



WISCONSIN

Department of Workforce Development

2017 ANNUAL REPORT



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



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Scott Walker, Governor
Raymond Allen, Secretary

December 28, 2017

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

Dear Governor Walker,

As we prepare to enter the eighth year under your leadership, we look back at our many accomplishments from 2017 and beyond. Under your guidance, the Department of Workforce Development (DWD) has become the state's leader in delivering cutting-edge talent development solutions to Wisconsin workers and businesses. No longer known as, "just a benefits agency," DWD has produced top tier talent development programs throughout the past seven years, from fully funding the state's Division of Vocational Rehabilitation program, increasing the state's Youth Apprenticeship program's capacity, implementing and administering custom worker training grants through the Wisconsin Fast Forward program, and most recently, delivering WisConnect, a website that matches employers with skilled college students to help fill current internship openings and future employment vacancies.

Wisconsin is going through exciting times: total employment reached record levels in 2017, our unemployment rate consistently outpaced the national rate, thousands of jobs added over the year and existing and new companies like Foxconn and Haribo growing and thriving here in Wisconsin. We have a lot of great accomplishments to celebrate in 2017.

Highlights of DWD specific accomplishments include:

Apprenticeship: Between October 1, 2016 and September 30, 2017, 2,096 new apprentices were registered and as of October 1, 2017, Wisconsin had a total of 10,097 registered apprentices working with Wisconsin companies located throughout the state. Additionally, the state's Youth Apprenticeship program issued \$3.2 million in grants for the 2016-2017 school year to 32 local partnerships and enrollment reached an all-time high with 3,559 youth from 293 school districts working at 2,540 businesses. For the 2016-2017 school year, 85 percent of youth apprentices in their final year of the program successfully completed the program and received a state skill certificate. DWD continued to work with our apprenticeship partners to bridge the Youth and Registered Apprenticeship programs, to allow students to transition seamlessly from high school into a full-time registered apprenticeship career. Bridges have been created in 10 different occupations in the Construction and Manufacturing sectors, including Machinist, Welder, Carpenter, Plumber, Electrician, and more. Additional bridges will be constructed in the IT sector in the coming year.

Providing Job Opportunities to Individuals with Disabilities: Since you took office, DWD's Division of Vocational Rehabilitation has helped more than 25,000 individuals with disabilities enter the workforce, and has expanded the state's Project SEARCH program from 7 to 27 licensed sites by the end of 2017. Wisconsin was recognized for our employment outcomes, with 11 of 14 Wisconsin Project SEARCH sites receiving employment outcome awards for the 2015-2016 school year, ranking the state in the top 5 internationally for the number of sites recognized.

Wisconsin was also ranked in the top 10 states in the percentage of people with disabilities who are employed, according to the 2016 Annual Disability Statistics Compendium, with more than 144,800 civilians with disabilities being employed in 2015.

21st Century Customer Service Model for Unemployment Insurance (UI) Claimants: DWD's UI Division continued to make great advancements in customer service and efficient service delivery in 2017 through the modernization of online filing systems. The UI program fully retired the 1990's era telephone system, providing customers with the ease and convenience of using smartphones, tablets, or computers to file claims fast, secure and at the time of their choosing. Nearly 99 percent of all claims are now filed online, and new enhancements now provide the ability for Spanish speakers to file their weekly claims online using the Spanish application.

UI Trust Fund Solvency: On September 30, 2017, the UI Trust Fund Reserve Fund balance was \$1.4 billion, an increase of \$324 million over the \$1.1 billion balance on the same date last year. Additionally, the Reserve Fund balance was \$1.3 billion on June 30, 2017, the statutory date for measuring the balance used to determine the required tax rate schedule for the following year. By exceeding \$1.2 billion on that date, the lowest UI tax rate schedule has been triggered, moving employers from Schedule C to Schedule D for the 2018 tax year. This lower tax rate is expected to reduce the total tax burden on covered UI employers by an estimated \$20 million. This is in addition to the \$482 million in tax savings experienced by employers through tax years 2013 – 2017.

In the following report, you will find these and many more agency accomplishments from 2017. Under your leadership and guidance, DWD remains committed to providing innovative worker training solutions, helping employers build their own pipeline of skilled talent, and connecting workers with job training resources to help them move to their first or next career. By continuing our work in 2018, and expanding our partnerships with economic development, talent attraction and educational organizations, we will continue to carry out your mission to ensure the success of our students, reward work and keep Wisconsin moving forward by helping to ensure our state is a great place to live, work and play.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ray Allen', written in a cursive style.

Ray Allen
Secretary

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Department Overview

The Wisconsin Department of Workforce Development (DWD) is the state agency charged with advancing Wisconsin's economic and business climate by empowering and supporting the workforce. The Department's vision, *Building the workforce to move Wisconsin forward*, is carried out by supporting Governor Walker's vision for a government that is accountable to taxpayers, rewards work and encourages student success. DWD partners with the private sector to make available the resources necessary to develop talent and ensure a skilled and talented workforce is available to Wisconsin employers and able to find gainful employment.

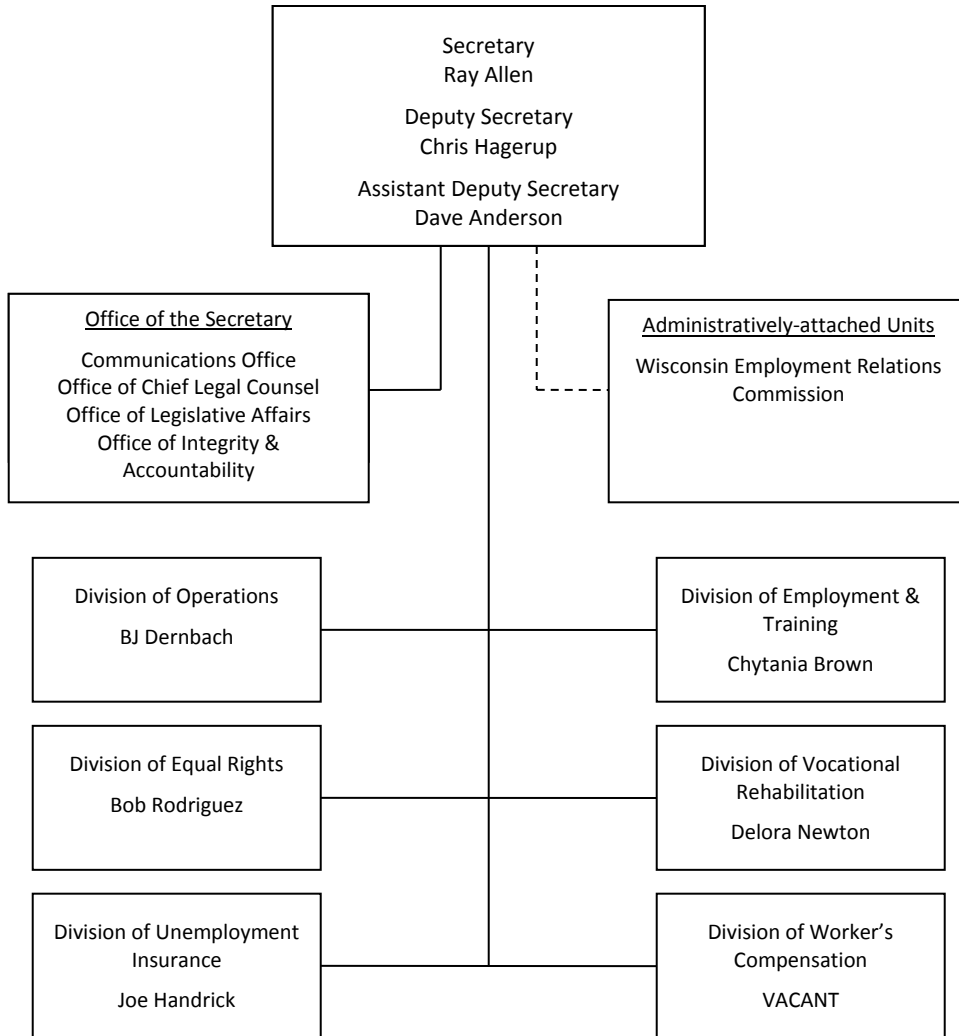
The Department is led by Secretary Ray Allen, appointed by Governor Scott Walker in January 2016. The annual operating budget for DWD is nearly \$400 million, and its staff totals approximately 1,600 full-time equivalent positions. DWD currently consists of five program divisions, an administrative services division and one administratively-attached entity, the Wisconsin Employment Relations Commission (WERC).

The Department embarked upon a strategic planning process in early 2013 to develop a new strategic plan to guide the Department's activities moving forward. The plan, which was developed in concert with a number of DWD employees, includes the following goals:

-  Improve Our Ability to Connect Job Seekers to Jobs.
-  Develop a Skilled Labor Force Aligned with Employers' Needs.
-  Promote Unemployment Insurance Trust Fund Strength and Program Accuracy.
-  Increase the Business Value of Program and Service Delivery Through Innovation and Technology.
-  Provide Opportunities for all DWD Staff to Understand How they Contribute Towards DWD's Mission.

The Department is currently in the process of implementing a new strategic plan that will guide the agency beginning in 2018.

DWD Organization



Office of the Secretary

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

Office of Legislative Affairs

The Office of Legislative Affairs located within the Secretary's Office is responsible for responding to all legislative, executive and other inquiries. In addition, the Legislative Liaison participates on Department work teams dedicated to developing, monitoring, and providing budget consultation for DWD programs and is dedicated to educating and counseling legislative members on pieces of legislation that affect divisions within DWD.

Communications Office

The Communications Office located within the Secretary's Office is responsible for handling major communications that span the spectrum of DWD, and serves as the Department's main voice with external and internal audiences.

The Communications Office continues to utilize its communication plan in a continual effort to strengthen DWD's brand, increase understanding of DWD services, and cement the agency's position as the cornerstone of Wisconsin's talent development system.

Office of Integrity and Accountability

The Office of Integrity and Accountability (OIA) is located within the Secretary's Office and 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 (DET)

Mission

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

- Employers have the 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 Veteran Employment Services

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 office is comprised of two distinct groups of staff, Local Veteran Employment Representatives (LVERs) and Disabled Veteran Outreach Program (DVOPs) Employment Specialists.

LVER staff are integrated within the business service team in each of the comprehensive job centers and promote veteran employment. They provide support with job fairs and conduct outreach to new employers.





DVOPs provide individualized services for veterans with significant barriers to employment. They conduct a comprehensive assessment with each veteran to determine the needs of the veteran and they develop an individualized employment plan. DVOP staff also provide employment services for service-connected disabled veterans that receive training through the Chapter 31 Vocational Rehabilitation program. DVOPs use a case managed approach to assist graduates in finding employment. DVOP staff also work with the state's correctional facilities and meet with incarcerated veterans that will be released within 90 days. DVOPs help determine skills sets and develop employment plans to help these veterans return to the workforce.

OVES successfully developed Memorandum of Services with partners such as the U.S. Department of Veteran Affairs, the Wisconsin Department of Veterans Affairs, and the Department of Corrections and work to transition veterans into the workforce.

In 2017, DVOPs provided individualized services to 2,178 veterans with significant barriers to employment.

Examples of success stories following OVES services

- A service-connected disabled veteran was offered and accepted an Employment and Training Specialist position based on previous employment experience and starting at \$19.86 per hour with a state government agency. WiscJobsforVets and Disabled Veteran Outreach Program staff provided resume development and an employer referral.

-  A service-connected disabled veteran was offered and accepted an Education Consultant position based on previous employment experience and starting at \$31.00 per hour with a State Agency. WiscJobsforVets and Disabled Veteran Outreach Program staff provided resume development and an employer referral.
-  A low-income veteran was offered and accepted a Quality Control Inspector position starting at \$41,000.00 per year. The veteran possesses experience and qualification from previous employment. Disabled Veteran Outreach Program staff provided resume, interview skills, and job development and job referral assistance.
-  A previously incarcerated veteran was offered and accepted an Administrative Assistant position starting at \$33,280.00 per year. The veteran earned a Bachelor's degree in this field by participating in a Department of Veterans' Affairs funded education program. Disabled Veteran Outreach Program staff provided resume development and job referral assistance.
-  A veteran who had experienced homelessness and received services from partner agencies participated in Job Club sessions and was referred to the Office of Veterans Employment Services to receive assistance with resume and interview skills development and job referrals. The veteran was offered and accepted an Environmental Technician position starting at \$30,000.00 per year. The offer was due to the veteran's previous employment experience.

WiscJobsforVets


The WiscJobsforVets website was launched in 2014 in coordination with the DWD's Bureau of Human Resource Services and the Department of Administration's Office of State Employment Relations (now the Division of Personnel Management). The website provides a more systematic process of recruiting and referring veterans with a service-connected disability of at least 30 percent. So far, 137 disabled veterans have been placed with state agencies with an average starting wage of \$22.20 per hour.

Workforce Information and Technical Support Bureau

The Workforce Information and Technical Support (WITS) Bureau consists of two integrated sections; the Labor Market Information Section (LMI) and the Office of Economic Advisors Section (OEA). The two sections work together to provide workforce and economic data and analytics to both internal and external audiences.

In 2017, numerous WITS projects were executed which align with the Department's strategic plan as well as assist in moving the state's workforce development system forward.

Highlights of these projects include:

-  Conducted the 3rd year of a workforce gap analysis for the Chippewa Valley Business Climate initiative. The project involved surveying local businesses about their staffing needs and difficulty in obtaining talent.

- Worked closely with the Wisconsin Technical College System and the University of Wisconsin System to better assess labor demands and align their instructional programs with in-demand careers.
- Assisted nonprofits in community and economic development integrate with the workforce system and allocate funds to maximum effectiveness.
- Analyzed Workforce Innovation and Opportunity Act changes over time by Workforce Development Area, and assisted Workforce Boards with plan development.
- Analyzed creative industries and occupations for size, growth and economic contributions.
- Worked with private business to scope regional workforce resources.
- Provided demographic and workforce characteristics to businesses considering expanding in or relocating to Wisconsin.
- Hosted third annual bureau/partners' conference to display new developments, demonstrate new products, and discuss possible new products for customers, clients, and partners.
- Worked closely with division entities to answer data questions and assist with analytical undertakings.
- Presented LMI information at nearly 100 events requested by partners, employers, associations, etc.

WisConomy

WisConomy is the Department of Workforce Development's (DWD) upgraded labor market information system access point. Launched in September of 2017, 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 create 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 since 2004 and will improve the way members of the public access the data available from DWD.

Skill Explorer

Skill Explorer is an online job search tool that allows users to evaluate how current skills can translate to other occupations. This online tool provides options for more career opportunities, allowing individuals to explore different career choices based on skill rather than job titles. Skill Explorer had over 32,000 sessions and almost 205,000 page views from September 2016 to September 2017.

Skills Explorer Usage, September 16, 2016 – September 15, 2017

New Visitor: 68.8 percent
22,149

Returning Visitor: 31.2 percent
10,026

Office of Skills Development

Wisconsin employers turn to the Office of Skills Development (OSD) for effective talent development solutions to recruit, train and retain highly skilled workers. OSD connects Wisconsin businesses with industry and workforce development system experts across the state to enable businesses to:

- Identify needs and implement workforce training solutions.
- Facilitate local talent development connections.

Wisconsin Fast Forward Grant Program

The State of Wisconsin's Wisconsin Fast Forward (WFF) grant program is a nationally recognized, innovative talent development solution driven by Wisconsin businesses to train and retain highly skilled workers. Over \$20 million in WFF grant contracts has been issued to date, supporting nearly 228 worker training projects and benefitting hundreds of employers and thousands of workers.

WFF is administered by OSD through a transparent and accountable process. Grant funds support short and medium-term employer-led worker training projects that:

- Encourage increased collaboration between Wisconsin businesses and workforce training partners.
- Fill current and ongoing skill requirements of Wisconsin employers.
- Place workers in long-term positions with opportunities for professional growth and economic advancement.

Highlights of 2017

- Reorganized the grant application structure to allow for year-round grant application acceptance with quarterly review and award.
- Delivered a new in-person and online technical assistance workshop to provide support and guidance on successful grant applications.
- Engaged in a digital outreach campaign delivering more than 27.5 million impressions.

Internship Coordination Program

OSD built on data and feedback generated during the seven Workforce Alignment Workshops across Wisconsin in 2016 to develop and implement WisConnect--a unique website which serves as an important tool to support employers in Wisconsin in their effort to develop a robust talent pipeline. DWD is unaware of any similar system in the United States.

Highlights of WisConnect features for students and employers include:

- ▶ Enhanced logic to support stronger and more targeted matches between students and employers.
- ▶ Tools for students and employers to search opportunities or candidates by metro area.
- ▶ Ability for students who served our country to identify their Veteran status.
- ▶ Ability for employers to select multiple industry types for their profile.
- ▶ Functionality for employers to search students by specific university or technical college.
- ▶ Ability for students to search internship opportunities by company, job type, desired major and industry.
- ▶ Additional custom features such as flagging postings or student profiles for quick retrieval.

Highlights of WisConnect tools available to university career service professionals include:

- ▶ Special login access to assist students who opt-in through the website to allow their counselor to view their WisConnect profile.
- ▶ Ability to view available internship opportunities on WisConnect and guide students through the WisConnect registration and internship search process.

Beginning in February 2017, DWD staff held over 20 meetings and provided more than 15 informational presentations to key stakeholders to refine functionality of WisConnect. In addition, staff gave tailored presentations to career services staff in the University of Wisconsin System, the Wisconsin Association of Independent Colleges and Universities, and the Wisconsin Technical College system, each of the regional Job Center offices, DWD Business Services personnel, and at four fall Internship and Career Fairs across the state.

For more information on the WFF Internship program and WFF grant programs, please see the most recent [WFF Annual Report](#).

Job Center of Wisconsin Website

In 2017, DWD launched the Health Care Industry page on JobCenterofWisconsin.com (JCW). The new page, developed in collaboration with the Wisconsin Hospital Association and other health care industry partners, is a one-stop online resource for information about health care careers, training resources, featured employers, current opportunities, high-growth occupations and other information about Wisconsin's health care industry.

The Health Care Industry page joins five other Industry pages: Agriculture, Energy, Finance/Insurance, Manufacturing and Trucking.

In 2017, JCW had 187,961 internal job postings representing 415,909 job openings. 83,524 new resumes were added to JCW. JCW was accessed nearly four million times by almost one million users. The webpage had nearly 50 million page views. Nearly 30 percent of the site visits were made from mobile devices.

Bureau of Apprenticeship Standards

The Bureau of Apprenticeship Standards (BAS) administers and regulates Wisconsin's Registered and Youth Apprenticeship programs, emphasizing strong partnerships with industry, labor, education and Wisconsin's workforce development system in order to produce highly skilled and trained apprentice graduates.

Registered Apprenticeship

Between October 1, 2016 and September 30, 2017, 3,096 new apprentices were registered and as of October 1, 2017, Wisconsin had 10,097 total 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 (IT). 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, the Software Developer program is complete and two other occupations have been identified for development.

On October 1, 2016, Wisconsin received a \$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 the Financial Services and Biotech industries. Working in conjunction with two of the state's workforce boards, BAS committed to adding 427 new apprenticeship contracts over the 18-month life span of the grant. As of July 1, 2017, BAS added 686 apprentices in construction trades.

The State Accelerator Grant funding has been used to support the expansion of BAS as well as fund outreach and awareness activities introducing registered apprenticeships in advanced manufacturing, healthcare and information technology sectors.

BAS, in partnership with the Wisconsin 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 plus Wisconsin LEADERS today, more than half are employers and the 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 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.

BAS has been partnering with stakeholders to provide assistance to veterans in both apprenticeship preparation programs and the regular apprenticeship program.

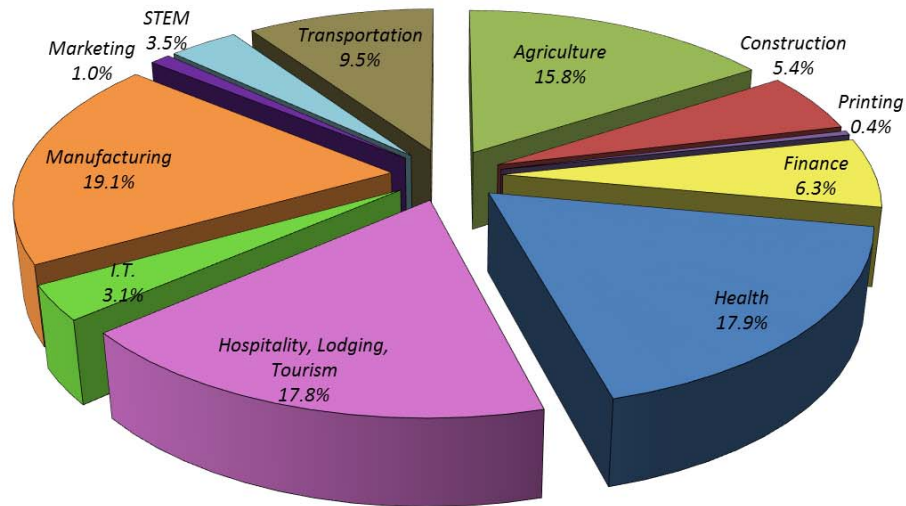
- Helmets to Hardhats: BAS was authorized access to the Helmets to Hardhats database. With this authorization, BAS was able to recruit 14 veterans to participate in the Veterans in Piping and Combat to Construction program.
- Combat to Construction: The program provides assistance to veterans who may be interested in working as an Operating Engineer and is administered in partnership with Wisconsin 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

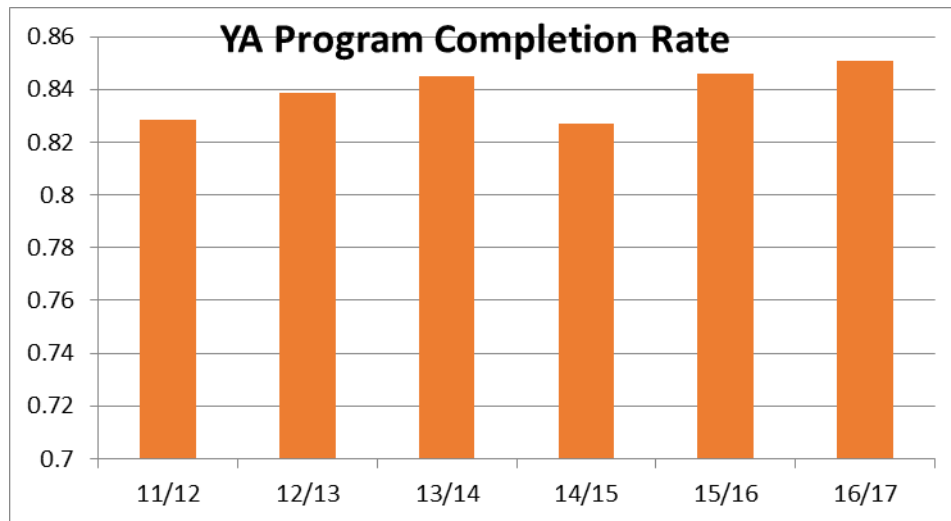
The Wisconsin Youth Apprenticeship (YA) program, first authorized in 1991 by the Wisconsin State Legislature, provides high school juniors and seniors the opportunity to explore potential career while still in high school. Students receive occupational instruction and on-the-job training as part of their 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, almost 25,000 Wisconsin students have successfully completed the YA program.

The Youth Apprenticeship program issued \$3.2 million in grants for the 2016-17 year to 32 local partnerships. Enrollment for the 2016-17 school year reached an all-time high, with 3,559 youth from 293 school districts working at 2,540 businesses.

Youth Apprentices by Career Area 2016-17



In 2016-2017, 85 percent of youth apprentices in their final year successfully completed the program and received a state skill certificate. In total, 2,351 certificates were issued.



As of November 8, 2017, 83 percent of the two-year graduates had been offered continued employment by the employer that provided their on-the-job training.



Bridging Youth and Registered Apprenticeship

The YA-to-RA Bridge program helps students transition seamlessly from high school into a full-time Registered Apprenticeship career. Bridges have been created in 10 different occupations in the Construction and Manufacturing sectors, including Machinist, Welder, Carpenter, Plumber, Electrician, and more. Last year, 4.2 percent of the Manufacturing Youth Apprentice graduates, and 13.6 percent of the Construction Youth Apprentice graduates, successfully entered a Registered Apprenticeship after completion. As Registered Apprenticeship expands into Health and Information Technology, existing Youth Apprenticeship programs in those areas (which served over 700 students last year) will be bridged and serve as pipelines for new talent.

Bureau of Job Service

The Bureau of Job Service works in partnership with our 11 Workforce Development Areas to provide assistance to job seekers and businesses to successfully match talent and opportunity.

Highlights of activities from 2017 (January 1 – October 31) include:

- ▶ Job Service continued hosting its successful Career Expos throughout Wisconsin. Career Expos were held in Green Bay and Milwaukee with 275 employers represented and 1,210 job seekers attending.
- ▶ Additionally, 113 Job Fairs and onsite recruitments were held throughout the state with 4,029 employers and 17,702 job seekers participating.
- ▶ The Re-Employment Services Eligibility Assessment program (RESEA) program continues with enhanced service delivery, self-scheduled RESEA enrollment and additional follow-up services provided by Employment and Training Specialists and Career Counselors. About 27,000 RESEA participants have received services through the program in 2017.

- The JCW Call Center received more than 32,720 calls from job seekers and employers.
- Business Services teams made more than 2,000 initial contacts with businesses who had not received services in the previous 12 months.
- Our Resource Rooms saw attendance of more than 218,000 and provided significant services to more than 72,000 individuals. Of those services, more than 36,000 involved providing assistance with Unemployment Insurance initial and weekly claims.

Expanded Job Services in Milwaukee

Job Service expanded its activities within the city of Milwaukee in an effort to combat higher rates of unemployment. Since September 2016, ten targeted employment and supportive service events have taken place. These events provided traditional employment activities, but also offered opportunities for participants to enroll in supportive programs including but not limited to FSET and BadgerCare. Through these events, Job Service demonstrated their continued commitment to local partnerships by coordinating with Milwaukee community-based organizations and other state agencies.

In February 2017, Job Service partnered with OVES and the Center for Veterans Issues to offer an employment and supportive services event to veterans and their spouses. Thirty-three veterans and/or their spouses visited the event and received assistance. Also in 2017, Milwaukee Job Service grew their partnerships to include employers at these events, offering job applications, referrals, and on-site interviews to participating clients.

In total, 460 customers have been connected to the workforce system through these expanded activities in Milwaukee.

Re-entry Initiatives

Job Service works with the state Department of Corrections (DOC) and other partner agencies to focus efforts on individuals re-entering the workforce after completing a term of incarceration in a federal prison, state prison, or local jail. In Milwaukee, Pipeline to Employment is a two-week re-entry program for men and women who are seeking to re-establish themselves as productive members of society where participants receive instruction in areas such as: interviewing assistance, life skills, conflict management/conflict resolution, financial literacy, relapse/re-offend prevention, resume preparation, and more. Graduates of the program also receive an industry recognized, professionally prepared resume and Letter of Explanation that assists the returning citizen when applying and interviewing for employment opportunities. From February through November of 2017, the program has seen a 70 percent placement rate for the 45 former offenders who have participated in the program.

Job Service in the Bay Area has also partnered with DOC to allow Job Service staff on-site to some facilities to work with an individual prior to and after release to provide participants with assistance in the form of employability assessments, employment plan development, job seeking skills, labor market information, resume writing, interviewing skills, work etiquette, critical thinking skills, financial literacy, job retention, addressing barriers to employment, education needs and referral to other resources or partner agencies.

Job Service Success Stories

Helping Businesses

In early June 2017, a representative from an assisted living facility went to the Kenosha County Job Center Resource Room in need of a Cook/Dietary Aide. Job Service staff gave the employer's representative an overview of JobCenterofWisconsin.com, the state's free online public labor exchange, helped him register and post a job order.

Job Service staff remembered a previous Reemployment Services and Eligibility Assessments Program (RESEA) participant who had the required qualifications and asked if the employer's representative would like to see her resume and possibly contact her.

The employer took the resume and called her right away! The interview was scheduled the next morning. The following day, Job Service staff contacted the assisted living facility to ask how the interview went and the employer was elated to report he hired her on the spot for a full-time job with a full benefit package. He thanked Job Service staff for their time and referral.

Connections Count

Jane attended the Rapid Response session held at the local technical college in May prior to her retail employer closing in July. The local Employment and Training Specialist met with *Jane* after the meeting to discuss her career goal and plans. *Jane* indicated she had a background in graphic design and would be interested in returning to that field. The Employment and Training Specialist had just met with a local signage business that was looking to fill a Sales Position! The Employment and Training Specialist worked with the signage business and *Jane* to set up an interview and *Jane* got the job. In addition, the signage business will allow *Jane* to work part-time so she can finish her position with the retail employer until the store closure so she can receive her severance benefits.

Collaboration Equals Success

John reached out to Job Service because he was having trouble finding a job with a felony on his record from 10 years ago. He met with the career counselor and discussed his concerns and frustrations over securing employment and constantly having to explain and bring up past mistakes regarding his felony background. He felt he had not been given a chance for meaningful employment. Career Counseling services were provided and utilized. Career Counselor collaborated with the local business services representative who, after meeting with *John*, contacted an area business and encouraged them to give *John* a chance and set up an interview. Job Service staff assisted *John* with completing the application process and developing his resume. The business eventually offered *John* a full-time job with benefits. *John* has been successful in his new position and remains successfully employed.

Jane is a 17 year US Army Veteran who served two tours of duty in Iraq and Afghanistan. Upon returning to society, *Jane* was involved in a serious vehicle accident with an unlicensed driver who tried to flee the scene. One thing led to another and *Jane* was charged with a felony offense that severely hindered her ability to obtain gainful employment. *Jane* heard about our Pipeline to Employment for Former Offenders program and signed up. Two weeks, a new resume and Letter of Explanation, and several on-site and mock interviews later, we connected *Jane* with a DVOP who

was instrumental in setting up the interview and *Jane* is now earning \$26-28 per hour with full benefits.

Bureau of Workforce Training

The Division of Employment's 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.

We continue to implement the provision of WIOA with our emphasis on a Common Intake system for all WIOA program participant and our in-house development of a Job Center Database used to track 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 won national acclaim. We were invited to showcase our system at three Department of Labor WIOA National meetings. 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 of which two others have said they will be adopting it.

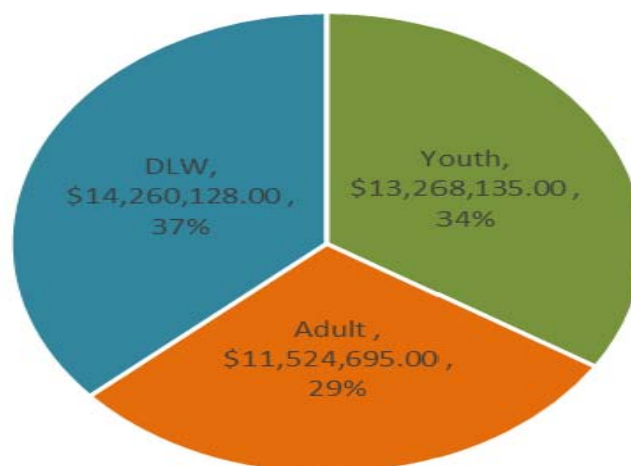
WIOA funds Wisconsin's Youth/Young Adult, Adult, Dislocated Worker, and Rapid Response programs. The Trade Adjustment Assistance Act (TAA) funds the TAA Dislocated Worker program.

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. The TAA program provides a comprehensive, timely array of retraining and reemployment services to all affected workers from resulting layoffs in industries impacted by import competition.

The State received over \$39 Million in Workforce Innovation and Opportunity Act (WIOA) Title I formula funding from the U.S. Department of Labor (USDOL) in PY2016, covering the period July 1, 2016 to June 30, 2017. This represented a slight decrease (approximately 7.02 percent) from the prior year's Title I funding. While the PY2016 Youth and Adult Program Title I funding saw a slight decrease (about 5 percent) from the prior year, the Dislocated Worker (DW) program funding decreased by approximately 9.5 percent. The State received over \$10 Million in Trade Adjustment Act funding in FY2016.

Title I Program Funding PY 2016



Of the PY 2015 funds, 90 percent of the Youth and Adult formula funds and 60 percent of the DW formula funds were allocated to the State's eleven workforce development boards (WDBs) for the administration and implementation of their respective local programs. Fifteen percent of the total funding was reserved for the State's administrative and statewide activities. The State also reserved 25 percent of its DW funding for statewide rapid response activities and "additional assistance." The State has three years to expend its WIOA program year funding.

After redesigning the grant system in 2016, DWD-DET further enhanced this program to an external facing application which suppliers can now use to directly report monthly expenditures. DWD-DET also formalized the closeout process, with PY 2015 contracts as the first set of contracts to be formally closed out. In 2017, DWD-DET implemented a quarterly expenditure review process in addition to the annual onsite monitoring of the WIOA expenditures incurred by the eleven WDAs.

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.

WIOA PY 2016 Program Participants:

- 2605 new participants.
- 1649 entered training/education.
- 101 Veterans.
- 830 out of school youth.

WIOA PY 2016 Outcomes:

- 3657 became employed as result of the programs (76.4 percent). This equates to 305 people gaining employment per month over the 12-month period.
- 2150 credentials awarded (1681 post-secondary education).

TAA PY 2016 Program Participants:

- 1466 current participants.
- 474 new participants.
- 221 entered training/education.
- 754 in training/education in PY (221 + 533 continuing trainees).
- 81 Veterans.

TAA PY 2016 Outcomes:

- 296 became employed as result of the programs.
- 294 credentials awarded.

Success Stories

WIOA Adult

Matthew enrolled into the Windows to Work (W2W) program on July 26, 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 was able to find employment fairly quickly, however due to the company having to close, Matthew was once again without employment. In May of this year, Matthew attended a WIOA orientation to learn more about the services the program has to offer, 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 at Wisconsin Wire Works making \$15.00 per hour.

WIOA Rapid Response/Dislocated Worker

Alan is a CNC Machinist with experience in the set-up 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 following outreach and rapid response activities offered by the board 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 Waukesha-Ozaukee-Washington's (WOW) 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 \$16.00 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 at U.S. Packaging 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 \$9.00 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

During the Biennial 2016-2017 period, the Division'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 the designated person responsible for ensuring Workforce Innovation and Opportunity Act (WIOA) compliance by the Division of Employment and Training (DET) and its funded recipients and sub-recipients, including the 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 the biennial period, the EO Officer completed the following activities:

- Completed eleven on-site monitoring review visits to monitor the civil rights compliance program of the Workforce Development Boards (WDBs).

- DWD-DET's Method of Administration (MOA) was submitted to the Department of Labor, Civil Rights Center on December 21, 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.
- 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

In 2017, the Council on Workforce Investment (CWI) initiated a series of strategic planning sessions to gather input from stakeholders on how to make CWI both more versatile and responsive to the changing needs of Wisconsin's workforce. The result was a newly reorganized and restructured Council. The initial oversized committees were replaced with four new smaller committees: the Workforce Innovation and Opportunity Act Committee (WIOA), 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 by mid-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, such successes include but are not limited to the following:

- Youth career counseling and youth and adult apprenticeships have expanded.
- There is ongoing progress in the 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.
- An enhanced jobcenterofwisconsin.com and newly-created WisConnect, an intern-employer website, will better connect businesses with prospective workers and publicize workforce opportunities for all.
- Additionally, the Governor signed Tech College Waitlist into law, which expands capacity at technical colleges for high-demand fields.

- The legislature passed multiple bills expanding broadband access around the state, with efforts to increase broadband access ongoing.
- Planning efforts are underway 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 FY 2017, 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 the Department of Workforce Development (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 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.

Division of Vocational Rehabilitation (DVR)

Mission

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

DVR serves:

- ▶ Individuals with disabilities, 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.
- ▶ Business owners, providing the talent of qualified job seekers with disabilities and helping them achieve a better bottom line.

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 significant disabilities, which includes:
 - Time-limited on-the-job supports.
 - Vocational and other training.
 - Rehabilitation technology.
 - Occupational licenses, tools, and other equipment.
 - Assistance with self-employment development.

DVR's primary services for businesses include:

Informing businesses about the DVR talent pool and the full collection of DVR programs, services, and incentives.

- ▶ Informing employers about opportunities to provide work-based learning and career exploration options to students and youth through internships, work experiences, and pre-employment transition services.
- ▶ Connecting employers to resources to help them recruit, job match, hire, train, and retain qualified talent from the DVR talent pool.
- ▶ Providing consultation, technical assistance, and support to employers on workplace

accommodations, assistive technology, and accessibility.

- ▶ Providing information and consultation regarding employment of people with disabilities, including the benefits/return on investment of enhancing diversity in the workplace, disability awareness, and the Americans with Disabilities Act.

Serving Job-Seekers with Disabilities

- ▶ More than 15,000 job seekers with disabilities actively engaged with DVR in an Individualized Plan for Employment.
- ▶ In FFY 2017, 4,132 individuals with disabilities successfully reached their employment goal and entered the workforce.
- ▶ The earnings of these 4,132 recent additions to Wisconsin's workforce are projected to be an estimated \$71.9 million annually, more than double the public investment made during the entire time they received DVR services. Their wages will bolster Wisconsin's economy and transform successful DVR customers into workers and taxpayers, and measurably decrease their dependence on public assistance.

DVR Innovations

- ▶ Wisconsin was selected as one of six sites for a major federal grant from the US Department of Education. The five-year, \$32.5 million pilot called Wisconsin PROMISE is aimed at improving the education and career outcomes of low-income children with disabilities who receive a Supplemental Security Income benefit from the Social Security Administration. DVR is partnering with several other state agencies and other partners to coordinate services to youth and their families. Enrollment closed in 2016 and the target goal of 2,000 was surpassed with 2,024 youth and their families enrolling in the PROMISE initiative. As of November 1, 2017, 481 Wisconsin PROMISE youth and 593 family members already have or had paid work. Family members have achieved an average wage of \$12.43 per hour working an average of 30 hours per week, and youth are earning an average of \$8.72 per hour working an average of 19 hours per week. Additionally, 80 youth have graduated high school since enrolling in Wisconsin PROMISE.
- ▶ Wisconsin continued its successful participation in Project SEARCH, a national program for young adults with disabilities that provides internships and education leading to integrated employment. Each Project SEARCH program runs concurrent with the K-12 school year. In 2014, Governor Walker announced an expansion of Project SEARCH from 7 to 27 employers over three years. This year, seven new sites have launched Project SEARCH programs, bringing the total number of active Wisconsin sites to 24 for the 2017-18 school year. Three additional sites will be licensed in 2017 and will begin hosting interns at the beginning of the 2018-19 school year. There are currently

213 interns participating Wisconsin Project SEARCH programs statewide.

- ▶ DVR continued its Youth On-the-job Training initiative, which provides reimbursement to participating employers for the costs associated with training a youth in a job at up to 100 percent of wages for up to 500 hours. DVR transition consumers can work these hours either during school or summer breaks. In FFY 2017, DVR assisted 152 transition-age youth participating in the Youth OJT experience.
- ▶ In 2017, DVR's role in providing transition services to students with disabilities has increased. 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.
 - Wisconsin DVR surpassed the required Pre-ETS spending goal in FFY 2016 - the first state agency in the country to do so. DVR exceeded the FFY 2017 spending goal before the end of the fiscal year as well.
 - DVR has achieved the spending goals 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.
- ▶ Wisconsin ranks in the top 10 states in 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 in 2017 by the Institute on Disability at the University of New Hampshire. 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.

Division of Unemployment Insurance (UI)

Mission

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

2017 Accomplishments

- ▶ Wisconsin made great advancements in customer service and efficient service delivery in 2017 through the modernization of online filing systems. The unemployment program retired its antiquated telephone filing system allowing customers the ease and convenience of using smart phones, tablets, or computers to file claims fast, secure, and at the time of their choosing. This modernization includes the new ability to file weekly claims in Spanish.
- ▶ Both initial and weekly YTD unemployment claims through the first 44 weeks of 2017 dropped to the lowest levels in at least 30 years.
- ▶ Employers covered under the UI program will experience an estimated \$20 million reduction in their UI taxes for the 2018 tax year due to the improved condition of the state UI Trust Fund. Tax rates are based on four statutory schedules (A, B, C, and D), and for 2018 employers will be in the lowest tax rate schedule. This marks the third consecutive tax year that the UI tax rates will be reduced. When combined with the \$97 million saved (changing from Schedule A to B), the \$38 million reduction for tax year 2017 (changing from Schedule B to C), and the estimated \$20 million to be saved in 2018 (changing from Schedule C to D), employers will see an estimated reduction of \$155 million.

Due to the strong economy, employers have also improved their UI tax account standing which is estimated to result in an additional \$482 million in UI tax savings through tax years 2013-2017.

- ▶ The Unemployment Insurance Advisory Council (UIAC) agreed to numerous law changes to combat waste, fraud, and abuse, and to strengthen Wisconsin's UI program. The agreed-upon bill has been introduced in the Legislature.

Financials

- ▶ On September 30, 2017, the UI Trust Fund Reserve Fund Balance was \$1.4 billion, an increase of \$324.0 million over the \$1.1 billion balance on the same date last year.
- ▶ The UI Reserve Fund balance was \$1.3 billion on June 30, 2017, the statutory date for measuring the balance used to determine the required tax rate schedule for the following year. The UI Trust Fund balance exceeded the \$1.2 billion threshold needed to move to the lowest tax rates, Schedule D, for employers in calendar year 2018. This lower tax rate

schedule is expected to reduce the total tax burden on covered UI employers by an estimated \$20 million for 2018.

- ▶ Through October 2017, the Federal Tax Offset Program (TOP) collected \$5.4 million in benefit overpayments from federal tax refunds. Since the program began in 2011, UI has intercepted \$61.4 million. Through October 2017, the State Tax Offset Program collected \$2.2 million from tax refunds and a total of \$32 million from state tax refunds since 2011. UI's success with TOP reflects an ongoing commitment to improve the integrity of the UI program.
- ▶ On November 11, 2015, the Governor signed into law an expansion of the Federal Tax Offset Program (TOP) to collect delinquent employer contributions. UI implemented the change for the 2016 tax season. Through October 2017, \$540,000 in federal tax refunds were intercepted to satisfy delinquent employer debt. In addition, rather than have their tax refund intercepted, employers paid \$380,000 upon receipt of the Notice of Intent to Certify debt to IRS. Total collections through October 2017 attributable to the new Employer TOP program are \$920,000.

Improved Customer Service

- ▶ Responding to our customers trending towards free, fast and easy online self-service, UI prioritized key enhancements to online systems. Building off previous successes with online initial claims and inquiry enhancements in 2014, and the online weekly claims enhancements in 2016, UI introduced the online weekly claim application in Spanish in May 2017. This has paved the way for the full retirement of the antiquated telephone filing system in October 2017. Currently, 98 percent of weekly claims are filed online and 94 percent of initial claims are completed online.
- ▶ UI introduced a more seamless appeal process by offering claimants the ability to file an appeal online in October 2016 and view unemployment benefit determinations online in May 2017.
- ▶ UI continues to present at employer education sessions in-person across Wisconsin and conveniently online. The sessions offer valuable information including the employer's role in the UI process, resolving eligibility issues, how tax rates are calculated and how to prepare for a UI hearing. In total, 25 employer presentation sessions have been conducted as of November 1, 2017.
- ▶ Due to online access of claimant and employer statements, UI has saved \$227,000 in mailing costs in the first 10 months of 2017. Mailing costs for the employer Reserve Fund Balance Statement were reduced by \$147,000 while mailing costs for the 1099-G tax statement were reduced by \$80,000.

Program Integrity

Work Search Audits and Savings:

- UI claimants who are required to search for work must submit a copy of their work search record each week a claim is filed. These records are subject to random audits for verification. Benefits are denied for that week if a work search record is found to not meet legal requirements. From January through October 2017, 4,685 weeks of payments have been denied due to work search audits.

Worker Misclassification:

- The worker misclassification unit conducted 408 investigations from January through September 2017. Of those 408 investigations, 172 resulted in referral to the Field Audit Section in the Bureau of Tax and Accounting for audit. An additional 126 audits have been scheduled but are not yet completed.
- Referrals to the Field Audit Section resulted in 46 audits that yielded 438 workers reclassified as employees and \$165,761 in UI tax, interest and penalties assessed.
- 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.
- The department generated three radio public service announcements (PSA), in both English and Spanish, aimed at educating employers and workers on worker misclassification. The PSAs began airing in fall of 2017 and will continue to run through spring of 2018.

IP Blocking:

- UI implemented IP address blocking 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 out of the United States or Canada for more than 48 hours, and thus not eligible for UI benefits.

Increased UI Fraud Referrals:

- From January through October 2017, UI referred 129 cases for criminal prosecution to the Department of Justice and local district attorneys for UI fraud. Thus far in 2017, there have been 39 convictions for cases referred in 2016 and 35 convictions for cases referred in 2017.

Crossmatches:

UI Fraud and Nonfraud Overpayment Detection Amounts and Decisions by Source

Unemployment Insurance Overpayments 2017 Decisions Through October 31, 2017						
Detection Method	Non-Fraud Amount	Non-Fraud Decisions	Fraud Amount	Fraud Decisions	Total Amount	Total Decisions
Audit of Work Search	\$2,296,726	4,545	\$157,165	140	\$2,453,891	4,685
Agency Detection - Not Covered by Other Codes	\$957,022	1,649	\$1,178,295	1,004	\$2,135,317	2,653
Wage Record Crossmatch	\$222,198	493	\$1,419,491	1,095	\$1,641,689	1,588
Post Verification of Wages	\$1,209,497	27,273	\$155,336	125	\$1,364,833	27,398
Liabe Employer Protests Benefit Charges	\$950,995	2,362	\$388,828	479	\$1,339,823	2,841
Claimant Initiated	\$730,764	2,711	\$113,347	62	\$844,111	2,773
State New Hire Crossmatch	\$173,073	688	\$437,858	840	\$610,931	1,528
Reversals	\$429,771	231	\$573	2	\$430,344	233
Tips and Leads from Other than Liabe Employer	\$213,393	593	\$204,735	163	\$418,128	756
Post Verification - No Wages Reported	\$103,168	541	\$177,362	410	\$280,530	951
Appriss Inmate Crossmatch	\$37,759	115	\$37,478	90	\$75,237	205
National New Hire Crossmatch	\$6,114	22	\$60,057	63	\$66,171	85
Quality Control	\$49,243	93	\$12,055	11	\$61,298	104
Interstate Crossmatch	\$1,270	4	\$27,659	13	\$28,929	17
Fictitious Employer Cases	-		\$18,999	2	\$18,999	2
Inmate Crossmatch	\$4,181	12	\$7,702	17	\$11,883	29
Field Audit Discoveries	\$4,440	1	\$3,783	1	\$8,223	2
State Payroll Crossmatch	-	0	\$337	1	\$337	1
Total	\$7,389,614	41,333	\$4,401,060	4,518	\$11,790,674	45,851

Worker's Compensation Division (WC)

Mission

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

2017 Accomplishments

- Four active wrap-up projects are 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. On average, wrap-up projects reduce injuries by more than 30 percent.
- Through October 2017, the Bureau of Legal Services staff resolved 4,332 health care service fee and necessity of treatment dispute cases through alternative dispute resolution, preventing the need for costly litigation and administrative processes for all parties.
- Through September 2017, 81 percent of worker's compensation claims were paid within 14 days after a notice of injury. This percentage of prompt payment is among the best in the nation and reduces litigation and claim friction costs.
- The Work Injury Supplemental Benefit Fund and the Uninsured Employers Fund are in sound financial condition.
- WC staff participated in a wide variety of educational and informational programs with stakeholders, encompassing all aspects of the Wisconsin Worker's Compensation program.

Equal Rights Division (ERD)

Mission

- ▶ To protect the rights of all people in Wisconsin under 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.

2017 Accomplishments

- ▶ Administrative Law Judge Mediators continue to have an excellent success rate of more than 70 percent of the more than 2,000 mediations completed annually. Mediation helps parties reach mutually agreeable settlements, and helps prevent the need for costly litigation for all parties.
- ▶ Recovered over \$1.6 million in previously unpaid wages for over 1,300 Wisconsin workers.
- ▶ Reduced case processing time in our Civil Rights Bureau. The number of "over-age" complaints under investigation was reduced from 31 percent of total inventory to about 8 percent 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 (DO)

Mission

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

2017 Accomplishments

- ▶ In February of 2017, DWD replaced the Annual Lean Government Award with a Lean Government Showcase. Ten lean projects were completed in 2017 with 2,767 staff hours repurposed and a cost avoidance of \$407,000 annually. In 2017, 14 employees completed Yellow Belt training through the Wisconsin Lean Government Program.
- ▶ Successfully reorganized and created the Bureau of Enterprise Solutions to align similar functions within the division and to formalize reporting and supervision to achieve higher levels of efficiency and effectiveness in the delivery of services. BES provides business consulting, project management, lean government strategies and services, policy administration, workforce planning and policy, Health/Safety/Wellness, Incident Management, and Continuity of Operations Planning for the department.
- ▶ The Bureaus of Finance and Information Technology coordinated with stakeholders resulting in greater financial transparency for DO services.

Office of Policy and Budget

- ▶ Prepared and monitored DWD's State Fiscal Year 2017 operating budget and position control for all DWD divisions and programs.
- ▶ Completed over 50 fiscal notes for legislative bills and Legislative Reference Bureau drafts.

Bureau of Enterprise Solutions

- ▶ Implemented a DWD Workforce Plan to align the needs and priorities of the department to support its legislative, regulatory, service and programmatic needs and objectives.
- ▶ Delivered a third session of the DWD Aspiring Leaders Training program to 24 employees. These individuals are gaining the skills and insight critical to becoming future leaders within the agency.
- ▶ New Supervisor Certificate program began in 2017. A total of 23 supervisors have either started or completed the program.
- ▶ Fourteen interns participated in the Internship Program in 2017.

- ▶ Received a wellness funding award for State Fiscal Year 2017 in the amount of \$3,910 from the Department of Employee Trust Funds to cover the cost of First Aid/AED/CPR training around the state and to provide two AED machines in job centers that did not have one.

Bureau of Finance

- ▶ Continued to build upon the STAR implementation. Efficiency and accuracy of financial transactions were improved by refining the cost allocation processes and running them in a timely manner, performing reconciliations of the sub-modules and resolving issues, providing additional training and creating improved reports to assist end-users, and developing improved system edits to enhance user experience.
- ▶ There were no audit findings identified by the Legislative Audit Bureau in the state fiscal year 2015-2016 Single Audit.

Bureau of General Services

- ▶ 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 in support of the Workforce Innovation and Opportunity Act (WIOA). It has been recognized by the U.S. Department of Labor as a model system and adopted by other states, including Arkansas and Idaho.

Bureau of Human Resource Services

- ▶ Coordinated 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.
- ▶ Coordinated the Discretionary Merit Compensation (DMC) and Discretionary Equity and Retention Adjustment (DERA) programs and allocated awards to staff in recognition of their meritorious performance and to address pay inequities.
- ▶ Developed a DWD Internship Program in support of the DWD Workforce Plan. The department continually promotes and hosts internship opportunities to promote DWD as an employer and provide interns with the critical job skills they need to successfully compete for permanent employment.

Bureau of Information Technology and Chief Information Office

- ▶ Facilitated the successful migration of the quarterly CARES releases by enhancing or overhauling numerous related program applications. Many outcomes were achieved such

as the option for parents to use *MyWICildCare* EBT card to pay for childcare from among Wisconsin's more than 4,000 regulated providers.

- ▶ The W-2 participant application was integrated into the state ACCESS portal, allowing W-2 participants a self-service system for eligibility, payment, and scheduling information. This functionality will reduce phone calls to agency staff, while improving awareness and accessibility of W-2 services.
- ▶ Implemented a data warehouse and reporting system for the newly-developed Wisconsin Internship Network.

Bureau of Procurement and Information Management

- ▶ The Web Team piloted a Document Accessibility Program with the goal of training staff to create Microsoft Office and PDF documents that meet the accessibility standards set forth in the Section 508 amendment to the Workforce Rehabilitation Act of 1973.
- ▶ In partnership with division representatives, Division of Operations Business Consultants and Communications Office, the Web Team created a process to identify content from our Internet website which was no longer needed and update content which was no longer accurate with the goal of making our site easier to navigate for our customers.
- ▶ Enhanced the Workforce Contingency Application, which manages the department's Continuity of Operations Plans. The system now supports an agency-wide records inventory and provides improved reporting capabilities, allowing for agency-wide analysis of the location of records related to both program area and statewide retention schedules.

STATE OF WISCONSIN



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