery costs. The system also standardizes the budgets and forms such as Memorandums of Understanding (MOU), Infrastructure Funding Agreements, and Resource Sharing Agreements.

The state was invited to demonstrate this system at three national WIOA meetings held in Dallas, San Diego, and Washington D.C. During the Washington D.C. event, Debbie Galloway of the U.S. Department of Labor announced to the audience that Wisconsin is the best example of MOU development and consensus building. As of today, Arkansas and Idaho have adopted use of Wisconsin's system, and six other states, including California, Iowa, Kentucky, Texas, Vermont, and Washington, are evaluating our system.

Finance

The Legislative Audit Bureau FY 2014-15 and FY 2015-16 Single Audit Reports resulted in no findings for DWD.

On behalf of DWD, in May 2016, DO's Bureau of Finance recovered \$3.7 million in losses by completing fire insurance claims processing for the May 2014 fire at our central offices.

Prevention and Training

DO purchased special equipment, and developed and delivered a variety of training programs to assist in preventing and managing critical incidents.

- ◆ Purchased five automated external defibrillator (AED) machines.
- ◆ Trained 262 staff in cardiopulmonary resuscitation (CPR).
- ◆ Trained 174 staff in how to handle Communications Under Pressure. Trained 16 staff as trainers of this program.

Workforce Contingency Application

DO continued to make improvements to the Workforce Contingency Application, which supports an agency-wide records inventory. Improvements include upgrades to reporting capabilities, allowing for agency-wide analysis of the location of records related to both program area and statewide retention schedules. Reports provide information on duplicate vs. official records storage and the discreet location (email, file server, SharePoint, web, paper). Additional enhancements provide the ability to transfer records from one employee to a successor and include more than one electronic location for a record, and streamlined process for staff entering their records inventory.

Lean Government Program

DWD's lean government goal is to integrate lean thinking and doing into our everyday jobs at DWD and to invest in continuous improvement. To meet this goal the agency has increased the number of lean projects that reduce wait time and achieve cost avoidance. Specific accomplishments include:

- ◆ Conducted nine Value Stream Mapping initiatives across five divisions and one at the enterprise level.

- ◆ Introduced three new lean tools to DWD, including "5s", "Voice of the Customer", and "Just Do It". For example, using "Voice of the Customer" methodology the Web Team initiated focus group tests for several websites. The participants reviewed the sites, answered questions, and provided feedback, resulting in immediate and long-term web design improvements.
- ◆ Delivered Executive Sponsor Training to DWD leadership and incorporated lean practices into the department's strategic plan.
- ◆ Developed and conducted "Lean In!" training for Unemployment Insurance Division staff and supervisors, including a roundtable and new lean web page for on-demand information.
- ◆ Organized and facilitated leadership focus groups to generate ideas for new lean projects.

Workforce Planning

Proactive workforce planning ensures that the Department's mission is executed in the most effective and efficient manner. The business environment of workforce development and retention is complex, dynamic, and sometimes unpredictable. To support the Department's mission, DO executes, modifies, and implements processes and programs. For example, during the 2015-17 biennium, DWD through DO developed and implemented three new key workforce planning programs:

- ◆ Aspiring Leaders Training Series (ALTS): a total of 50 aspiring leaders have graduated from this program. Of this total, 30% have advanced their careers.
- ◆ Internship Program: Several interns participated in 2017.
- ◆ New Supervisor Certificate Program: a total of 23 supervisors either started or completed the program in 2017.

Records Management

National Historical Publications and Records Commission (NHPRC) Grant

Through work with the Wisconsin Historical Society (WHS) via the NHPRC grant goal of increasing access to state records, the Secretary's Office file structure was reviewed and reorganized. All records have been classified and placed in folders labeled with records retention information in preparation for transfer to the WHS. A secure file server location for storage of executive files and email was developed, enabling both access for successors and ease of transfer to the WHS when retention has been met.

Human Resources

DO staff collaborated with the Department of Administration (DOA), Division of Personnel Management (DPM), in the planning and design of Shared Services, which will be implemented on July 1, 2018. In addition, HR staff worked with DPM and other departments to develop enterprise-wide policies and procedures for human resources, payroll, and benefits programs.

DO's HR bureau coordinated Discretionary Merit Compensation (DMC) and Discretionary Equity and Retention Adjustment (DERA) allocations to staff in recognition of their meritorious performance and to address pay inequities.

DO Training staff coordinated 251 training sessions for 4,405 DWD participants.

DO staff worked collaboratively to design and launch DWD's online New Employee Orientation program, which reduces costs and provides new staff with immediate access to pertinent information.

Information Technology Development and Support

Civil Rights Information System Replacement

DWD implemented the first phase of the Equal Rights Division (ERD) Civil Rights Information System replacement. This implementation eliminated technical debt, supported ERD's strategic goal to move to paperless processes, and increased case load efficiency.

Unemployment Insurance System Enhancements

DWD eliminated the paper printing of 1099s for active Claimant Portal users, saving \$30,000 annually.

The Treasury Offset Program (TOP) for employers was fully implemented, resulting in more than \$793,000 of debt collected during the first 10 months of implementation.

The On-line Appeals module was successfully implemented in Claimant Portal, replacing a paper process. This implementation saves at least 10 minutes of staff time per appeal. Moreover, it improves claimant information transparency and self-service processing. It also allows claimants to view their Initial Determination (LID) correspondence, setting the groundwork for future expansion of electronic correspondence with claimants.

The Claimant Portal/Worker Portal was enhanced in preparation for the phase-out of the Interactive Voice Response (IVR) platform. New functionality was added to the Worker Portal to: 1) collect information about claimants with on-line filing exceptions who require staff assisted services, and 2) facilitate filing of weekly claims for those claimants. A Spanish version of weekly claim functionality was also implemented in the Claimant Portal. The Initial Claims IVR was successfully phased out in May 2017 and the Weekly Claims IVR was successfully phased out in August 2017 with no interruptions in service.

IT Infrastructure and Operations

DWD completed the GEF-1 computer room relocation, infrastructure upgrades, and optimizations, saving over \$150,000 annually.

Computer Platform Services (CPS) Batch Operations

CPS facilitated the successful migration of the quarterly CARES releases to the production environment by enhancing or overhauling numerous CARES/ACCESS applications. Some of the more notable enhancements include:

- ◆ Transition Benefit Issuance Mainframe Screens to CWW. - CARES has been enhanced to allow workers and supervisors to issue system-calculated and manual FoodShare supplements and replacements, create and save FS Supplement Budget information for benefit adjustment purposes, and also to view the FS supplement and replacement issuance history and details in a clear and concise manner.
- ◆ Administrative Renewals: Statewide Rollout - Federal guidelines require that eligibility determined under Modified Adjusted Gross Income (MAGI) rules must be re-determined once every 12 months based on information available to the agency, including information obtained from data exchanges.
- ◆ MyWICildCare Rollout - Empowering parents to use MyWICildCare EBT card and paying for quality care for their children from among Wisconsin's 4000+ regulated providers.
- ◆ W-2 ACCESS Project - ACCESS has been enhanced to integrate W-2. This integration provides W-2 participants a self-service system that provides eligibility, payment, and scheduling information. This functionality will reduce phone calls to agency staff, while improving awareness and accessibility of W-2 services.

Awarded 2015 DWD Lean Government Award

The Bureau of Information Technology, Computer Platform Services Team was awarded the DWD 2015 Lean Government Award. The Team's efforts improved the self-restore process, reduced staff processing time by 117 hours and total processing time by 874 hours, and improved the quality of the documentation by 80%.

Policy and Budget

Developed and submitted DWD's 2017-19 biennial budget proposal, including white papers containing analysis of fiscal, policy, and programmatic effects of proposals and position control reconciliation for over 1,600 FTE.

Loaded and monitored, in the STAR financial and human capital management systems, DWD's State Fiscal Years 2016 and 2017 operating budgets and position control transactions for all DWD Divisions and programs.

Completed 61 fiscal notes for legislative bills and Legislative Reference Bureau drafts during State Fiscal Year 2016 and completed 43 fiscal notes during State Fiscal Year 2017.

STATE OF WISCONSIN



Department of Workforce Development

201 E. Washington Ave.

Madison, WI 53707

608-266-3131 | dwd.wisconsin.gov