



# **GOVERNOR JIM DOYLE'S COUNCIL ON WORKFORCE INVESTMENT**



## **ACHIEVEMENTS, 2003-2010**

**GROWING WISCONSIN'S ECONOMY —  
BUILDING A 21<sup>st</sup> CENTURY WORKFORCE  
December 3, 2010**





**JIM DOYLE**  
GOVERNOR  
STATE OF WISCONSIN

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December 3, 2010

The strength of Wisconsin's workforce is vital to the state's future. Now more than ever, a well-trained and highly-skilled workforce is critical to the success of Wisconsin's economy and our nation's economy.

As Governor, I have made it a top priority to create and retain jobs in Wisconsin. My administration has worked aggressively to position our state for future prosperity, starting with my first Grow Wisconsin plan in 2003 and continuing with additional phases of this plan. Through the years, the Governor's Council on Workforce Investment has played an important advisory role in advancing those efforts.

With strong leadership from business, labor, education, and other organizations, the Council has demonstrated time and again its commitment to maintaining and strengthening Wisconsin's world-class workforce. Working with the Department of Workforce Development and Secretary Roberta Gassman, the Council's influence has helped Wisconsin prepare for growth, not just in new fields such as renewable energy and technology, but also in traditional areas of strength such as advanced manufacturing, energy, technology, healthcare, agriculture and construction.

The Council's role remains central to our economic recovery, as we work to match employers with employees and continue to develop the kinds of skilled workers that will keep Wisconsin moving forward. Even in challenging economic times for our nation, Wisconsin must continue to invest in its greatest resource — the dedicated men and women who comprise the state's workforce.

Sincerely,

A handwritten signature in black ink, reading "Jim Doyle". The signature is fluid and cursive, with the first and last names clearly legible.

Jim Doyle  
Governor

## **Governor Doyle's Council on Workforce Investment**

### **Current Members**

#### **Council Chair**

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



#### **Council Vice Chair**

Joel Rogers, Ph.D., Director,  
Center on Wisconsin Strategy,  
University of Wisconsin-Madison



#### **Governor Doyle's Workforce Designee**

Roberta Gassman, Secretary,  
Wisconsin Department of Workforce Development,  
Madison



#### **Council Executive Director**

Ron Danowski, Administrator,  
Wisconsin Department of Workforce Development,  
Division of Employment and Training,  
Madison



*List of current members continues on next page.*

# Governor Doyle's Council on Workforce Investment

## Current Members

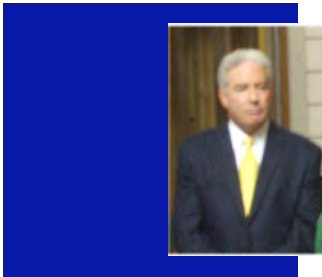
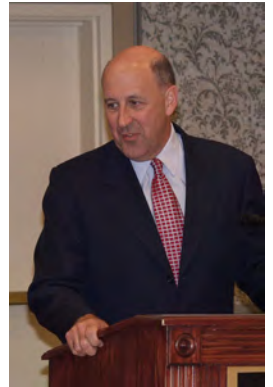
- **Daniel D. Andrist**, Sales Consultant, Dorsch Ford KIA, Green Bay
- **Lyle A. Balistreri**, President, Milwaukee Building and Construction Trades Council
- **Colleen Bates**, Eau Claire County Supervisor
- **Reggie Bicha**, Secretary, Department of Children and Families
- **Kenneth Black**, Secretary, Department of Veterans Affairs
- **Robert Borremans**, Executive Director, SW WI Workforce Development Board, Edgerton
- **Thomas Brien**, General Motors
- **Thomas L. Burse**, President, Buveck Consultants LLC, Milwaukee
- **Sharon Canter**, Milwaukee Women, Inc
- **William Chaudoir**, Executive Director, Door County Economic Development Corp, Sturgeon Bay
- **Daniel Clancy**, President, Wisconsin Technical College System, Madison
- **Senator Spencer Coggs (D)**, Wisconsin State Senate, 6th District
- **Jewel Currie**, Director of Field Support, WE Energies, Milwaukee
- **Kathleen Drengler**, Director, Human Resources North America, Greenheck Fan Corporation, Schofield
- **Kathryn Dunn**, Community Investment Officer, Helen Bader Foundation, Inc.
- **Anthony Evers**, State Superintendent of Public Instruction, Department of Public Instruction
- **Barb Fleisner**, Executive Director, Centergy, Inc., Wausau
- **Jim Haney**, President, Wisconsin Manufacturers and Commerce, Madison
- **Susan Hatch**, President, Hatch Staffing Services, Milwaukee
- **John Heyer**, President and Owner, Kettle Moraine Coatings, Inc., Jackson
- **James P. Hill**, Executive Director, La Crosse Area Development Corporation
- **Kim Kindschi**, UW-Extension
- **Tina Koehn**, Vice President of Administration, UMOs Inc., Milwaukee
- **Gayle Kugler**, Director, Wisconsin Small Business Development Centers, Wisconsin Entrepreneurs' Network, Madison
- **Senator Joe Leibham (R)**, Wisconsin State Senate, 9th District
- **Don Madelung**, Herzing College
- **Phil Neuenfeldt**, President, Wisconsin State AFL-CIO, Milwaukee
- **A. Kent Olson**, President/Owner, Olson Tire & Auto Service, Inc., Wausau
- **Aaron Olver**, Secretary, Department of Commerce
- **Rick Raemisch**, Secretary, Department of Corrections
- **Dr. Lee Rasch**, President, Western Technical College, La Crosse
- **Mark Reihl**, Executive Director, Wisconsin State Council of Carpenters, Madison
- **Donald L. Rouse**, Vice President of Corporate Operations, Kohl's Dept Stores, Retired, Menomonee Falls
- **Christopher A. Ruud**, President, Ruud Lighting, Racine
- **Henry Sanders, Jr.**, Propel Wisconsin Innovation
- **Jeff Steren**, President, Steren Management Company, Inc.
- **Julia Taylor**, President, Greater Milwaukee Committee
- **Karen Timberlake**, Secretary, Department of Health Services
- **David Vierthaler**, Human Resource Director, Bemis Company, Inc.
- **Rolf Wegenke**, Wisconsin Association of Independent Colleges & Universities
- **Dean Welch**, Vice President of Operations, IT Convergence, Madison
- **Joan Wilk**, Professor Emeritus, College of Nursing, UW-Milwaukee
- **Representative Josh Zepnick (D)**, Wisconsin State Assembly, 9th District

# About the Council on Workforce Investment

The Council on Workforce Investment (CWI) advises the Governor on workforce investment strategies, policies and programs to assist the Governor in advancing his Grow Wisconsin economic and workforce development plan and in enhancing the operation and performance of the state's workforce programs.

This report highlights the significant accomplishments of the CWI from 2003 to 2010 in the areas of:

- Building regional workforce strategies in Wisconsin;
- Upgrading workforce skills;
- Preparing the workforce of tomorrow; and,
- Improving workforce service delivery.





# Building Regional Workforce Strategies in Wisconsin

## Industry Partnerships

The Industry Partnerships initiative is an innovative approach to training that CWI helped develop. It is industry-driven and regionally focused, engaging workforce partners in targeting resources to high-growth sectors. Council members also participated in the National Governors Association Policy Academy on Regional Sector Strategies, a precursor to the initiative. In 2009-10, Governor Doyle committed \$6 million in Workforce Investment Act (WIA) discretionary funds to Industry Partnerships. To date, more than \$3 million in Industry Partnership grants have been awarded, and more than 2,000 workers will receive training.

Earlier efforts and investments also led to the Industry Partnership initiative:

- **Emerging Industries Skills Partnership.**

Now fully integrated into Industry Partnerships, this training program provided workers new skills in targeted sectors such as advanced manufacturing and in emerging industries such as biotechnology and renewable energy. Grants awarded in 2008-09 totaled more than \$1.2 million. Nearly 420 workers were trained.



- **Grow Regional Opportunities  
in Wisconsin Region by Region.**

In 2004, CWI recommended funding six regional partnerships to promote regional approaches to complement the Governor's Grow Wisconsin initiative. Grants of \$390,000 helped three southern regions obtain \$10 million from the U.S. Department of Labor's Workforce Innovations in Regional Economic Development (WIRED) Initiative.

**Sector Alliance for the Green Economy (SAGE)**

In early 2010, Wisconsin was awarded a \$6 million competitive grant, the maximum award possible, under the American Recovery and Reinvestment Act (ARRA) to fund the CWI-sponsored SAGE program, a three-year project to "green up" Wisconsin's apprenticeship program. SAGE will provide green skills to 4,500 apprentices and 2,200 journeyworkers in the construction, renewable energy and clean water sectors. SAGE also includes three new apprenticeship training programs: weatherization technician, energy auditor and wastewater treatment.



# Upgrading Workforce Skills

## Opportunity Grants

Governor Doyle has provided \$2 million for Opportunity Grants, a CWI-endorsed initiative to help workers in low-wage jobs begin career paths to better jobs. Up to \$1,000 a year is available for technical college training preparing individuals for careers in demand sectors such as advanced manufacturing and healthcare. DWD's regional partners, the Workforce Development Boards, have awarded nearly 500 grants.



## Skills Jump Start

Complementing Opportunity Grants is Skills Jump Start, another Governor Doyle initiative backed by CWI. With \$400,000 in funding, Skills Jump Start provides grants to help low-wage workers earn their GED while learning job skills as a first step on career paths in demand sectors. Like Opportunity Grants, Skills Jump Start also developed through collaboration with the Joyce Foundation.



### **Regional Industry Skills Education (RISE)**

The RISE initiative is a statewide collaboration between DWD and the Wisconsin Technical College System. Funded by the Joyce Foundation, RISE provides low-wage workers with bridge and career pathway programs to advance their careers.

### **Reemployment Services (RES)**

Wisconsin expanded RES to help people return to work at the earliest opportunity. Thanks to \$7.2 million in ARRA funding, RES sessions increased from 10 to 90 per week statewide. The number of people served increased from 90 to 800 per week, providing more than 50,750 individuals with job search assistance, including WorkKeys training in basic reading, math and computer skills. More than 1,000 earned the National Career Readiness Certificate (NCRC), attesting to their mastery in basic workplace skills. On average, RES reduced the average time Unemployment Insurance claimants received benefits by six weeks, saving nearly \$12 million in Unemployment Insurance trust funds.

### **Manufacturing Skill Standards Certificate (MSSC)**

In 2006, Wisconsin became the first state to formally embrace MSSC, an industry-led, standards-based training, assessment and certification system focused on the core skills and knowledge needed by today's production workers. CWI pledged \$100,000 to help fund training in advanced manufacturing to achieve the MSSC credential. Governor Doyle added \$150,000 in 2007 and subsequent increases of \$435,000. To date, 2,653 credentials have been awarded in four modules: safety, quality, manufacturing processing, and maintenance awareness.





### **Wisconsin Regional Training Partnership (WRTP)**

WRTP has worked with labor and manufacturers to improve operations, boost skills and avoid layoffs. In partnership with DWD and the Department of Corrections, WRTP also served offenders who completed their sentences, and in the interest of public safety, worked to assist them in finding jobs in construction, manufacturing and auto repair in order to become law-abiding citizens in their communities.

### **Milwaukee Builds**

Governor Doyle and Milwaukee Mayor Tom Barrett announced the \$1 million Milwaukee Builds project in March 2010. The state and city each provided \$500,000 for on-the-job training serving at least 80 unemployed individuals. Working in transitional jobs, the individuals learned skills in carpentry, painting and building maintenance — skills that can lead to permanent jobs in the building trades. Partners included WRTP and the Milwaukee Area Workforce Investment Board.

### **Gateway Technical College Boot Camp**

With Council support, WIA funding helped two DWD partners, the Southeastern Wisconsin Workforce Development Area and Gateway Technical College, begin a series of boot camps in 2003 to provide

Computerized Numeric Control (CNC) training as well as mentoring and “soft” skills training. Positive employer feedback led to an expanded program with boot camps in welding and machine repair.

### **Wisconsin Forward Award**

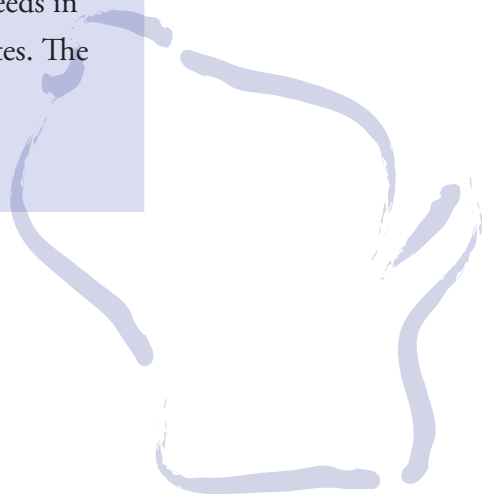
The Council partnered with Wisconsin Forward Award, Inc., to introduce this award program focused on quality improvement to Workforce Development Boards. This resulted in eight Boards engaging in the Baldrige Express on-line organizational assessment.

### **General Motors**

When General Motors and several related businesses closed their doors at the end of 2008, the Southwest Wisconsin Workforce Development Board began a coordinated effort to assist affected workers and their families, called Collaborative Organizations Responding to Dislocation (CORD). CORD played an important role in efforts to secure federal, state, local and private assistance and to coordinate a wide variety of community services.

### **Mapping Resources**

In 2007, the U.S. Department of Labor awarded the 7 Rivers Region Workforce Alliance a \$500,000 Regional Innovations Grant. The Western Wisconsin Workforce Development Board, in partnership with workforce boards in eastern Minnesota and northeast Iowa, used the grant to conduct an inventory of employment opportunities, training resources and support services. Known as asset mapping, the survey results will help develop strategies to meet workforce needs in the 7 Rivers Region that includes 26 counties in the three states. The partnership was formed under Wisconsin’s GROW initiative.



# Preparing the Workforce of Tomorrow

## Summer Youth Employment Program

Approximately \$11.7 million in ARRA funding was distributed to the 11 Workforce Development Areas to expand or create summer youth work experiences, job readiness training, Adult Basic Education, and GED training. As a result, over 4,000 youth and young adults were employed during the summer of 2009 in a wide range of jobs, providing them real work experience, valuable skills, and opportunities to explore careers.



## Wisconsin Pilot Projects

Governor Doyle initiated two Green Jobs pilots with ARRA funding to provide more than 60 youth with summer employment in 2009. The statewide pilots involved DWD's regional partners throughout the state. In addition to providing youth with work experience and opportunities to explore careers, the pilots also helped conserve energy and protect the environment.

- **Aquatic Invasive Species Project.** For many years, the Department of Natural Resources and its partners, through the Clean Boats, Clean Waters program, have worked to prevent the spread of aquatic invasive species in lakes and waterways. To support this effort, DWD hired youth to help staff boat landings across Wisconsin to inspect watercraft and inform boaters and anglers about aquatic invasive species. As a result of this pilot program, over 11,500 people were informed about protecting Wisconsin's waters from invasive species and 5,500 boats were inspected.



- **Energy Advocates Project.** Energy Advocates, another DWD pilot, provided youth with training and work experience in green jobs while helping homeowners reduce energy use. DWD partnered with Workforce Development Boards and Wisconsin's nationally-recognized Focus on Energy program. In 2009, these youth conducted 372 home visits and installed 365 faucet aerators, 355 water-efficient showerheads and 369 compact fluorescent light bulbs.

### **Careers 101 Pilots**

Governor Doyle provided \$140,000 for this Council-backed initiative to help school districts establish programs that highlight career opportunities in high demand occupations and assist students in achieving their career goals. Grants have been issued to four regional partners to work with school districts.



### **Project Lead the Way**

With CWI support, DWD has worked with the Department of Public Instruction in support of Project Lead the Way, a not-for-profit organization that promotes pre-engineering courses for middle and high school students and encourages them to pursue engineering and engineering technology careers. DWD awarded the Milwaukee Area Workforce Investment Board \$50,000 in 2007 to partner with the Milwaukee Public Schools PLTW program. The effort provided 25 students with tutoring, mentoring, career exposure and work experience. Secretary Gassman serves on the Wisconsin PLTW Board.



### **Milwaukee Initiatives**

Council-endorsed efforts to create opportunities for Milwaukee youth include:

- An ARRA-funded culinary arts program, ***Cooking up Success***, provided 44 youth with summer employment. In collaboration with Wisconsin State Fair Park, Milwaukee Area Technical College, and the Milwaukee Area Workforce Investment Board, the program gave young workers job experience in the food service industry. During the 2009 State Fair, participants cooked and served over 22,000 meals.
- To discourage gang activity and help youth gain marketable skills, the Milwaukee Area Workforce Investment Board together with the Milwaukee Public Schools launched the **Futures First** initiative in five high schools. The effort identifies at-risk youth who are out of school and provides them with pre-vocational training in welding skills as well as basic education in reading and math.
- The **Milwaukee Summer Youth Project** began in 2006, motivated by several outbreaks of violence in the city. Since then, Governor Doyle and DWD, with CWI support, have funded this summer youth employment initiative at \$500,000 per year.

### **Beloit Initiatives**

With CWI support, DWD has worked to provide opportunities to Beloit youth and young adults. In addition to the ARRA-funded efforts noted above, opportunities include Beloit OIC Workforce Connections, which provided intensive employment services to minority males, ages 18-30, and Project to Serve Youth. Both were collaborative efforts that offered mentoring, life skills and education opportunities.

# Improving Work Supports

## **Medicaid Infrastructure Grants**

Since 2005, a CWI subcommittee has provided oversight for a federal Medicaid Infrastructure Grant the Wisconsin Department of Health Services received to improve employment services for people with disabilities. A Managed Care and Employment Task Force, including DWD staff, has recommended policy and program changes in training and employment systems to increase opportunities for people with disabilities to gain employment and become self sufficient.

## **Wisconsin Employment Transportation**

### **Assistance Program (WETAP)**

WETAP is another example of cross-agency collaboration that helps low-income workers overcome barriers to work. Managed jointly by DWD and the Department of Transportation, the program distributes \$4 million annually to service providers, who help low-income workers get to and from work, enabling them to remain employed.



## **Disability Program Navigator Initiative**

This initiative provides an array of services and resources to people with disabilities, demonstrating Wisconsin's commitment to helping people with disabilities enter the workforce and become self sufficient. With CWI backing, program staff known as "navigators" has served in local job centers since 2007.

## **Safe-Lifting Initiative**

Many nurses and others in healthcare remain on the job today because of the Safe-Lifting Initiative, one of the workforce agenda items in Governor Doyle's GROW Wisconsin plan. In 2006, DWD awarded \$325,000 in demonstration grants to help train healthcare workers to lift patients safely and avoid back injuries.





Twenty healthcare providers – hospitals, nursing homes, and home healthcare agencies – took part. So far, nearly 8,000 direct care staff have learned safe lifting techniques.

### **Distance Learning**

The Distance Learning project is one example of DWD's ability to provide customers with better service through communications technology. CWI supported that effort with a \$100,000 Workforce Innovation Grant, awarded to the South Central Board. The funding was instrumental in developing this new service delivery model using video conferencing to expand participation in training programs. The project also has served to benefit other agencies and school districts, improving communication and cooperation through video conferencing while reducing travel and other support costs.

### **Guide to employment and training programs**

DWD and the Joyce Foundation collaborated on a clear, concise guide to employment and training resources in Wisconsin. At a glance, the report produced by the Public Policy Forum provides a description of nearly \$340 million in programs that DWD and seven other state agencies administered in 2008.

### **Milwaukee Area Workforce Investment Board**

In 2007, to complement his Grow Wisconsin initiatives to strengthen Milwaukee's economy, Governor Doyle designated the city as the

local Workforce Development Area and included the balance of Milwaukee County as part of the newly formed WDA. Since then, the Milwaukee Area Workforce Investment Board has taken the lead as DWD's regional partner in the city.





# Improving Workforce Service Delivery



## **Job Center of Wisconsin**

In 2008, DWD launched this Internet-based employment site that is free, user friendly, and accessible 24 hours a day. The initiative resulted in part from the Virtual Job Center Project, funded with a CWI Workforce Innovation Grant. Building on that effort, DWD developed Job Center of Wisconsin that uses technology to connect job seekers and employers. Job seekers can post their resumes on the secure Web site, while employers can post job openings and connect with job seekers. Since its launch, nearly 225,000 job openings have been listed.

## **Improved Information Access, Transparent System**

To grow Wisconsin's workforce and its economy, DWD and CWI have worked to improve access to information needed by job seekers, workers, and employers.

- **WORKnet** offers an array of information and data. Job seekers of today and workers of tomorrow can explore careers, review employment projections and develop a career path. The Web site also provides employment statistics, census data, county profiles, publications and workforce links.





- **ARRA Dollars in Action** is DWD's ARRA Web site that provides detailed information on ARRA-funded workforce services and programs, including how funding was disbursed and the number of people served. This information is available by program and region.
- **CWI data project** is an ongoing effort by DWD and CWI to ensure transparency of all employment and training performance measures and expenditures. These data are being posted in a clear and user-friendly way on the DWD Web site.

### **Waivers**

The Council has supported requests for U.S. Department of Labor waivers, including common performance measures in 2009 which standardized the performance measures across the WIA Adult and Dislocated Worker Program with the Trade Adjustment Act, the Wagner Peyser programs and Veterans Employment and Training Services. This also reduced the number of measures in WIA from 17 to 9. In addition, the CWI obtained other waivers to increase the flexibility of WIA service delivery. They included:

- Performance measures for out-of-school youth ages 18-24 who are in work experiences outside the summer months and served with ARRA funds. This enabled young adults an opportunity to build on the job experience for up to 6 months. The most prevalent barrier to employment for young adults is lack of job experience. The extended work experience program was intended to address that barrier.
- The ability to increase the employer reimbursement for on-the-job training, and to reduce the 50% employer match for customized training, with sliding scale payments based on company size.