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**Common Elements**

**II.a.1.B.iv Skills Gap (pg.25)**

DOL Response-The State provided a response to this element; however, the State must address the skill gaps and expand on the information regarding the worker shortages they describe to better connect the shortfalls in skill gaps to the skill needs of employers.

The apparent 'skill gaps' is a two-part challenge for the state. Firstly, Wisconsin is facing a quantity challenge. Secondly, the quantity challenge portends the 'skills gap' challenge; without enough workers, all industries and occupations will have too few appropriately skilled job candidates.

**Talent constraints limit growth**

Wisconsin's employment growth was constrained, however, by difficulty finding workers to fill open jobs. Employers statewide have expressed concerns about the lack of qualified talent to fill open positions. Every industry and most occupations voiced concerns about the dearth of talent available.

Jobs in health care, IT, skilled trades, and skilled manufacturing occupations have increased, but the growth has been constricted by employers' inability to find adequately trained personnel. While specific technical skills are lacking, such as welding, CNC operators, IT engineers and technicians, and health care practitioners and technicians, there is a shortage of available workers across all occupations and skill sets, such as retail, customer service, and warehousing. Employers complain about the deficiency in Science, Technology, Engineering and Math (STEM) skills, but also about the lack of "employability" skills: attendance, teamwork, communication, etc. Most firms today are willing to train new employees if only they could find them and retain them.

**Quantity Challenge**

Wisconsin is on the cusp of an unprecedented period of workforce change. The situation is inevitable and the outcome poses enormous challenges for the state's economy. The twelve months of recovery through 2014 have only exacerbated the situation.

Wisconsin's demographics are evolving. Wisconsin's labor force aged population will increase by 1.10 million in 2000 to 5.25 million in 2030. But the demographic age shift of the population will be dominated by the older population, the Baby Boomers, and their participation in the labor force will diminish with age. So while the workforce population will increase by over a million people, the active workforce itself will observe a much different track.

At present, it is expected that older workers will stay in the labor force longer than they had in the past. Even with robust increases in LFPR growth in Wisconsin's workforce is limited at best. The pending workforce quantity situation is unprecedented and largely unalterable.

**Demand v. Supply**

Simulations based upon DWD jobs projections' models indicate a shortage of workers will directly affect Wisconsin's job growth over the next 10 years. Running scenarios of job demand projections unconstrained by workforce limits shows an estimated gap of 46,000 potential jobs in the state in the year 2022. The base assumptions in the simulations are a six percent long-term unemployment rate and a jobs-to-worker ratio of 1.08. If the unemployment rate assumption is relaxed to 5.0 percent, there remains a 22,000 worker supply gap in the year 2022. Assuming a long-term unemployment rate of 4.5 percent yields a supply gap of 5,000.

What changes with a quantity gap, versus a skills gap, is that most occupations see shortages. Traditionally, target training and/or other incentives were instituted to satisfy spot gaps in one or a few occupations, such as IT, or in the cycles across engineering disciplines. Worker skills could be shifted from a sector with ample workers to one with too few.

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A general quantity gap, however, shifts worker skills from one sector to another, increasing the shortage in the former sector. Using wage incentives to attract workers is a proven tool but is a less viable solution for export industries that face global competition.

**11. A.2.A -The State's Workforce Development Activities.**

**DOL Response-The State provided a response to this element; however, the State must address the education and training activities for the programs included in the State Plan and other one-stop partner programs**

Required one-stop partners: In addition to the core programs, the following partner programs are required to provide access through the one-stops: Career and Technical Education (Perkins), Community Services Block Grant, Indian and Native American programs, HUD Employment and Training programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs program, Senior Community Service Employment program, Temporary Assistance for Needy Families (TANF) (unless the Governor determines TANF will not be a required partner), Trade Adjustment Assistance programs, Unemployment Compensation programs, and Youth-Build.

Training services, as needed, are made available to adults and dislocated workers primarily through Individual Training Account (ITA) vouchers. The Wisconsin Eligible Training Provider List (ETPL) provides consumer information, including cost and performance information of each training program, so participants have sufficient detail to make informed choices when using the voucher.

Participants with ITA vouchers have the opportunity to select training programs offered by several training providers on the ETPL. The ETPL is cooperatively developed and maintained by local Workforce Development Boards and the DWD. These data are submitted to the State according to described policy.

**Potential providers include these categories:**

- A. Institutions of higher education that provide a program which leads to a recognized postsecondary credential;
- B. Registered Apprenticeship programs;
- C. Other public or private providers of training programs that lead to:
  - A recognized post-secondary credential;
  - Measurable skill gains toward such a credential or employment.

DWD works cooperatively with the agencies and institutions with oversight responsibilities for the listed categories of providers to deliver programs which respond effectively to the changing marketplace of demand occupations. Wisconsin will capture Classification of Instructional Program (CIP) data in its ETPL for use in longitudinal comparisons of CIP data with available occupational outcome crosswalks to improve the fidelity of matching over time.

ETPL data is disseminated to the public via the internet (<http://www.wisconsinjobcenter.org/ita>). Selection of the training programs on the ETPL is performed in collaboration with a case manager who captures the transaction in the ASSET record of the participant.

DWD maintains and continuously updates the ETPL; manages the processes for program application, inclusion and removal; assures state policy compliance and initiates action against policy violations as warranted; and, facilitates the appeal process.

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The WDB's are responsible for distribution of the ETPL application to potential training providers; maintaining communicating with potential and existing training providers; approving or denying approval of training program applications in accordance with state and local policy; consults with DWD in cases where providers may be found in violation of WIOA, its regulations, or state or local policy; and establishes dollar limits and/or duration of ITAs (optional).

**The ETPL processes do not pertain to other categories of occupational skills training identified in WIOA, including:**

- Training for non-traditional employment;
- On-the-job training (OJT);
- Incumbent worker training;
- Programs that combine workplace training with related instruction, which may include

**Cooperative Education Programs;**

- Skill upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs;
- Job readiness training provided in combination with other services;
- Adult education and literacy activities, including English language acquisition and integrated education and training programs, provided concurrently or in combination other services;
- Customized training conducted by employers committed to employ individuals upon successful completion of the training; and
- Private sector training programs offered by providers not covered in categories A, B or C.

Training programs offered by community-based organizations (CBOs) or other private sector providers not covered in categories A, B or C have an opportunity to deliver WIOA-funded training through contracts for services, rather than ITA grants.

Each WDB has the option to select work-based training providers and programs in sufficient numbers and types to maximize customer choice, while maintaining the quality and integrity of training services.

The WDB may determine this is necessary to meet local customer needs, particularly to serve individuals with barriers to employment. Although this set of providers is not included on the Wisconsin ETPL, these providers of training services must meet criteria for eligible work-based training providers.

The WDB will determine the eligibility of work-based training providers for the WDA, and create a local training provider list for any approved work-based training program eligible to receive WIOA title I-B funds.

The criterion used in determining demonstrated effectiveness of the training providers and programs under contract for services is developed by the WDB published in its Local Plan.

**These criteria may include:**

- a) Financial stability of the organization;
- b) Demonstrated performance in the delivery of services to hard-to-serve participant populations.

**Through such means as:**

- i. Program completion rate;
- ii. Attainment of the skills, certificates or degrees the program is designed to provide;

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- iii. Placement after training in unsubsidized employment;
- iv. Retention in employment
- v. Demonstrated effectiveness to address workforce investment needs identified in the local plan

Training services must be provided in a manner maximizing consumer choice in the selection of an eligible provider of such services. Training services must be directly linked to occupations in demand in the local area, or in another area to which the eligible participant is willing to relocate

**II.a.2.B the Strengths and Weaknesses of Workforce Development Activities. Provide an analysis of the strengths and weaknesses of the workforce activities in (A), directly above.**

**DOL Response-The State provided a response to this element; however, it did not address the strengths and weaknesses of the workforce development activities in order to build upon earlier responses in sections 11.a.1.B.iv and 11.a.2.A and include the impact on the State Plan core and Combined State Plan partners.**

Initial analysis of the strengths and weaknesses of Wisconsin's workforce development activities suggests that our talent development system has the right expertise and pockets of excellence. Successfully serving common customers in our system will require continued collaboration, coordination and re-assessment.

Under 11.a.1.B.iv, the State of Wisconsin identified 'skills gaps' as a two-part challenge (weakness) for the state. Firstly, Wisconsin is facing a quantity challenge. Secondly, the quantity challenge adds to the 'skills gap' challenge – as without enough workers, all industries and occupations will have too few appropriately skilled job candidates. To address the skills gap weakness, the state of Wisconsin has implemented the Wisconsin Fast Forward program which helps address the state's need for skilled workers.

This program creates worker training grants and makes other investments to prepare workers for jobs available today and in the years to come. The state of Wisconsin recognizes a weakness is that there is a shortage of workers to fill employer job openings. To address this, efforts are being made to market Wisconsin to job seekers living outside the state. Assistance is also being provided to Wisconsin employers to engage individuals who were formerly excluded in the workforce (offenders, people with disabilities, English Language Learners, etc.).

A strength that the state of Wisconsin uses is the Job Center of Wisconsin website which has been enhanced to include matching potential employees to employer job openings. An initiative to hire Veterans has also been implemented using WiscJobsForVets-an initiative to assist Veterans with their work search.

Other strengths identified include the successful partners and programs that exist and can be leveraged, both at the state and local levels. The extensive collaboration that has grown since WIOA enactment serves as a foundation for continued partnerships. The ability to involve partners in solution development is an incredible opportunity that must be seized. DWD's Division of Employment and Training (DET) has a particular interest in developing collaboration between workforce development boards and sharing of best practices.

One notable theme that developed in the strengths and weaknesses analysis was a practice in some instances to "refer out" an individual who may present with a disability directly to DVR. WIOA's emphasis on serving participants who have barriers, multiple barriers and/or severe barriers requires that the state ensure that all job center and WIOA program staff are properly equipped to serve all job seekers or workers looking to find sustainable employment. To the great fortune of the Title IB providers, Wisconsin DWD's Division of Vocational Rehabilitation (DVR) has

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developed and established practical strategies to serve those who have disabilities. Other partners have similarly established practices that have demonstrated success for serving individuals with other barriers.

The state's WIOA Roundtable, conducted for May of 2015, included training sessions on these successful strategies and information sharing by partners, including DVR, available to all attendees. The state is pleased to have partners willing to share their knowledge and expertise so that customers can be better served. The expectation of combined state plan program partners is that all programs will serve people with disabilities.

Planning for a WIOA Roundtable 2017 is underway and will be focusing on integration.

Another example of potential weaknesses that can be strengthened through collaboration is with performance. The experience that U.S. Department of Labor funded core programs have in development of performance goal setting, including economic analysis, can be shared with the core programs funded by the U.S. Department of Education (DOE), as their past goal-setting protocol was quite different. Similarly, DWD's DVR can help other core programs become outcome-driven programs, due to their established dashboard mechanisms and daily monitoring of performance data. During PY14, those strengths were shared to the betterment of Wisconsin's core programs, and further coordination will continue.

Analysis of the current talent development system, including mandatory and optional job center partners suggests a weakness in terms of sharing programmatic and performance information. The state intends to remedy this through sharing of information (see section on integrated data systems) as well as through the Governor's Council on Workforce Investment's (CWI) new committee structure.

**11.a.2.C State Workforce Development Capacity.**

**DOL Response-The State provided a response to this element; however, the State's response did not include sufficient detail regarding its capacity for the activities of the six core programs and the Combined State Plan partner programs.**

Wisconsin is well-poised to provide workforce and talent development activities given the fertile knowledge base of our practitioners. With nationally-recognized system components, such as a career pathway system with many bridges and stackable credentials; a Registered Apprenticeship program and hearty On-the-Job Training programs that meet industry demands, our pursuit becomes one of continuous improvement. The structure developed by Governor Scott Walker for the CWI's committees formalizes both the process and the players in practice of evaluating, delivering, and re-evaluating. Leadership from the combined state plan programs and job center programs are seated as members. Further detail on committee structure of the state board is provided under III.A.1.

The capacity of the state talent development system to continue providing workforce development activities is dependent on continued communication among state entities, as established through the WIOA Leadership Team. Equally vital is state-workforce development board (WDB) communications, in order to provide a venue through which refinements can be made towards continuous improvement.

When analyzing capacity, the state must acknowledge the resolute action of our 11 Local Workforce Development Boards (WDBs). Wisconsin's local WDBs and their partners have all strived to find innovative methods of serving participants and employers in local and regional talent development ecosystems. When successful, they have developed model programming that can be promulgated through the CWI. When program design has not produced desired results, the local providers have adjusted, refined, and shared their lessons.

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The Workforce Development Boards conduct customer service surveys to help ensure that they are continuously improving their services. The pockets of excellence that exist around our state provide great opportunity to increase our capacity for serving those who can benefit significantly from our training and education programs.

Adult Basic Education and English Language services are the statutory responsibility of the Wisconsin Technical College System and its 16 colleges (statewide system). Additionally, many community based organizations, literacy councils, and county jails, some of who receive funding through the competitive AEFLA grants process, assist in the provision of these services. Thus, the entire state is covered.

As a result, all Adult Education and Family Literacy Act funding through Title II of WIOA is awarded to the WTCS. All activities funded by WIOA Title II are authorized, approved and overseen the Associate Vice President of the Office of Student Success, who serves as the State Director of Adult Basic Education on behalf of the Wisconsin Technical College System Board. Activities are executed by the AVP and Adult Basic Education staff in that office.

DVR supports a "dual-customer" approach to service delivery; serving both individuals with disabilities who want to work and the businesses who want to connect to this talent pool. DVR offers services to businesses that include outreach, follow along, and customized services geared toward meeting business needs. DVR Business Services are part of a collaborative workforce solutions system that also includes other state agencies and workforce partners. DVR Business Services team members participate in collaborative training with other business services professionals to ensure a shared understanding of the various programs and services available to business, share best practices, and work toward a consistent service delivery strategy statewide. Business services professionals representing various programs and services serve on a local Business services Team, and use a shared business relationship (account) management system in order to effectively communicative activities with businesses in real-time.

DVR staff receives training and information on in demand occupation and other labor market information which are taken into account when developing individualized plans with consumers. Joint workgroups of all the titles are set up to address WIOA requirements and workforce challenges at the state level and DVR participates as a member or leader/co-leader of some of these State-level groups.

DWD's Division of Employment and Training, Office of Veterans Services (OVS) is funded by the Department of Labor Veterans and Training Services, Jobs for Veterans State Grant. During FY 2017, OVS will have 41 staff funded by the JSVG grant. The Division of Employment and Training manages the JSVG from Central Office in Madison where one Director is housed. This individual provides overall guidance, direction, and oversight and reports to Division Leadership. Three JSVG funded supervisors are stationed within three regions of the state and provide day to day supervision of LVER and DVOP staff. All DVOP or LVER staff are integrated within job centers throughout the state. OVS management staff ensure all LVER and DVOP staff possess knowledge of requirements specified by Title U.S.C. Chapter 31 requirements and guidance provided through DOL Veteran Program letters. LVERs and DVOPs are fully integrated within Job Center operations. LVERs are fully integrated within the business service teams and conduct employer outreach as members of that team.

The sole function of the LVER is business services and interaction with employers. DVOPs are housed at job centers and provide intensive service for veterans that are identified to have significant barriers to employment (SBE). A pre-screen form is used to determine if veterans meet the definition of a veteran with SBE. Veterans that are determined to be SBE are referred to DVOP staff or other case managers within the job centers. DVOP'S provide the intensive services necessary and use a case managed approach to assist veterans with their employment needs. In addition to providing intensive services to SBE veterans that visit the job center, DVOP conduct outreach to find SBE veterans. DVOPs also provide intensive services for veterans that receive education training funded by the Veterans Administration Chapter 31 program. OVS has a DVOP staff that is an intensive Service Coordinator. This DVOP, who is stationed at the Milwaukee VA Regional Office, coordinates referrals of Chapter 31 veterans to DVOP and tracks services provided.

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The workforce development system proved it had significant capacity to meet the Workforce Investment Act common measures during program years 2014 and 2015. For the first time in Wisconsin's WIA history, in PY 2015, each local workforce development board met 100% of its measures. The adult systems have demonstrated the capacity to make appropriate job placements, prepare workers for long term retention in jobs and the ability to achieve adequate earnings. The youth system has mastered the art of job and education placement, assisting youth in achieving credentials and certificates and has exceeded expectations in assisting out of school basic skills deficient youth to make reading or math ability gains. The workforce development system will continue to use its established capacity to prepare its participant stakeholders to achieve excellent outcomes in job placements, credential attainment, post exit earnings, measurable skills gains as well as effectively serve its employer stakeholders.

**II. b. 4 – Assessments-Describe how the State will assess the overall effectiveness of the workforce investment system in the State in relation to the strategic vision and goals stated above in sections (b)(1), (2), and (3) and how it will use the results of this assessment and other feedback to make continuous or quality improvements.**

DOL/DOE: "The state provided a response to this element; however, the response lacks clarity about how the scorecard includes core and Combined State Plan partner programs included in the state plan. The State did not describe how it will use the results to make continuous or quality improvements."

Wisconsin's core WIOA programs will initially assess the effectiveness of its core programs using the WIOA Primary Indicators of Performance. At a macro-level, the indicators of performance provide an initial indication of the state workforce system's effectiveness at achieving its vision and goals. The state will develop a common dashboard and display on its WIOA Performance SharePoint site. Core and partner programs will assess its performance based on the adjusted levels of performance. Areas of strength and improvement may be distinguished by reviewing current performance and performance trends. Program managers, at all levels, will use these monthly assessments to further target assessments to determine root causes for strong and weak performance.

The state workforce board will conduct further assessments through use of a balanced scorecard that includes each WIOA partner program. The balanced scorecard is updated and presented to the state workforce board on a quarterly basis. The scorecard's purpose is to assess the overall effectiveness of the workforce system and its programs at meeting the state's strategy. The scorecards illuminate strengths and weaknesses of the workforce system beyond performance metrics. The state workforce board and the state's workforce agencies are the primary audiences. The Wisconsin Employment Scorecard and the Wisconsin Talent Development Scorecard were presented to the Council on Workforce Investment.

The Wisconsin Employment Scorecard assesses Workforce Projections and Forecasts, Job Openings and Placements, Workforce Program Outcomes and State GPR Investments. Metrics describing the effectiveness of the accountability, access and alignment of WIOA Titles I, II, III, IV, Trade Adjustment Assistance Act and Jobs for Veterans State Grants programs are presented through the balanced scorecard. This scorecard provides committee members and program managers the ability to visualize in-demand industries, resources and outcomes. This scorecard reveals where opportunities for continuous improvement in the economic and job environment are in Wisconsin. The Talent Development Scorecards assesses Career and Job Events, Business Services Outcomes, Sector Strategies and Pathways and Partnerships.

This scorecard assists the core programs in leveraging infrastructure to meet the demands of the state's employers and workforce participants. CWI will make informed recommendations for action such as state legislation that augments WIOA efforts. In early 2016 Wisconsin's Internship Coordination Bill, originally a recommendation of the CWI became law. This act improves coordination between institutions of higher education and employers to increase the number of students who are placed with employers for internships. Recommendations such as the Internship Coordination Act provide value for all actors in the workforce system. Core program managers are provided data on

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the balanced scorecard to adjust and prioritize resources to enable optimal outcomes, drive policies designed to make quality improvements and reveal opportunities for continuous improvement.

**11.c.1- Describe the strategies the State will implement, including industry or sector partnerships related to in-demand industry sectors and occupations and career pathways, as required by WIOA section 101(d)(3)(8). (CD) "Career pathway" is defined at WIOA section 3(7). "In-demand industry) sector or occupation" is defined at WIOA section 3(23).**

**DOL Response-The State provided a response; however, it did not address individuals with barriers to employment, and did not include the Combined State Plan partner information.**

During Program Year 2014, the leadership of Wisconsin's Combined State Plan Programs determined four key strategies for our state's implementation of WIOA. They are described below.

### **Sector Partnerships**

We will expand sector strategies to continue enhancing and strengthening our economic vitality through addressing employer and job-seeker talent requirements. Sector partnerships implement effective coordinated responses and integrate resources to develop the talent and workforce needs of key industries of a regional labor market.

Labor market information will be used as the basis to map and assess current sector activities to identify successes and challenges along with emerging market areas. This data will be used to understand the skills required for the current and future workforce and prioritize target industries.

Overall guidance and support of sector partnerships will be guided through the Partnership and Development & Resource Alignment Committee. This committee will oversee the development of a strategic framework for regional sector partnerships. Regional sector partnerships are not defined by artificial geographic boundaries. Rather, they are determined through labor market analysis. Business service teams will represent the one-stop system to offer a coordinated set of services through the inclusion of all WIOA stakeholders.

In partnership with the Dislocated Worker Program, TAA plans to utilize strong assessments to identify TAA job seeker barriers, talent requirements and training needs, through the use of labor market information.

Sector partnerships must be closely aligned with the education system to develop flexible and responsive career pathways. This will provide all levels of workers multiple entry and exit points along the career ladder and cultivate the talent pipeline for employers.

### **Career Pathways**

We will take career pathway advancement in Wisconsin to greater scale and alignment. Scale does not simply mean increasing the number of career pathways established...it means credentialing and building better ladders and lattices for adult learners and cultivating a robust talent pipeline for employers.

Guidance and support will be provided statewide at the agency level by the Wisconsin Career Pathways Committee. Financial resources will be provided, in part, through the TAACCCT Exceeding the Cap project, funded by Dept. of Labor and called Advancing Careers of TAA and Transitions or ACT2. The Wisconsin Career Pathways Committee includes representation from the WTCS, DWD, the Wisconsin Department of Public Instruction (DPI), the Wisconsin Workforce Development Association, and the Wisconsin Economic Development Corporation. The active participation of the partners of the Wisconsin Career Pathways Committee ensures that career pathways in Wisconsin are industry-driven and support students and job seekers of all ages, backgrounds, and abilities.

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In order to collaborate successfully across agencies, systems, and clients, we will provide guidance and align practices between stakeholders (including business and industry) and engage in information sharing as allowed. We will take career pathways to scale using coordinated learning and professional development for system, partner agency and training/education staff. Professional development will include ensuring accessibility to individuals with barriers to employment.

The state acknowledges the role that local WDBs play in supporting access to career pathways through job centers and programs. WIOA makes clear that the WDBs "shall lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services..." Wisconsin's WDBs have astutely synced career pathways with sector strategies and the investments the WDBs make into career pathways at local technical colleges and through sector strategy teams are vital to this state strategy.

The state, through the WIOA Leadership Team, will ensure that the Workforce Development Boards convene local partners as they lead efforts relating to career pathways in the local areas.

Technical colleges will continue to rely on advisory committees made up of local business and industry to develop and support new programs and new career pathways. In addition, technical colleges will work with local workforce boards and job centers to find the right clients for the right program. Additionally, technical colleges will also work with these partners and economic development agencies to support sector partnerships. Career Pathway Coordinators located at each technical college will assist in local career pathway enactment. Best practices will be evaluated and incorporated to support better transition for learners and improve outcomes.

Wisconsin DPI's Career and Technical Education (CTE) Office provides 16 career clusters of occupations with 79 pathways with validated standards that ensure opportunities for all students.

**These career clusters are a tool for a seamless educational system that:**

- Blends rigorous academic/technical preparation;
- Provides career development;
- Offers options for students to experience all aspects of a business or industry; and
- Facilitates/assists students and educators with ongoing transitions.

TAA program plans continued coordination, communication and information sharing with the various grant activities in the Technical College System funded by the TAA Community College Career Training grants (TAACCCT). TAA will take advantage of their efforts to re-design training programs to build better ladders and lattices, and obtain better outcomes, for adult learners from the TAA Program. Especially important will be the use of 'bridge' offerings to better serve participants with ABE and ELL barriers, to help them get into occupational career pathways.

**Cross-Program Data Coordination**

WIOA services will align with the Job-Driven Checklist to improve the job seeker's experience and the behind-the-scenes data analysis and subsequent decision-making. WIOA partners will create the conditions in which job seekers can develop greater self-determination and data analysts can enhance reporting.

WIOA partners will execute data sharing agreements in which partners may use one another's data. Each core partner will train its staff in the basic services provided by other core partners. Each partner will regularly update other core partners on services provided, eligibility requirements, and appropriate contacts.

The concept of "no wrong door" within our job centers will ensure that all individuals with barriers to employment, such as age or disability status, will not be routed prematurely to a particular program without informed customer choice and an accurate assessment of how he/she might be served. Through the assessment process, case managers of individuals with "barriers" to employment will be able to meet the needs of the customers to coordinate

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services and leverage resources best to serve them. An integrated information system will be developed to align core and one stop partner programs.

The state is working on a common intake system that will work toward creating a common Identifier across the core partners. Once accomplished, core WIOA partners will work towards Incorporating non-core partners whose services support job seekers, such as TANF and Food Share. The common intake will reduce the duplication of client profiles and gaps in services.

### **The combined state plan partners are as follows:**

- Title 1 programs
- Wagner/ Peyser
- Adult Education and Family Literacy Act Program
- Trade Adjustment Assistance for Workers Program
- Jobs for Veterans State Grant Program
- Division of Vocational Rehabilitation

WIOA requirements of service provider report cards will be made possible through data sharing. Partners will gather and analyze data, synthesize it into reports, share findings with other partners, and facilitate discussions for improvements. Once data sharing capabilities are established, partners will make the report cards easily accessible to job seekers, WIOA core partners, and the public. Each partner will ensure that its own staff is kept trained on how to access and use the report cards. All core partners' services, including Career Pathways and Adult Basic Education/High School Equivalency Diploma, will be part of the service provider report card offerings.

WIOA core partners will respect the privacy and diverse nature of the clients being served. The partners will develop a robust privacy policy. Job seekers will be informed of the two purposes for sharing information: 1) aggregated information that does not contain personally identifiable information will be shared for the purposes of program improvement and federal reporting, and 2) client-specific information that staff in core partners may access for the purposes of identifying appropriate services within the partner's programs and making relevant referrals to other partners' services. Job seekers may limit the sharing of their information with other core partners for the purpose of services and referrals but may not limit the sharing of aggregated data. All program staff in all WIOA core partners will be trained on the privacy policy.

### **Three types of data collection and analysis will support decision-making and analysis of outcomes:**

1. WIOA performance reporting: Partners will share in the development of performance goals and results of DOL/DOE performance negotiations.
2. Service provider report cards: Partner data analysts will combine service data used to create the service provider report cards with individual participants' employment outcomes to provide a more accurate picture of which core programs and which support services are correlated with improved employment outcomes. Included in this analysis will be information specific to each of the focus barrier populations: individuals with disabilities, veterans, and ex-offenders.
3. All WIOA partners will have access to the common data for purposes unique to their own operations.

The Office of Veterans Services' LVER and DVOP staff is integrated within the Job Centers of each of the eleven Workforce Development Areas (WDAs). LVERs serve as active participants in each WDA on the business service teams. Veterans requesting employment services complete a pre-screen form that determines if they meet the DOL definition for veteran with a significant barrier to employment (SBE). Any veteran that meets that definition is referred to a DVOP or a job center case manager who will provide intensive services. These services include a comprehensive assessment, and an individualized employment plan.

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The TAA Program serves a subset of the Dislocated Worker Program population, and is managed and administered by DWD staff, and as such where possible we participate in the State's overall strategies for sector partnerships and career pathways.

Where possible TAA has taken and will take advantage of professional development workshop opportunities for case managers and administrators that are offered through the TAACCCT grants, to increase knowledge of emerging strategies and usage of pathways

### **Job Driven Investment**

Job driven investment shall prepare workers and prospective workers, including those with barriers to employment, for jobs currently available in the region's economy and for emerging occupations. Labor market information and employer feedback will be used to ensure these investments have a deep understanding of regional industries, occupations, populations and labor markets to formulate effective strategies.

The Wisconsin eligible training provider list (ETPL) shall be coordinated and approved by the WIOA core partners to ensure effective use of training resources and the efficient training of all WIOA service recipients. Access to the ETPL shall be accessible among all WIOA partners. Performance standards for the providers shall be designed and reported to measure effectiveness of the trainers.

We will implement Wisconsin industry recognized credentials across programs that are desired and endorsed by employers, aligned with career pathways, and responsive to industry needs. The development of a statewide repository of credentials with sponsoring organizations shall be developed and maintained for use among WIOA programs and employers.

We will improve coordination and integration of business services among the WIOA partners at the local and state level to streamline and strengthen communication, improve efficacy, and provide seamless transitions between program services. Through these efforts we will maximize our employer base and enhance outreach.

Wisconsin's return on investment will be realized through the effective implementation of the above principles and the review of their outcomes. Outcomes will be measured through our performance goal attainment across all programs. Systematic and ongoing evaluation will drive continuous program improvement.

Two added-value aspects of Wisconsin's WIOA implementation are the

- Adoption of customer-centered design when 1) engaging with employers, and 2) planning, implementing, and improving WIOA-funded programs; and
- Empowerment of WIOA participants to increase their financial capability beyond financial literacy by better connecting them with appropriate financial products and services so that they can take action for their financial security.

Governor Walker in 2014 launched A Better Bottom Line in support of overcoming barriers to employment for job seekers with disabilities. A Better Bottom Line is tailored after Delaware Governor Jack Markell's initiative with the National Governor's Association and promotes employment opportunities for people with disabilities through recognition, education and strategic investments

Job seekers with disabilities represent a critical part of our state's workforce and, through their success in reaching their goals, contribute to Wisconsin's economic growth.

Project SEARCH helps young people with disabilities transition from high school to the workplace. Governor Walker's Blueprint for Prosperity increases the number of participating Project SEARCH businesses by 20, up from

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seven, over three years. DVR is engaged in recruiting individuals and businesses for Project Search sites across the state.

As part of his Blueprint for Prosperity, Governor Walker announced more than \$600,000 in worker training grants in 2014 to assist job seekers with disabilities in developing demand driven skills to reach their employment goals. DVR is partnering with the DWD Office of Skills Development to identify qualified job seekers with disabilities to participate in training at businesses across the state.

**II.c.2 Describe the strategies the State will use to align the core programs, any Combined State Plan partner programs included in this Plan. Required and optional one-stop partner programs and any other resources available to the State to achieve fully integrated customer services consistent with the strategic vision and goals described above. Also describe strategies to strengthen workforce development activities in regard to weaknesses identified in section II(a)(2).**

**DOL Response-The State provided a response to this element; however, it did not adequately describe the strategies to align core and Combined State Plan partner programs to fully integrate customer services consistent with the vision and goals of the State Plan**

To provide context for Wisconsin's strategies to align WIOA programs and partners, some background information on WIOA Implementation is provided below. Of the core programs of WIOA, Title I, Wagner-Peyser and Vocational Rehabilitation services are administered by the Wisconsin Department of Workforce Development, while Title II is administered by the Wisconsin Technical Colleges System. A WIOA Executive Committee was formed in the fall of 2014, and its members included DWD Secretary Newson, WTCS President Morna Foy, Administrators from the DWD Divisions of Employment and Training, Vocational Rehabilitation, and Unemployment Insurance, and the WTCS Provost.

**One System**

DWD Secretary Newson and WTCS President Foy spoke to nearly 200 stakeholders from around the state at the February 2015 WIOA Kickoff, galvanizing staff of the core programs, local workforce development board staff and members, and stakeholders from the economic development system. The event served as a means of communicating to partners that Wisconsin has One System of talent development.

On March 20, 2015, Governor Scott Walker issued Executive Order #152, which reconstituted the Governor's Council on Workforce Investment. The order noted that Wisconsin's talent development system is responsive to employer needs, drawing on the strong partnerships that exist between businesses and state workforce development, economic development, and education providers and directed all cabinet-level state agencies to collaborate with the Governor's Council on Workforce Investment and the Wisconsin Job Center system to develop a strong, skilled workforce.

DWD Secretary Newson promptly convened cabinet level leadership from seven additional state agencies in March of 2015 to discuss WIOA implementation. Information about the WIOA and what opportunities for collaboration and coordination it presents was provided. Those who administer potential combined state plan programs were asked if they wished to pursue inclusion in a combined state plan. Following the meeting, the WIOA Executive Committee decided that Wisconsin would prepare to submit a combined state plan for WIOA in March of 2016, with additional programs being the Trade Adjustment Act (TAA) and the Jobs for Veterans State Grant (JVSG), both of which are administered by DWD.

**Combined State Plan Program Leadership**

Wisconsin's implementation plan also included the WIOA Review Committee, which included leadership of the state plan programs and the Unemployment Insurance Program, serving in a steering committee capacity. Legislation

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review workgroups were established to methodically review every section of the WIOA. Workgroup membership was open to all state plan partner programs and the eleven workforce development boards, so that the groups' work would be informed by a variety of viewpoints. Following the issuance of proposed rulemaking, those workgroups reviewed the proposed regulations. Additionally, ten functional workgroups reviewed the legislation and proposed regulation reports and developed operational recommendations for the WIOA Review Committee's consideration.

In July of 2015, the WIOA Review Committee was reconstituted as the WIOA Leadership Team. Members include senior leadership from the DWD Divisions of Unemployment Insurance (UI), Vocational Rehabilitation, and Employment and Training (DET), which oversees Titles I, III, TAA, and JSVG, along with the state's Title II Director, who works for the Wisconsin Technical College System (WTCS). The WIOA Leadership Team will continue to meet throughout implementation of WIOA and beyond Program Year 2016 to continue the coordination and collaboration among combined state plan programs. This team will also serve as a knowledgeable resource to the CWI and its committees.

The partners will use the following strategies to align core and combined state plan partner programs to fully integrate customer services consistent with the vision and goals of the State Plan.

The State provided trainings at the WIOA Roundtable that was held in May 2015 targeting networking and the sharing of demonstrated success in serving individuals with barriers. The expectation of the combined state plan program partners is that all programs will serve people with disabilities. Collaboration will be necessary with the performance changes. Sharing of information through an integrated data system will strengthen the collaboration of partners. The development of a common intake system will assist in the co-enrollment of customers to maximize the services available to them.

The WIOA roundtable held in May, 2015 reached a large audience from all programs to come together to share best practices and cross training. The WIOA roundtable brought practitioners and policy makers together

The concept of "no wrong door" within our job centers will ensure that all clients with barriers to employment, such as age or disability status, will not be routed prematurely to a particular program without informed customer choice and an accurate assessment of how he/she might be served.

Through the assessment process, case managers of all clients will be able to meet the needs of the customers to coordinate services and leverage resources best to serve them. An integrated information system will be developed to align core and one stop partner programs.

The state has a committee working on a common intake and data integration system that will work toward creating a common identifier across the core partners. Once accomplished, core WIOA partners will work towards incorporating non-core partners whose services support job seekers, such as TANF and Food Share.

The common intake will reduce the duplication of client profiles and gaps in service provisions. This will require a lot of collaboration from all core partners and combined partners. The WDB'S conduct customer service surveys to help ensure that they are continuously improving their services.

The Office of Veterans Services' LVER and DVOP staff is integrated within the Job Centers of each of the eleven Workforce Development Areas (WDAs). LVERs serve as active participants in each WDA on the business service teams. Veterans requesting employment services complete a pre-screen form that determines if they meet the DOL definition for veteran with a significant barrier to employment (SBE). Any veteran that meets that definition is referred to a DVOP or a job center case manager who will provide intensive services. These services include a comprehensive assessment, and an individualized employment plan.

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Many of the Adult Basic Education programs are co-located with ones-stops and are working to ensure co-enrollment in WIOA core programs where appropriate

All the Core and combined partners of the Wisconsin state plan have administrator on the Wisconsin Career Pathways Committee, led by the technical college system. Local staff receives training on Career Pathways from technical college representatives. All core and combined partners are also represented on both CWI committees.

The DVR business service consultant staff and other DVR staff participate on regional business service teams at the local level, and in some cases are the leaders of the local effort. DVR is focused on business as a customer and has hired business focused staff to lead activities at the local level as well as a statewide business lead to help lead and coordinate workforce activities at the state level.

### **III.a.2.A -Core Program Activities to Implement the State's Strategy.**

**DOL Response-The State provided a response to this element; however, it did not describe the specific approaches the State will use to implement the State's strategy. The State must describe the funded activities of the core programs and combined partner programs.**

Governor Scott Walker's Executive Order #152, which authorized the reconstitution of the Governor's Council on Workforce Investment and directed its activities, drives the work of the CWI. A Memorandum of Understanding (MOU) between the CWI, DWD, and the Wisconsin Workforce Development Association (WWDA), as well as an MOU between the DWD, Wisconsin Technical College System and the Wisconsin Economic Development Corporation and an MOU between DWD and the Wisconsin Department of Public Instruction further formalize multi-agency collaboration.

The WIOA Leadership Team functionalizes the collaborative activities and maintains several cross-agency teams that work on WIOA details, including an Information Technology Team, a Federal Reporting Team, and an ETPL team. The Performance Advisory Committee (PAC) is a statewide committee tasked with advising the WIOA Leadership Team on performance matters. The PAC is co-led by a DWD-DET and DWD-DVR staff and includes representation from all combined state plan programs and local workforce development boards.

Wisconsin will have a WIOA Functional Youth Committee with Titles I, II and IV for collaboration to occur at a state level. The committee will develop communication and tools with all Titles' input for a consistent message to the local boards on how to work with the common customer. Information will be presented to the local workforce development boards by content experts to answer questions and facilitate collaboration. In addition, information will be provided to DPI and local school and technical college districts on WIOA partner collaboration.

Specific approaches the State will use to implement the State's 4 key strategies (Sector Partnerships, Career pathways, cross-program Data Coordination's and Job Driven Investment) The following committees /teams will oversee the development of a strategic framework for the 4 key strategies: Partnership and development and Resource Alignment Committee, The Wisconsin career Pathways committee, WIOA Core Partners and the WIOA Executive Committee.

The funded activities of the core program and combined partner programs will be cost allocated and include the following

- Title I Wagner/Peyser Program
- Vocational Rehabilitation Program
- Adult Education and Family Literacy act Program
- Trade Adjustment Assistance for Workers Program
- Jobs for Veterans State Grants Program

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Business services teams which receive guidance from the CWI will ensure that businesses are being served by the American Job Centers of Wisconsin. Almost 400 staff has been trained including Workforce development board/WIOA Staff, Job Service Staff, DVR, TANF, Technical colleges and other community based organization contracted staff.

### **III.a.2.B -Alignment with Activities outside the Plan.**

**DOL Response-The State provided a response to this element; however, it did not provide adequate detail regarding the alignment of workforce activities with required and optional one-stop partners, and address activities provided under employment, training, and education programs, including Registered Apprenticeship programs and career and technical education.**

Activities identified in (A) will be aligned with programs and activities provided by one-stop partners and programs in Wisconsin's talent development system through the Governor's Council on Workforce Investment.

#### **Specifically, the Partnership Development and Resource Alignment Committee have the following purposes:**

- Convene and connect talent development resources to drive innovative workforce solutions that support economic development strategies.
- Consult with state, regional and local resources to champion collaborations and partnerships within the workforce ecosystem.

Then DWD Secretary Newson appointed State level leadership of the following programs to the committee in order to formalize their input into the workforce development system: Wisconsin Department of Children and Families (DCF), Wisconsin Department of Health Services (DHS), Wisconsin Housing and Economic Development Authority (WHEDA), Wisconsin Department of Veterans Affairs, Wisconsin Department of Corrections (DOC), DWD's Division of Vocational Rehabilitation, and DWD's Office of Veterans Services.

In PY 2014, DWD signed a Memorandum of Understanding (MOU) with the Wisconsin Department of Public Instruction (DPI) around academic and career planning. The MOU included the below points of mutual agreement.

- DWD and DPI agree to jointly develop an annual event or series of events to educate and inform school district ACP (Academic and Career Planning) coordinators on the use of labor market data in the provision of ACP services. DWD will develop and issue a credential to individuals who attend the aforementioned event and demonstrate mastery of the concepts presented. DPI will notify and invite the appropriate school district coordinators to the event
- DWD and DPI agree to jointly create a "toolkit" that provides information on labor market trends and other relevant workforce and economic development information. The toolkit will be developed for use by K-12 education professionals and will be updated on an annual basis by DWD.
- DWD will coordinate a survey of employers and other industry stakeholders about their perceptions of ACP services offered through DPI and local school district coordinators. DWD will collate, interpret, and analyze the results as necessary and will provide the information to DPI. DWD may engage the Wisconsin Manufacturers & Commerce (WMC) and other regional/local workforce partners to engage employers and industry leaders.
- DWD will provide any other assistance mutually determined by the Secretary of the Wisconsin DWD and the State Superintendent of DPI to be necessary to the implementation or continued provision of ACP services.

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Building on collaboration and partnership, DWD's Bureau of Job Service (BJS) has been engaged with the DOC in development of a pilot project to allow inmates nearing release to access various assessment and career exploration tools in order to prepare them for the job market. It is the intention of both DWD and DOC to see this project expand to all of Wisconsin's state correctional facilities.

The work on this partnership with DOC has created interest with DOC's Division of Juvenile Corrections to create a program similar in nature and scope. Meetings with the Division of Juvenile Corrections have taken place and discussions are ongoing.

In the fall of 2015, DWD and DCF, which administers TANF, Community Services Block Grants (CSBG), and refugee programs decided to pursue a meeting to discuss alignment potential between WIOA and W2, Wisconsin's TANF program. The meeting included DET staff, DCF staff, local WDB leadership, and W2 providers. Discussion topics will include opportunities for better alignment and positive practices already in existence at the local level. This meeting will also serve as a model for future program-specific coordination with other programs.

DWD is organizationally positioned to strengthen the WIOA partnership with Registered Apprenticeship. This partnership is aligned at the State Level with Registered Apprenticeship participating in the development, review and discussion of statewide WIOA policies. At the local level, Bureau of Apprenticeship Standards (BAS) local staff, Apprenticeship Training Representatives (ATRs), are partnering with Boards on several levels with the Business Services Team, services to applicants and with the local Job Centers.

The Boards' sector planning and industry engagement alliances will play an important link in expansion of apprenticeship in new occupational areas. The ATRs have been invited to the Employer Alliance meetings, as appropriate. ATRs provide training to local Job Center staff regarding apprenticeship and provide materials that job seekers may use to gauge their interest in apprenticeable occupations.

WIOA local staff and ATRs both Sales Force for communication purposes as it relates to outreach to employers. RA staff will engage apprentice sponsors to register with on ITPL. Wisconsin received an American Apprenticeship Grant and the activities associated with this Grant will position Wisconsin's WIOA and RA partnership far into the future

The Workforce Innovative and Opportunities Act recognizes the Senior Community Services Employment Program (SCSEP) as a required job center partner. The SCSEP, which is known as the Wisconsin Senior Employment Program (WISE) provides part-time on-the-job subsidized training in community service assignments for unemployed, low-income older persons who are 55 years of age and older whose prospects for employment are poor and who have the greatest economic and social need.

The Division of Employment and Training, Department of Workforce Development (DWD/DET), which Administers the Title 1B Programs and the Bureau of Aging and Disability Resources, Department of Health Services (DHS/BADR) staff met to better facilitate and define collaborative activities for older

### **Workers through the WIOA Combined State Plan for PY16. The two bureaus will continue to work on the following:**

- Provide cross-program coordination and alignment with SCSEP and other WIOA programs to promote a better understanding of each other's role in assisting older workers.
- Promote WIOA co-enrollments with the SCSEP program for older adults who meet eligibility criteria.
- Plan meeting(s) with Workforce Development Board (WDB) leadership, Title 1B staff, DWD Local Program Liaisons, and the SCSEP Coordinator along with designated national grantees/sub grantees who serve the older people within their workforce development areas to discuss how co-

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- enrollments and other services can be aligned and a unified, working partnership created between them.
- Collaborating on a presentation to WDBs about serving older adults and the SCSEP program at the WIOA Roundtable in May 2016.

The results of this collaboration between WIOA and SCSEP will enable older workers to utilize services available to them to seek permanent employment using the various resources available to them through this partnership. DWD-DET's Bureau of Workforce Training, which oversees the Title IB programs, is particularly interested in developing a strong relationship with the Food Share Employment and Training (FSET) program administered by the Wisconsin Department of Health Services (DHS). BWT commits to developing an actionable partnership plan collaboratively with FSET prior to Program Year 16, so that the programs are better aligned for the potential success of FSET participant.

### III.a.2.c Coordination, Alignment & Provisions of services to Individuals

**DOL Response-The State provided a response to this element; however, it did not adequately describe how specific entities carrying out core programs, Combined State Plan programs, and required and optional one-stop partner programs will coordinate, align, and provide services to individuals.**

The WIOA Leadership Team will continue to meet to coordinate and align services provided by the combined state plan programs. Beginning in Program Year 2014, system-wide policies were developed and routed by this leadership group to ensure all needs are considered and potential impacts are understood. Examples of system-wide policies are: State policy on local WDAs, state policy on local WDBs, state transition procedures for ETPL, Local WIOA Plan Guidelines, and State One Stop Guidance.

Imperative to this system-level coordination and alignment is a continuous improvement feedback loop, through which services are evaluated, technical assistance is provided and successful practices are identified and shared.

Wisconsin's core programs and Combined State Plan partner programs coordinate activities and resources to provide comprehensive, high-quality, customer-centered services to individuals. Wisconsin requires that all participants of Title I employment and training, Adult Basic and Literacy Education, vocational rehabilitation, Carl D. Perkins Career and Technical Education, and Senior Community Service Employment Program register with the Job Center of Wisconsin to ensure consistency among programs, enhance job readiness and placement efforts, and support career planning. Unemployment insurance claimants also register.

The state of Wisconsin recognizes veterans as a valuable, talented and skilled workforce, and to that end is committed to increasing the number of military service members and veterans living and working in Wisconsin. The State of Wisconsin Office of Veterans Services (OVS) DVOP staff in Wisconsin Job Centers provide individualized career services to eligible veterans that have significant barriers to employment through a statewide network. These services are available in one-stop centers, online, and in various outreach locations.

Veterans requesting employment services complete a pre-screen form that determines if they meet the DOL definition for veteran with a significant barrier to employment (SBE). Any veteran that meets that definition is referred to a DVOP or a job center case manager who will provide intensive services.

These services include a comprehensive assessment, and an individualized employment plan. OVS staff work with partner agencies and programs to assure that priority of service is provided to veterans. Working closely with partner agencies assures that there is not duplication of services and that veterans receive all services that they are eligible and qualified to receive.

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The OVS Local Veteran Employment Representatives (LVERs) are also integrated within the Job Centers and serve as members of the local business services team. LVERs are capacity builders that work with local area employers and community organizations. LVERs promote what veterans bring to the workforce and assist employers by connecting them to qualified veterans. LVERs serve as active participants in each WDA on the business service teams. The Office of Veterans Services' LVER and DVOP staff is integrated within the Job Centers of each of the eleven Workforce Development Areas (WDAs).

The Department of Children and Families (DCF) operates Wisconsin's Temporary Assistance for Needy Families (TANF), child support and childcare subsidy program for low income individuals and families. The purpose of the MOU is for the DVR and the Department of Children and Families/Division of Family Support is to establish communication and a common understanding regarding the roles, policies and procedure to improve services to common customers. The intent is to maximize the employability of DVR/TANF participants by increasing service collaboration and reducing duplicative efforts. By combining areas of expertise and coordinating funding, DVR staff can assist in the development of employment goals and DCF staff can provide supportive resources. Cross training of staff from both agencies has increased communication and service planning and improved cost sharing.

Unemployment Insurance (UI) and DET Services are both under the umbrella of the Department of Workforce Development. Although under the umbrella of the Department of Workforce Development, each is a distinct Division, with specific staff addressing specific Unemployment eligibility issues. Professional staff in each area communicate regularly and coordinate any UI law, program or service changes. Job Center staff notifies UI of eligibility issues when they arise; adjudicators are then notified to work directly with the claimant, either over the phone, or in person when possible.

Dialogue between UI and Job Service leadership results in shared and agreed upon best practices, training and processes to assist in the parameters of eligibility issues and when it is best to work with UI staff. When there are changes and/or eligibility issues that are to be addressed by Job Service and WIOA staff.

In addition to specific training targeted to eligibility issues, step by step instructions are provided as well as information as to when UI must be called for eligibility issues for further consultation and adjudication. Written guidance letters and processes are available via webinars, conference calls and informational printed materials.

To the great fortune of the Title I providers, Wisconsin DWD's Division of Vocational Rehabilitation (DVR) has developed and established practical strategies to serve those who have disabilities. Other partners have similarly established practices that have demonstrated success for serving individuals with other barriers. The state's WIOA Roundtable included training sessions on these successful strategies and information sharing by partners, including DVR, available to all attendees. The state is pleased to have partners willing to share their knowledge and expertise so that customers can be better served. The expectation of combined state plan program partners is that all programs will serve people with disabilities.

DVR will continue to consider collaborative agreements with State Agency Departments to target and increase paid on-the-job training (OJT) internship opportunities for DVR job seekers in state positions.

This initiative is designed to access state limited term employment (LTE) positions to expand the number of state employment opportunities that contribute to the skills and work experience of persons with disabilities served by DVR. The goal of the OJT LTE paid internship is that upon successful completion, the DVR sponsored intern will have valuable experience and references for their resume and will be prepared to compete for available LTE or permanent state agency positions.

Over the past two years, DVR has initiated purchase of service activities with the local boards for summer youth employment. DVR is involved with job center partners in planning and coordinating services to youth, and serves on

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local committees with workforce partners focused on such areas as services to youth, youth apprenticeship and transition activities. There is also an innovation and expansion grant with Title 3 Wagner Peyser staff in specialized job development services which has produced good results.

DVR also refers consumers to specialized programs for workplace training funded by several Fast Forward grants that are targeted to the hiring of people with disabilities. DVR staff help to coordinate development of activities associated with these grant funded programs.

DVR encourages consumer referrals to Title II for improvement of skills, and is involved with dual enrollment strategies at the local level which helps to ensure individuals with disabilities who qualify for veteran or other programs are also co-enrolled in the respective programs. DVR refers individuals to certificate programs offered by Title III which increase credentialing opportunities for its consumers. These are recognized industry credential programs.

Under the WIOA (Section 2013), adult education and literacy activities are defined as, “programs, activities, and services that include adult education, literacy, workplace adult education, and literacy activities, family literacy activities, English language acquisition activities, integrated English literacy and civics education, workforce preparation activities, or integrated education and training.” A wide variety of program strategies will continue or begin to be implemented to be responsive to the needs of adult learners in Wisconsin. We will place a greater emphasis on quality, intensity, and duration of services which will result in real learning and related life changes, over placing emphasis on serving large numbers of students.

### **These areas include the following:**

- Reading, writing and numeracy for grades 0 – 12.9
- English language – NRS levels 0 – 6
- Civics education – includes individual education plan, career research, and employability skills
- Instruction to assist students in acquiring high school equivalency credentials and transition into post-secondary (career pathway focus)
- Integrated ABE and ELL with occupational instruction (Career Pathway Bridges)
- Digital literacy – computer literacy to meet workplace competency demands and transition to
- Post-secondary education and training
- Financial literacy – courses and individualized work helping students understand issues including budgeting, debt, impact of student loans, and unfair lending practices, etc.
- Workforce readiness training – individualized advising as part of individual education plan to include career research, employability skills, etc.
- Local professional development
- Coordination with local literacy partners and community-based organizations (including connection to family literacy, etc.)

### **III.a.2.DCoordination. Alignment and Provision of Services to Employers.**

**DOL Response-The State provided a response to this element; however, it did not adequately address how the programs in the State Plan and one-stop partners will coordinate activities and resources to provide comprehensive, high-quality services to employers.**

Wisconsin's business service efforts have recently been enhanced statewide through funding of the USDOL Workforce Innovation Fund (WIF) grant. Due to the WIF grant and these activities, Wisconsin is well-positioned to implement the business services related aspects of WIOA. The multiple components of these recent efforts include: the development of an annual business services conference called Collabor8; 36 new or enhanced Industry Sector

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efforts; planning and development of a statewide business services training curriculum, and continued strengthening of the 11 WDB-based business services teams.

Wisconsin's core programs and Combined State Plan partner programs coordinate activities and resources to provide comprehensive, high-quality, customer-centered services to employers. The core programs and combined state plan partners collaborate to ensure that employers receive the best services available to them through, networking, outreach and business contacts such as job fairs, hiring events and on site employer recruitments.

Title III Wagner/Peyser has a leading role in maintain and ensuring the integrated business services reporting tool. The State mandates local boards to keep core programs on Business service teams. They meet regularly to coordinate business services and report on services provided into an integrated business services data system.

They report on collaborative efforts, services provided to employers, outreach and business contacts such as job fairs, hiring events and on site employer recruitments.

The WIOA Performance Accountability Committee will be monitoring the results of the employer effectiveness measure and will use the results of analysis to inform businesses service teams to help them with continuous improvements.

The 2nd Annual Collabor8 Business Services Summit was held in April 2015. The first summit was planned and held in April of 2014 with 200 attendees for the local business services teams. The planning committee consisted of staff from the state agency and from a few WIBs. The summit was a rousing success leading to the second annual summit that was held during PY 2014, again with 200 attendees. The summits are planned with a mix of general speakers, breakout sessions, and structures time for local teams to meet and work on improvements to their operations. Planning is already underway for spring of 2017.

Industry sector and career pathway efforts have been a large part of our advanced business services efforts. There are 36 unique efforts in all areas, many of them building on partnerships developed earlier under projects supported by the USDOL or the state DWD, such as WIRED (Workforce Innovation in Regional Economic Development), H-1B, and state sector resources. There are partnerships in place in our large sectors such as manufacturing and health care but also in construction, transportation, IT, and sustainable foods. These efforts have also tied in well with the WFF training opportunities funded by state workforce funds through DWD.

Planning began in PY 2014 for a statewide business services training curriculum to provide a standardized foundation for training for all business services staff. Training with train the trainer sessions and the first cohort training were conducted in September 22 and 23, 2015. This training was accompanied by workforce leaders and non-business service webinar training to ensure that all levels and roles in the workforce system are aware of the shift to see businesses as a primary customer.

The CWI provides guidance and thought leadership to the DWD and the WDB-led Business Services Teams. The intentional inclusion of leadership of industry-led sector partnerships on the CWI committees shall ensure that appropriate input is incorporated into the coordination and alignment of service provision to employers.

The WIOA Leadership Team is developing plans to have a state level subject matter expert team to provide guidance to the WWDA and WDBs' BSTs on matters such as standards, communication protocol, and potential streamlining of protocol. These plans will be shared for feedback with the WDBs in PY15 and have been developed due to a multi-title, functional WIOA workgroup led by a DWD-DVR staff person.

Business services professionals representing various programs and services serve on a local Business services Team, and use a shared business relationship (account) management system in order to effectively communicative activities with businesses in real-time. DVR is represented on local business service teams primarily through its

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business service consultants. Business Services professionals participate in collaborative training with other partners.

DVR participated in planning and attending the annual Collaborate conference which brings business services professionals and business together to discuss needs, opportunities, successes and best practices.

Additionally, state agencies began convening in PY15 at the direction of Governor Walker to create a one-stop portal for businesses to ensure that all employers, including small businesses, can learn about available services and programs. While this project is in early stages, it has the potential to be invaluable to helping businesses find talent.

### **III.a.2.Improving access to postsecondary credentials**

Access to Postsecondary Credentials and improvement of such is led by the Wisconsin Career Pathways Committee, which is staffed through the WTCS. The membership of DWD, including the Division of Employment and Training IB staff, Office of Veterans Services staff, Registered Apprenticeship staff and the Division of Vocational Rehabilitation, as well as the WWDA, WEDC, and DPI ensures that credentials are industry-recognized, portable, and stackable. Wisconsin's career pathways system is a source of great pride and is driven by local industry sector partnerships.

The State is a recognized national leader in career pathways beginning in Basic Skills, moving through post-secondary coursework (concurrently in early courses) and resulting in post-secondary credential attainment. Over 52% of students who enter the system through ABE/ELL enroll in post-secondary coursework in the same or following academic year.

Career Pathways provide a framework for seamless education. They are the core of workforce and economic development in our state. Career Pathways promote the connection between education and workforce/economic development as well as provide a seamless transition from high school to college and focuses on high skill, high demand, and high wage careers.

Career Pathways offer an efficient and customer-centered approach to training and education by successfully articulating the appropriate secondary, adult basic education, postsecondary education and training, career and academic advising and supportive services to enter and progress in a career.

Career Pathway; a series of connected education and training strategies and support services that enable individuals to secure industry relevant certification and obtain employment within an occupational area and to advance to higher levels of future education and employment in that area.

#### **Registered Apprenticeship**

Access to Postsecondary Credentials is improved with the increased collaboration through the WTCS and Career Pathways...etc.

**In addition, this access is strengthened with the increased partnership with apprenticeship in several areas.**

- Pre-Apprenticeship-The WI Apprenticeship Advisory Council recently approved a formal Apprenticeship Readiness Program which includes several credentials including OSHA 10 and First AID CPR. At program completion the trainees also receive a completion award, which can be leveraged in the registered apprenticeship program.
- WI Youth Apprenticeship Program is also has built in credentials, including a completion certificate. A Bridge program has been built that allows youth apprentices to receive advanced standing in registered apprenticeship based on the youth apprenticeship documented employment and related instruction.

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- Registered Apprenticeship issues completion certificate for the completion of an apprenticeship program when on the job training and related technical instruction. In addition, RA may have interim credentials. With interim credentials may be given for competencies or specific work processes. Credentials may also be awarded when these credentials have been made a part of the apprenticeship program; such as, NIMS or MSSC OSHA 10 and/or 30 and the certification for welders.

### III.a.2.1 Coordinating with Economic Development Strategies.

**DOL Response-The State provided a response to this element; however, it did not identify and address the core program activities that are coordinated with economic development entities, strategies and activities in the State.**

Coordination with economic development is led by the Council on Workforce Investment (CWI). The Chief Executive Officer of the Wisconsin Economic Development Corporation (WEDC) is an appointed member of the CWI. A representative from WEDC, as well as the Wisconsin Economic Development Association (WEDA), and one representative from each of Wisconsin's nine economic development regions are seated on the CWI's Talent Development and Planning Committee.

Additionally, two economic development representatives serve on the CWI's Partnership Development and Resource Alignment Committee. In 2014, the CWI and the WEDC held a joint meeting with Governor Scott Walker to discuss alignment of strategies. The current CWI plans to hold at least one annual joint meeting with the WEDC to validate that plans for coordination are being implemented.

The Council on Workforce Investment Policy Analyst provides the CWI with staff support, administrative assistance and policy advisement. The CWI Analyst creates agendas for the councils meetings as well as both subcommittees. The Policy Analyst also updates everyone on workforce issues and WIOA performance data. The Administrative assistant manages the CWI'S emails, contact information, budgets and secures locations for council meetings. The state also has a Policy Advisor who works closely with the boards and the state strategic plan.

CWI is tasked with aligning Wisconsin's talent and workforce development initiatives with its economic development strategies, using the 21 strategic recommendations. (See appendix add pg. 40 of CWI binder)  
The 21 Strategic recommendations address a broad range of challenges currently facing Wisconsin's workforce and talent development system. The state realizes that in order for there to be economic growth that we need to have these strategies in place to help align education, workforce development, economic development and meet industry demand. By doing this the state will:

1. Expand demand driven workforce models at the state, regional and local level.
2. Promote high demand career & technology education programming and credentialing in K-12 schools and tech colleges.
3. Further align partner, resources and networks to support economic development, business expansion and attraction strategies.
4. Enhance workforce strategies and funding models.

Core program activities are coordinated with economic development entities through partner representation on statewide business service teams. Business service teams include representatives from all of the core programs and combined partners of the State Plan. Coordinated business service activities are shared by using the coordinated Business Services communication tool and Job Center of Wisconsin platforms.

The Governor's Executive Order #152 states the following:

1. Reconstitute the Governor's Council on Workforce Investment to recommend strategies that align workforce development resources to support economic development.
2. Encourage the development of career pathways that support high-demand industry sectors.

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3. Identify and implement best practices that will strengthen the Wisconsin Job Center system to support employer-driven training needs and encourage individual self-reliance.
4. Promote programs that increase the number of skilled workers and to provide resources to all Wisconsin workers seeking work, including persons with disabilities and youth.

Business Service teams work with the Wisconsin Manufacturers and Commerce (WMC), the leading business association in Wisconsin.

Wisconsin's core programs and Combined State Plan partner programs coordinate activities and resources to provide comprehensive, high-quality, customer-centered services to employers. The core programs and combined state plan partners collaborate to ensure that employers receive the best services available to them through, networking, outreach and business contacts such as job fairs, hiring events and on site employer recruitments.

All core partners encourage Business Services Teams to participate in area groups and organizations that also strive to meet business needs. As such, Business Services Teams join State Human Resources Membership groups, Chambers, High School Transition Advisory Groups, and other organizations that are aligned with agency goals. The state of Wisconsin recognizes veterans as a valuable, talented and skilled workforce, and to that end is committed to increasing the number of military service members and veterans living and working in Wisconsin.

The State of Wisconsin Office of Veterans Services (OVS) Disabled Veteran Outreach Program (DVOP) staff in Wisconsin Job Centers provide individualized career services to eligible veterans that have significant barriers to employment through a statewide network. Veterans requesting employment services complete a pre-screen form that determines if they meet the DOL definition for veteran with a significant barrier to employment.

Services provided by staff of the Job Centers include information about the Wisconsin labor market, the current and anticipated economic growth, training opportunities, as well as information occupations in demand. Services available in one-stop centers, online, and in various outreach locations include resources that provide real-time labor market information veterans can use to make educated decisions for career planning.

Beyond the existing services provided at the job centers, DVOPs conduct outreach at locations throughout the state in order to locate veterans with significant barriers to employment. These locations include Veterans Administration facilities, County Veterans Service Offices, Veterans Service Organizations, Native American Tribal functions and military reintegration events. Once veterans with significant barriers are identified they DVOPs ensure they receive the necessary individualized career services they need to enter employment.

Wisconsin Fast Forward is a grant program for employer-led, customized worker training projects. The intent is to provide essential assistance that cannot be met through an existing program. Grants will be awarded to maximize the impact of funds in catalyzing local collaboration and also encouraging the development of sustained pipelines that directly align with employer needs. The jobs of the 21st-century economy depend on these training programs.

Wisconsin State Government funds Wisconsin Apprenticeship Programs through General Purpose Revenue (GPR). These funds are used to support all registered apprenticeship staffing and related activities. The current RA staffing level is nineteen (19), with 13 local apprenticeship representatives. Local staff have been working with area Business service teams with the implementation of WIOA will be exploring additional partnership activities with the Workforce Staff at the local level.

In addition to registered apprenticeship, state funds also support Wisconsin's Youth Apprenticeship program. Key partnerships have been formed at the local level through 32 consortia to assist in the administration of the youth apprenticeship program. Partners include K-12 representatives, Technical College representatives, Chamber of Commerce members, Workforce Development Board members (in some cases they lead the consortium), employers and local apprenticeship representatives, and any other interested workforce development partners.

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WIOA Roundtable 2 will be held in spring 2017, and will build around the strong framework of WIOA Roundtable 1, which was held in spring of 2016.

The Roundtable will bring together all core partners and subject matter experts, and provide clarification of final regulations, reporting metrics and a wide array of break-out sessions highlighting WIOA. Additionally, for many of the topics discussed and presented in 2016, we will provide updates, and perhaps "real-time" reporting data to show, share and provide examples of processes and procedures.

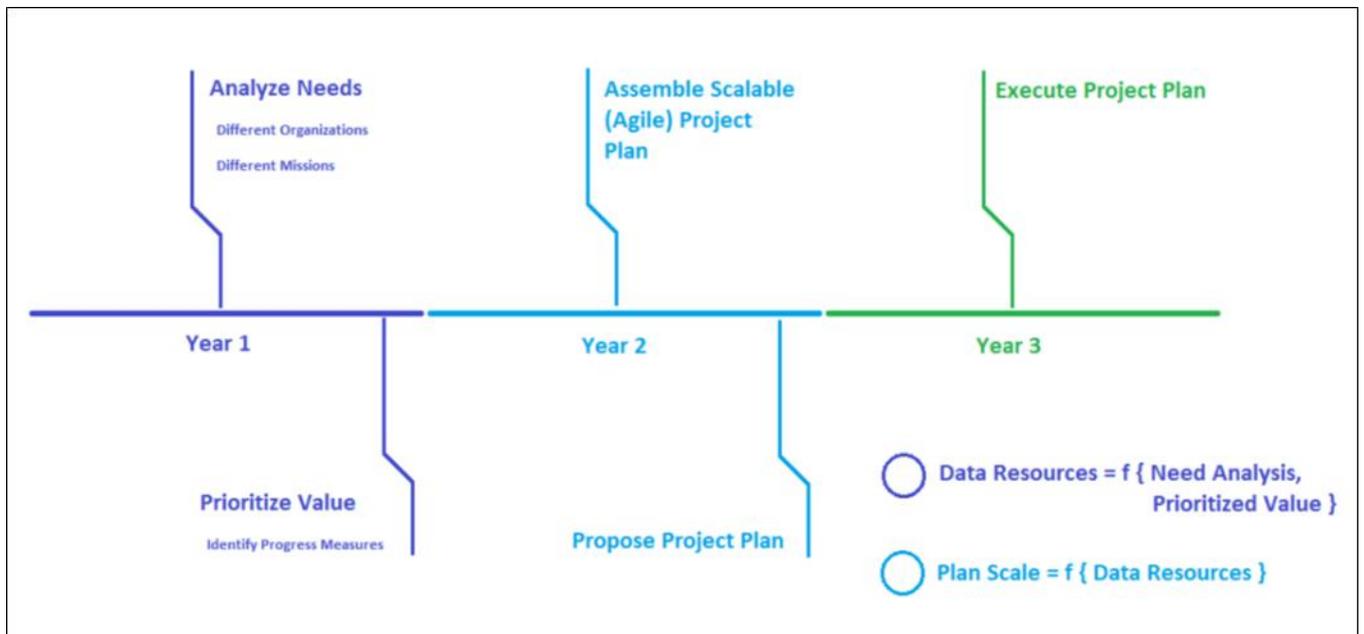
Roundtable 2017 also includes key note speakers, plenary session speakers, and regional and statewide expertise to address as many facets of WIOA as possible in our two day meetings.

Locally, all eleven Workforce Development Boards (WDBs) coordinate with economic development entities, strategies, and activities. Due to boundary lines that do not perfectly match those of the local workforce development areas (WDAs), Wisconsin WDBs have become adept at working with multiple economic development entities and serve as a resource to these organizations.

**III.b.1.A-State operating systems that support coordinated implementation of State strategies (e.g. Labor market information systems. data systems. communication systems. case-management systems. job banks. etc.).**

**DOL Response-The State provided a response to this element; however, it did not address how the State operating systems support the "coordinated implementation of State strategies."**

The state's 3 year plan to align and integrate data systems is depicted below. Program year 1 is PY16, Program year 2 PY17 and Program year 3 is PY18.



The State intends to analyze what is needed, what is valuable, and what is currently in place to build a scalable (agile) project plan, with the early wins being those of the biggest value to all of the partners. The state will conduct that analysis in Program Year 16 and 17, with implementation beginning in PY17. This thorough analysis will ensure that the work done is cost efficient and builds on past successes and lessons of the partners. Data integration, collection and reporting processes will be an outcome expected of such analysis. Quarterly updates of the analysis

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will be provided to the CWI or appropriate committee to ensure that the state board is informed and able to provide visionary guidance throughout the project plan's detailed development. The state will build upon research already accomplished developing a recent application for WIF grant. We are evaluating the integrated Workforce registration tool developed by NSWA Information Technology Support Center (ITSC).

The anticipated outcomes of the analysis are options that include scalable projects in which the value comes early and often, using lessons learned. The result should be a project with lower risk, higher buy in, and greater success. Among the primary goals of the analysis is to continue understanding what data is needed for the federal and state reports.

Planning Note: States should be aware that Section 116(i)(1) requires the core programs, local boards, and chief elected officials to establish and operate a fiscal and management accountability information system based on guidelines established by the Secretaries of Labor and Education. Separately, the Departments of Labor and Education anticipate working with States to inform future guidance and possible information collection(s) on these accountability systems. States should begin laying the groundwork for these fiscal and management accountability requirements, recognizing that adjustments to meet the elements above may provide opportunity or have impact on such a fiscal and management accountability system.

**III.b.2 -The State policies that will support the implementation of the State's strategies (e.g., co-enrollment policies and universal intake processes where appropriate). In addition, describe the State's process for developing guidelines for State-administered one-stop partner programs' contributions to a one-stop delivery system, including benchmarks. and its guidance to assist local boards, chief elected officials, and local one-stop partners in determining equitable and stable methods of funding infrastructure in accordance with sec.121(h)(1)(B).Beginning with the State Plan modification in 2018 and for subsequent State Plans and State Plan modifications. The State must also include such guidelines**

**DOL Response-The State provided a response to this element; however, the State did not adequately describe its process for developing guidelines for one-stop delivery system infrastructure funding, including benchmarks.**

The CWI will provide guidance relating to state policies supporting the implementation of the state's strategies, such as co-enrollment and universal intake processes. Analysis and recommendations will be provided to the state board for their consideration by DWD in PY16.

The state has in draft form "Wisconsin Job Center System Guidance" which includes the WIOA vision of one stops, procedures for partners to follow, MOU'S requirements and MOU templates, a thorough review of all lease agreements, sample cost allocation methodologies and, resource sharing agreements and budget templates. It will also include the procedure for funding one stop infrastructure.

**The State's timeline for this is as follows:**

- August-September 2016, Review final regulations and coordinate with partners.
- October 2016, review the final draft by asking for input from local boards and the legal review process.
- November 2016, the state will issue its final guidance.
- July 1, 2017 All "Job Center Guidance" completely vetted and in place.

Throughout PY 2016 the core programs and combined partners will review and rescind WIA policies and implement WIOA policies. Core partners have developed workgroups and timelines to ensure a thorough review of the WIOA final regulations to help establish WIOA policies

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### III.b.3.A State Agency Organization

DOL Response-The State provided a response to this element; however, it did not adequately describe the organization and delivery systems at the State and local level for the programs covered in the State Plan, including the organizational structures.

Titles I, III, and IV of WIOA are administered by Wisconsin's Department of Workforce Development.

**DWD Mission:** Advancing Wisconsin's economy and business climate by empowering and supporting the workforce.

**DWD Vision:** Building the workforce to move Wisconsin forward.

The Wisconsin Department of Workforce Development (DWD) is a state agency charged with building and strengthening Wisconsin's workforce in the 21st century and beyond.

The Department's primary responsibilities include providing job services, training and employment assistance to people looking for work, at the same time as it works with employers on finding the necessary workers to fill current job openings.

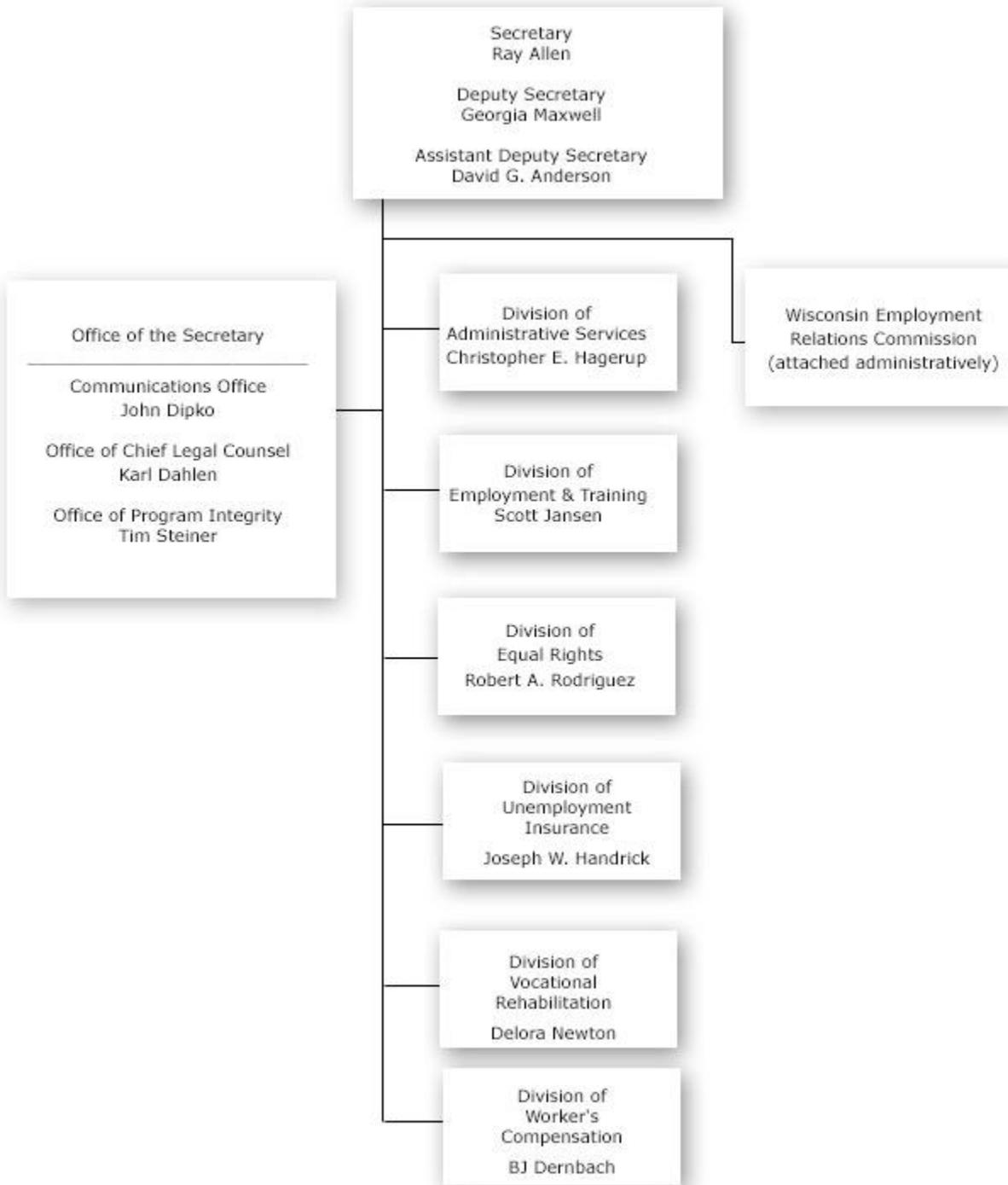
Under the DWD umbrella, a wide variety of employment programs can be found which range from securing jobs for people with disabilities, assisting former welfare recipients as they make a transition into work, promoting employment in the state through Wisconsin Job Centers, linking youth with jobs of tomorrow, protecting and enforcing worker's rights, processing unemployment claims, and ensuring workers compensation claims are paid in accordance with the law.

There are six divisions within DWD, which is headed by a Secretary appointed by the Governor.

Within DET the following programs are aligned under DET Title 1, Title III, JSVG and TAA. Also under DWD is Department of Vocational Rehabilitation. Title II is aligned with the WTCS. The office of student success is responsible for administration managing the Title II Adult Basic Education program for the state of Wisconsin.

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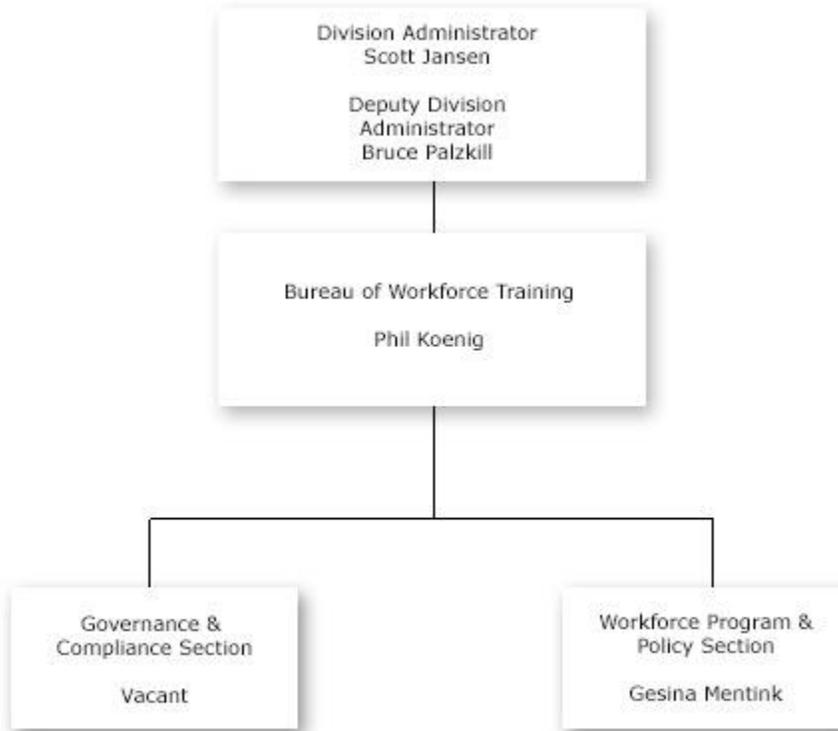
DWD organization Chart



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**Title I. Organizational Chart**



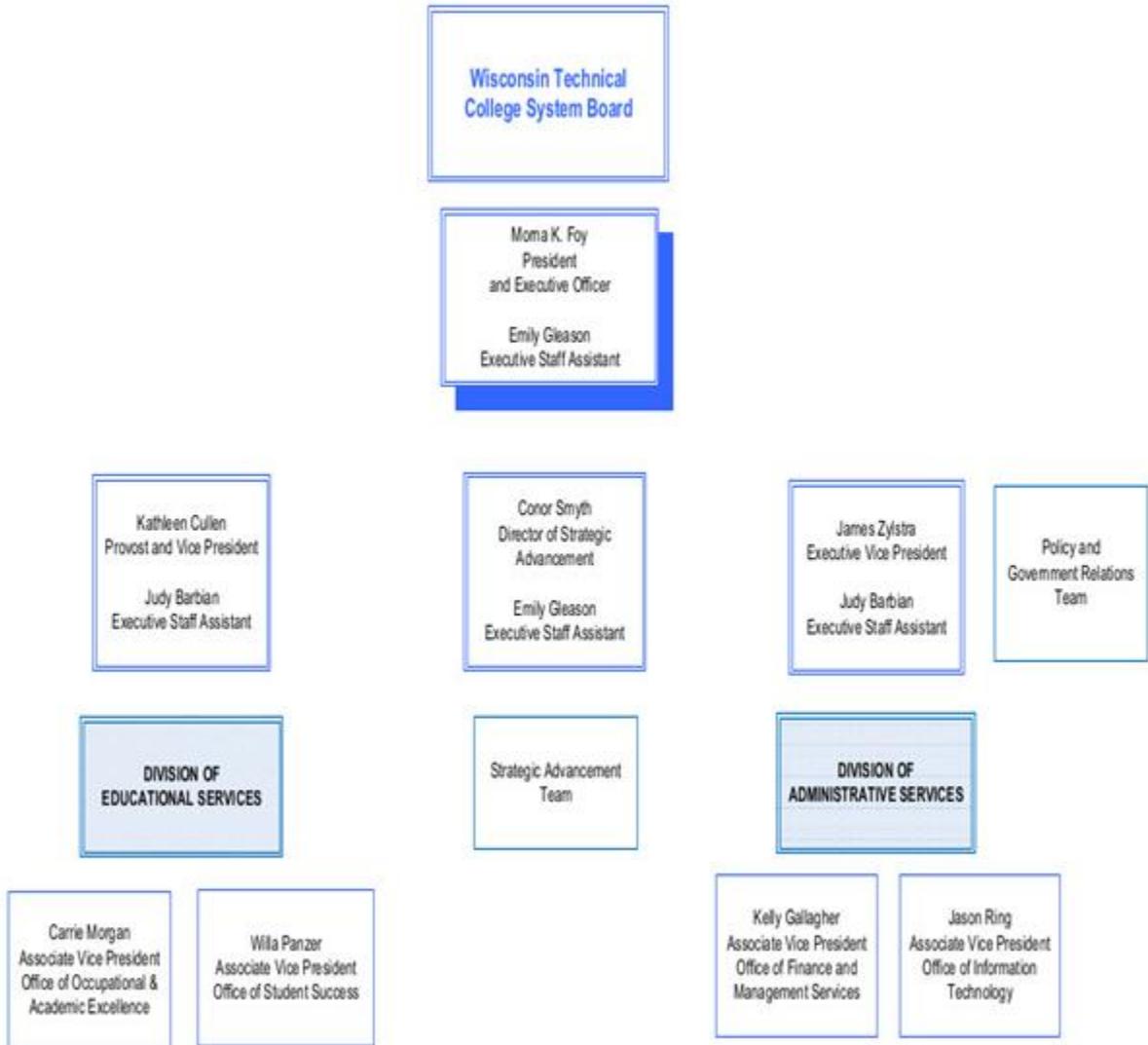
All activities funded by WIOA Title II are authorized, approved and overseen by the Wisconsin Technical College System Board, Associate Vice President of Office of Student Success, and Adult Basic Education staff.

Adult Basic Education and English Language service are the responsibility of WTCS's 16 technical colleges (statewide system). Additionally, through the competitive grant process, a small group of community based organizations, literacy councils, and county jails receive funding to provide these services. The entire state is covered by these providers. The Associate Vice President of the Office of Student Success is the State Director for Adult Basic Education.

Title II Organizational Chart



# Executive Team

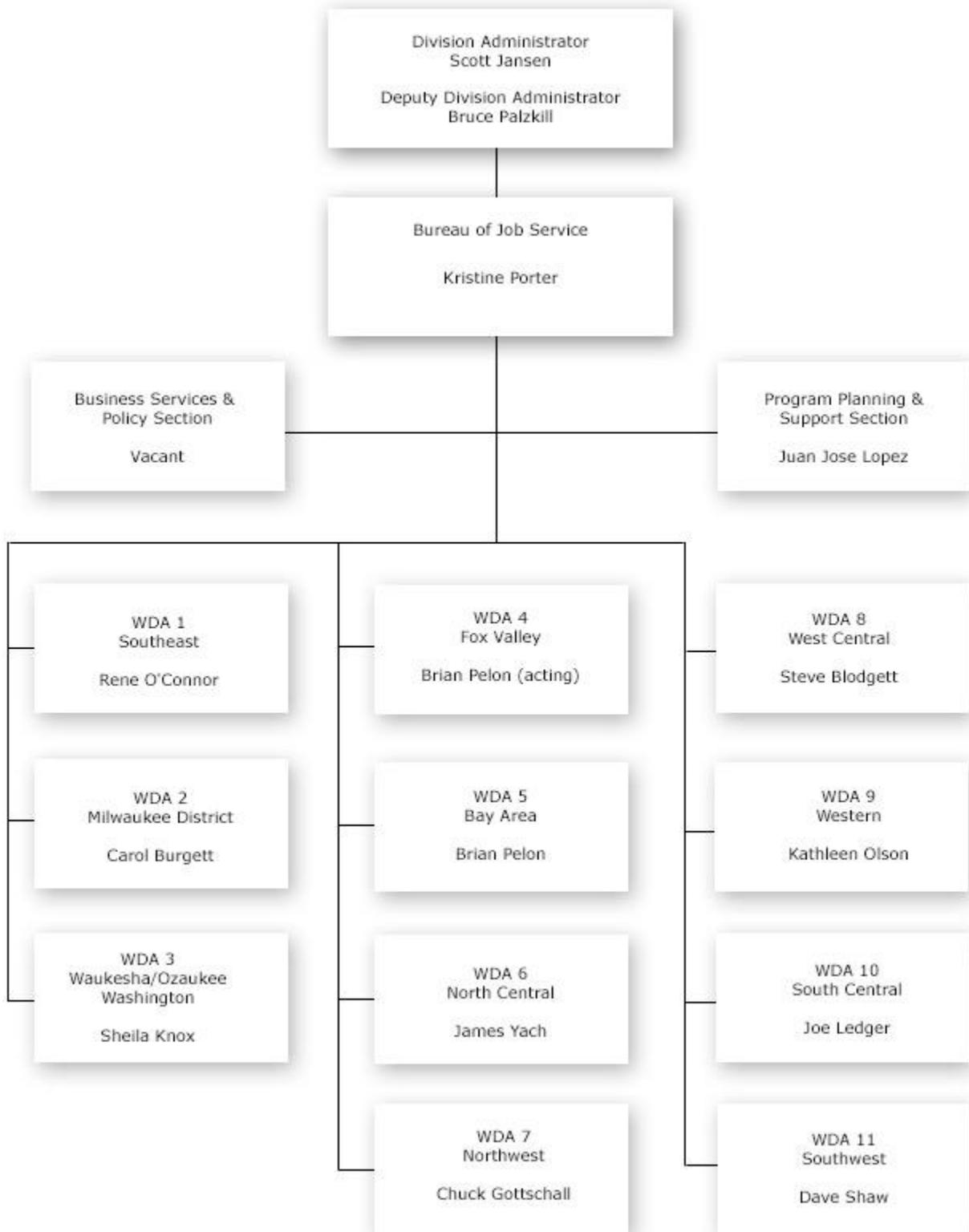


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**Title III. Wagner/Peyser**

There are 26 Job Centers and 11 Workforce Development Areas.

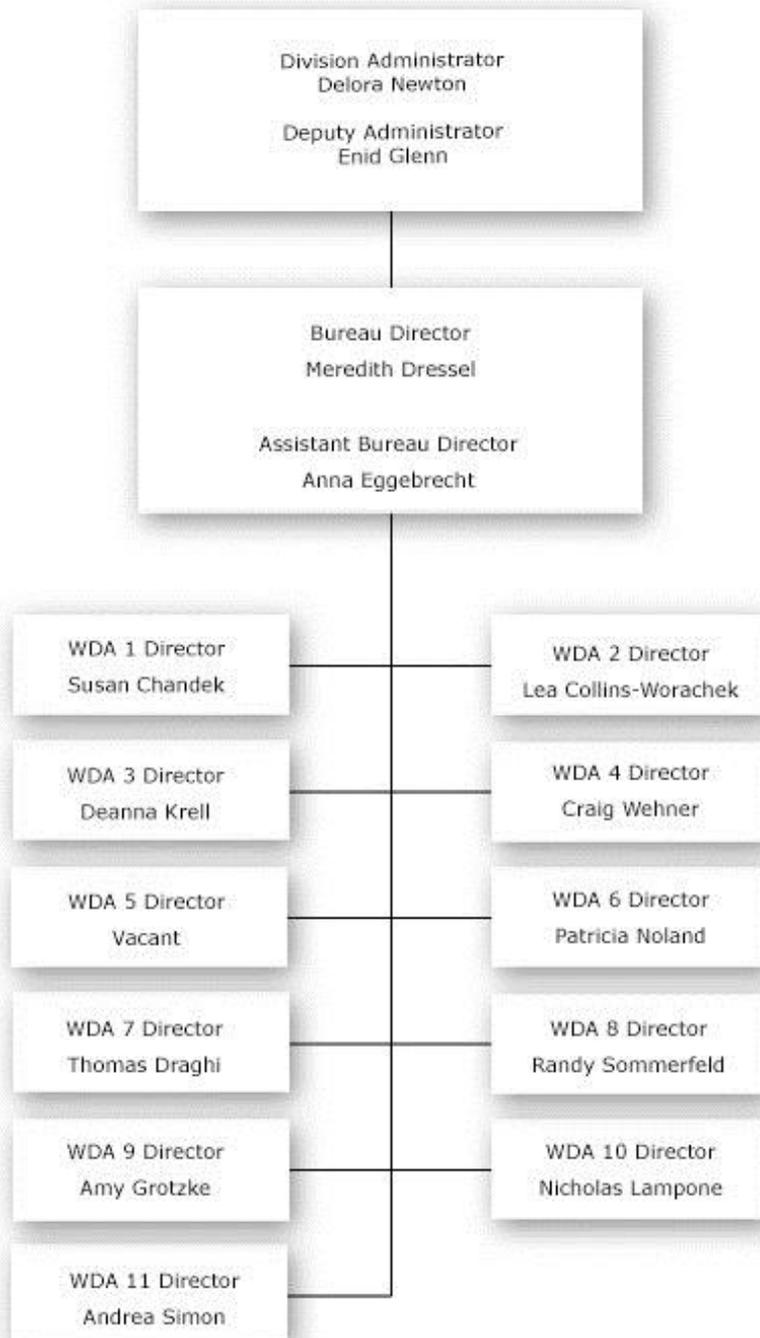


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**Title IV. DVR Organizational Chart**

There are 41 DVR sites which 14 are standalone sites.



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**III.b.3.B.2 Board Activities.**

**DOL Response-The State provided a response to this element; however, it did not address the activities that will assist State Board members and staff in carrying out State Board functions.**

The Council on Workforce Investment Policy Analyst provides the CWI with staff support, administrative assistance and policy advisement. The CWI Analyst creates agendas for the councils meetings as well as both subcommittees. The Policy Analyst also updates everyone on workforce issues and WIOA performance data. The Administrative assistant manages the CWI'S emails, contact information, budgets and secures locations for council meetings. The state also has a Policy Advisor who works closely with the boards and the state strategic plan. WIOA Roundtables are held to provide CWI with information on how to carry out their responsibilities. Presentations by the Bureau directors help to keep CWI and the Subcommittee's involved in what's happening

The state board assumes a number of critical strategic and operational functions to better support aligned and effective service delivery, in addition to functions to build system capacity. As the State Board is comprised of and led by business and industry leaders statewide, the Board is in a unique position to serve the sectors and needs of a diverse state and people. As the following illustration shows, the State Board members shall assist the Governor in carrying out these three strategic and operational functions by participation in the following activities:

The state board under assumes a number of critical strategic functions, as well operational functions to better support aligned and effective service delivery, and functions to build system capacity.

**Some Strategic functions include:**

- Assist in the development and implementation of the State Plan and performance measures;
- Assist in the development of career pathways strategies;
- Assist in the development and expansion of strategies (including outreach and access strategies) for meeting the needs of employers, workers, and jobseekers, particularly through industry or sector partnerships related to in-demand industry sectors and occupations; and
- Assist in the development and alignment of policies.

**Some System Capacity Building**

- Strategies to support staff training and awareness;
- Dissemination of best practices; and
- The development and continuous improvement of the one stop delivery system support for effective local boards.

**Aligning Systems and Ensuring effective Operations across Workforce Programs**

- Assist in the development of strategies for aligning technology and data systems;
- Assist in the development of local area allocation formulas;
- Assist in the development of statewide LMI system; and
- Assist in the development of policies and guidance related to appropriate roles and resource contributions of one-stop partners.

**Define the roles and expectations of CWI and Committees**

**Examples of activities:**

- •WIA/WIOA Fiscal Oversight;
- •Oversight of Workforce Investment Board program outcomes;
- •Anticipate employer labor needs while building and strengthening Wisconsin's workforce;

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- Support the development of a highly-skilled labor force; and
- Empower individuals to pursue and retain family-supporting careers

**Labor Demands: Advise and Assist**

- Assist with anecdotal information of local employment needs;
- Assist with an inventory to determine the skills needed by local industry;
- Guide on industry standards and recommend acceptable industry practice;
- Counsel on new developments in technology;
- Review the need of CTE programs in terms of entry-level and middle job skills needed by industry;
- Pilot and test drive programs and services for success; and
- Utilize programs and services needed to advance the workforce.

**Promote and Champion**

- Career & Technical Education (CTE);
- Youth Apprenticeship (YA);
- Job Center of Wisconsin (JCW);
- Wisconsin Technical College System (WTCS); and
- Department of Public Instruction (DPI)

**How? Communicate with:**

- Industry and Personal Networks;
- Radio;
- Newspaper;
- Television; and
- Local Chamber of Commerce

**Strengthen Regional Partnerships**

- Visionary Alignment (Workforce, Education and Economic);
- Develop a Common Strategy;
- Create Education and Training Opportunities – Career Pathways;
- Develop strategies that can be accomplished without additional funding; and
- Develop strategies that can be done through existing resources

**III.b.4.B. Assessment of One-Stop Partner Programs: Describe how other one-stop delivery system partner program services and Combined State Plan partner program included in the plan will be assessed each year. Such state assessments should take into account local and regional planning goals.**

**DOL/DOE: "The State provided a response to this element; however, it did not describe how other one-stop delivery system partner programs' services and all of the partner programs in this Combined State Plan will be assessed annually."**

The one-stop operator plays a critical role in assessing all one-stop partner programs. Beyond traditional program-specific performance metrics, the operator will consider how well all of the one-stop partner programs coordinate and integrate service delivery, promote the seamless transition of customers from one partner to another and demonstrate the capacity to meet the needs of customers accessing the one-stop system. Program-specific performance is addressed for core and Combined Partner programs.

The state performance advisory committee will assess the WIOA core program's performance will be assessed against adjusted values each year. Title I programs, Title II, Title III, Title IV, the Trade Adjustment Assistance Act

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and Jobs for Veterans State Grant will be assessed by the WIOA primary indicators of performance. Each program will have goals set through negotiation with the federal government or set internally. The actual performance on the primary indicators of performance will be assessed at the state, regional, local levels and by service provider.

This assessment will be conducted on a quarterly basis and reported to the Governor's Council on Workforce Investment. The state's adjusted levels of performance and local levels of performance are set with consideration of economic conditions and the characteristics of participants served. These considerations make the adjusted state and local levels of performance adequate standards of quality and effectiveness of the services provided through the workforce system. The assessments are used to focus on areas of improvement of the program's performance. Further disaggregation of participant characteristic and economic data will lead to the identification of root causes in performance success and short comings at all levels and for all programs.

A statewide performance briefing highlighting strengths and weaknesses is provided to state workforce board on a quarterly basis. Dashboards for each program at a statewide, regional and local level will be made available to all WIOA core and partner program thorough updates on the State's Performance SharePoint site.

### **III.b.5.8. I -Multi-year grants or contracts.**

The State must (1) describe how the eligible agency will award multi-year grants or contracts on a competitive basis to eligible providers in the State, including how eligible agencies will establish that eligible providers are organizations of demonstrated effectiveness; (2) describe how it is distributing AEFLA funds within the State; and (3) adequately describe the State's competitive process.

The State of Wisconsin will award multi-year grants and/or contracts on a competitive basis using regional media and by notifying the providers.

Adult Basic Education and English Language services are the statutory responsibility of the Wisconsin Technical College System and its 16 colleges (statewide system). Additionally, many community based organizations, literacy councils, and county jails, some of who receive funding through the competitive AEFLA grants process, assist in the provision of these services. Thus, the entire state is covered.

As a result, all Adult Education and Family Literacy Act funding through Title II of WIOA is awarded to the WTCS. All activities funded by WIOA Title II are authorized, approved and overseen the Associate Vice President of the Office of Student Success, who serves as the State Director of Adult Basic Education on behalf of the Wisconsin Technical College System Board. Activities are executed by the AVP and Adult Basic Education staff in that office.

The Wisconsin Technical College System Board will conduct competitions under WIOA upon receiving guidance from the U.S. Department of Education, Office of Career, Technical and Adult Education. Awards to eligible providers will be made through the Request for Proposal (RFP) applications process.

### **The Wisconsin Technical College System Board will use the following process to distribute funds to awarded applicants:**

- (1) not less than 82.5 percent of this grant funds to award grants and contracts under Section 231 and to carry out Section 225. Programs for Corrections Education and Other Institutionalized Individuals, of which not more than 20 percent of such amount shall be available to carry out Section 225;
- (2) Shall not use more than 12.5 percent of the grant funds to carry out State Leadership activities under Section 223; and
- (3) Shall use not more than 5 percent of the grant funds, or \$85,000, whichever is greater, for administrative expenses of the eligible agency.

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### **Local grants will be distributed based on the ability to meet the requirements of AEFLA Purposes outlined in WIOA:**

- (1) Assist adults to become literate and obtain the knowledge and skill necessary for employment and economic self-sufficiency;
- (2) Assist adults who are parents for family members become a full partner in the education development of their children;
- (3) Promote transition from adult education to post-secondary education and training through career pathways; and
- (4) Assist immigrants and English language learners improve reading, writing, math, speaking and comprehending the English language and acquire understanding of American government, individual freedom, and responsibilities of citizenship.

### **III.b.5.B.2 Ensure direct and equitable access**

**DOL Response-The State must describe how the eligible agency will ensure direct and equitable access to all eligible providers to apply and compete for funds and how the eligible agency will ensure that it is using the same grant or contract announcement and application procedure for all eligible providers. The State did not indicate in the Plan that the same announcement, application, and process will be used for all applicants for each RFP it intends to issue.**

To help ensure direct and equitable access to funds for adult literacy and basic skills activities, RFPs will be announced directly to providers and through regional media. In addition, all providers will be considered for grants based on the same criteria.

These criteria are aligned with the directions contained in this Plan and the twelve considerations required by federal legislation. Grants will be awarded on a four year basis.

Future efforts will be made to assess what support eligible providers might need in order to implement this Plan and broaden discussion of how these needs can be met.

#### **Wisconsin ETPL:**

The Wisconsin Eligible Training Provider List (ETPL) data is disseminated to the public via the internet (<http://www.wisconsinjobcenter.org/ita>). Each Wisconsin One Stop Job Center provides internet access.

DWD maintains and continuously updates the ETPL, and manages the processes for program application, inclusion and removal in collaboration with Wisconsin's 11 Workforce Development Boards (WDBs).

The process includes creation and dissemination of a standard, uniform application for the collection of training provider and training program data elements. DWD assures state policy compliance and initiates action against policy violations as warranted; and, facilitates the appeal process.

The WDB is responsible for distribution of the ETPL application to potential training providers and maintains communication with potential and existing training providers.

The WDB has the responsibility to approve or denies approval of training program applications in accordance with state and local policy and consults with DWD in cases where providers may be found in violation of WIOA, its regulations, or state or local policy.

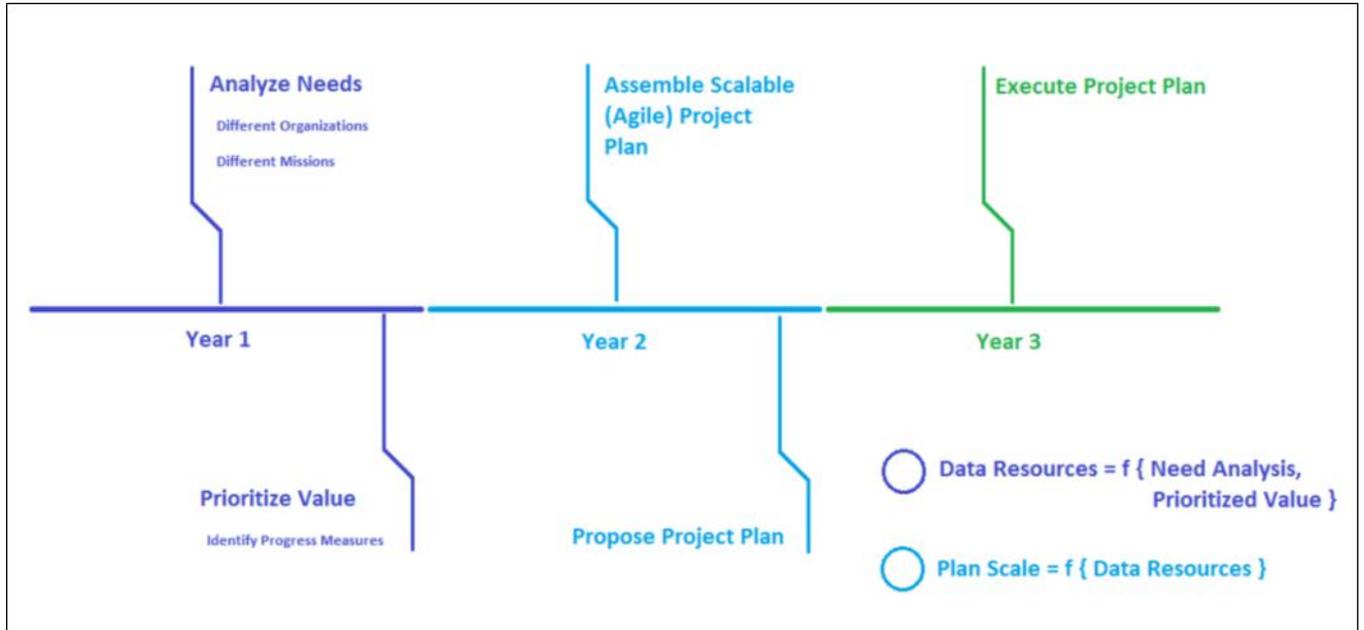
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**III.b.6.A.2 -Describe the State's plans to integrate data systems to facilitate streamlined intake and service delivery to track participation across all programs included in this plan.**

DOL Response-The State provided a response to this element; however, the State must more fully describe the plans to integrate data systems to facilitate streamlined intake and service delivery for the purposes of tracking participation across all programs included in the State Plan.

The state's 3 year plan to align and integrate data systems is depicted below. Program year 1 is PY16, program year 2 is PY 17 and program 3 is PY 18.



The State intends to analyze what is needed, what is valuable, and what is currently in place to build a scalable (agile) project plan, with the early wins being those of the biggest value to all of the partners. The state will conduct that analysis in Program Year 16 and 17, with implementation beginning in PY17. This thorough analysis will ensure that the work done is cost efficient and builds on past successes and lessons of the partners. Data collection and reporting processes will be an outcome expected of such analysis. Quarterly updates of the analysis will be provided to the CWI or appropriate committee to ensure that the state board is informed and able to provide visionary guidance throughout the project plan's detailed development. The state will build upon research already accomplished developing a recent application for WIF grant. We are evaluating the integrated Workforce registration tool developed by NSW Information Technology Support Center (ITSC).

The anticipated outcomes of the analysis are options that include scalable projects in which the value comes early and often, using lessons learned. The result should be a project with lower risk, higher buy in, and greater success. Among the primary goals of the analysis is to continue understanding what data is needed for the federal and state reports.

Planning Note: States should be aware that Section 116(i)(1) requires the core programs, local boards, and chief elected officials to establish and operate a fiscal and management accountability information system based on guidelines established by the Secretaries of Labor and Education. Separately, the Departments of Labor and Education anticipate working with States to inform future guidance and possible information collection(s) on these accountability systems. States should begin laying the groundwork for these fiscal and management accountability

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requirements, recognizing that adjustments to meet the elements above may provide opportunity or have impact on such a fiscal and management accountability system.

**.Title I Revisions**

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**VI.a.1.A -Identify the regions and the local workforce development areas designated in the State. (pg.66)**

**DOL Response-The State's response did not identify the local areas designated and did not identify the designated regions.**

(a) General Requirements

1. Regions and Local Workforce Development Areas

A. Identify the regions and the local workforce development areas designated in the State.

Workforce Development Areas:

Wisconsin's state policy on local area designations is DWD-DET Admin Memo 15-04, which is posted at: [http://dwd.wi.gov/det/adminmemos/pdf/2015/1504\\_w\\_attach.pdf](http://dwd.wi.gov/det/adminmemos/pdf/2015/1504_w_attach.pdf). The policy requested that the Chief Elected Official of every area submit a request form for an initial designation by 12/31/15.

**Wisconsin has approved the initial designation requests for 11 Workforce development Areas**

<b>Local Area's</b>	<b>Name</b>	<b>Counties</b>
WDA 1	Southeast	Walworth, Racine & Kenosha
WDA 2	Milwaukee	Milwaukee
WDA 3	WOW	Washington, Waukesha & Ozaukee
WDA 4	Fox Valley	Waupaca, Waushara, Winnebago, Calumet, Green Lake & Fond du Lac
WDA 5	Bay Area	Florence, Marinette, Oconto Menominee, Shawano, Outagamie, Brown, Manitowoc, Sheboygan, Kewaunee & Door
WDA 6	North Central	Vilas, Forest, Oneida, Lincoln, Langlade, Marathon, Wood, Portage and Adams
WDA7	Northwest	Douglas, Burnett, Washburn, Sawyer, Rusk, Price, Taylor, Ashland, Iron & Bayfield
WDA 8	West Central	Polk, Barron, St. Croix, Dunn, Chippewa, Clark, Eau Claire, Pepin, Pierce
WDA 9	Western	Buffalo, Trempealeau, Jackson, La Crosse, Monroe, Vernon, Crawford & Juneau
WDA 10	South Central	Marquette, Sauk, Columbia, Dodge, Dane, & Jefferson
WDA 11	Southwest	Rocks, Green, Lafayette, Grant, Iowa & Richland

**Regions:**

WIOA allows for three different categories of regions:

- (A) Regions with boundaries that match ONE local WDA;
- (B) Regions comprised of 2 or more local WDAs that are collectively aligned;
- (C) Regions described in (B) that are interstate areas contained in 2 or more states, and consist of 2 or more labor market areas, economic development areas or other contiguous subareas of those states.

In this State plan Wisconsin is designating each Workforce development area as described in paragraph VI.a.7.A as its own planning region.

Any region, under WIOA, that is comprised of more than one WDA is defined as a "planning region" and must engage in the regional planning process outlined in WIOA Section 106(c) (1).

With the understanding that regional plans conducted in planning regions will not necessarily impact local funding streams or performance accountability, Wisconsin began the process of regional identification through discussions with the local Workforce Development Board (WDB) directors and WWDA. Wisconsin has eleven workforce development areas and nine economic development regions. Of considerable note is that all of the eleven WDBs have established and maintain active collaborations and coordination with economic development organizations and

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with other WDBs in those economic development regions. Wisconsin's WDBs are particularly adept at crossing WDA lines to partner through sector strategies and industry partnerships. Based upon Wisconsin's preliminary review, as described below, there was nothing to definitively lead Wisconsin to identify planning regions (that is, regions comprised of more than one local WDA) with this submission of the state plan.

The state intends to continue consultations with local WDBs, chief elected officials, and other economic stakeholders regarding future areas for regional identification and coordination. The state commits to the continued analysis and evaluation, along with engagement of local leaders regarding possible re-identification of regions, including planning regions, in the required WIOA bi-annual state plan modification for PY18. At that time, the transition to WIOA will be complete and regulations on the required elements of regional planning will have been finalized.

**VI.a.1.8 -Describe the process used for designating local areas, including procedures for determining whether the local area met the criteria for: performed successfully" and "sustained fiscal integrity" in accordance with 106(b) (2) and (3) of WIOA. Describe the process used for identifying regions and planning regions under section 106(a) of WIOA. This must include a description of how the State consulted with the local boards and chief elected officials in identifying the regions.**

**DOL Response-The State's response did not describe the process it used or will use to determine if local areas have performed successfully and sustained fiscal integrity.**

The process we used to determine if local areas sustained fiscal integrity was that a risk analysis was prepared for each local workforce board and it was presented to CWI for their review and approval. The risk analysis included a review of the PY 14 and 15 DWD on-site fiscal monitoring results as well as an analysis of their annual independent audit report results. The analysis identified any findings, disallowed/questioned costs, type of audit report issued, and whether the local workforce boards were a high or low risk auditee. All of the local workforce boards were identified as low-risk auditees, and the CWI supported DET's recommendation that they sustained fiscal integrity.

Wisconsin Department of Workforce Development applied the "Performed Successfully" criteria as defined by §679.260 of the WIOA Proposed Rules and Regulations to the 11 areas that requested initial designation as a WIOA local area.

A local area has "performed successfully" if: it has met or exceeded all performance levels negotiated for the last two full program years before the enactment of WIOA, AND did not fail any individual measure for the last two consecutive program years before the enactment of WIOA.

The last two full program years before the enactment of WIOA were 2012 and 2013. Data for 2012 and 2013 were reviewed across all 9 performance measures and for each of the 11 workforce development areas. Each local area was required to have a rate of achievement of 80% or greater in each negotiated measure as required by the Department of Labor during those program years.

After applying this criterion, 5 of the 11 boards did not "perform successfully" in either PY 2012 or PY 2013.

§679.250 of the WIOA Proposed Rules and Regulations states that the Governor still has the discretion to approve the initial designation under WIOA, even if they have not performed successfully.

After further analysis, each of the local areas made substantial progress in the failed measures during this timeframe. Two of the areas became statewide leaders in PY 2014 – PY 2015 in the measure that was failed during the analyzed period. The other three exceeded or met the measures in subsequent years or have made significant improvement since the analyzed period. The Department provided recommendations to the state workforce board (CWI) on the initial designation of local areas. CWI will make the final determination of area designation.

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In subsequent state plan periods, the Wisconsin Department of Workforce Development will apply "Performed Successfully" as defined by the §679.260 (b) of the WIOA Proposed Rules and Regulations. For the purpose of subsequent designation "performed successfully" means the local area met or exceeded the levels of performance the Governor negotiated with Local Board and CEO for core indicators of performance described at WIOA sec. 116(b)(2)(A). In PY 2017 for the first subsequent designation, a finding of whether a local area performed successfully is limited to having met or exceeded the negotiated levels for the Employment Rate 2nd Quarter after Exit and the Median Earnings Indicator as described at §677.155(a)(1)(i) and §677.155(a)(1)(iii). For subsequent designations made at the conclusion of PY 2018, or at any point thereafter, a finding of whether a local area performed successfully must be based on all six of the WIOA indicators of performance as described at §677.155(a)(1)(i) through §677.155(a)(1)(vi) for the 2 most recently completed program years.

It also requires the Governor to have defined the terms "met or exceeded" and "failure" in the State Plan. The Department of Workforce Development will analyze performance results and make a recommendation on subsequent designation to the state workforce board (CWI). CWI will make the final determination of subsequent area designation.

**VI.a.2.A Provide State Policies or guidance for the statewide workforce development system and use of state wide funds**

**DOL Response- The State provided a response to this element; however it did not provide any policies or guidance for the use of its statewide funds for workforce investment activities.**

The State shall follow all applicable Federal and State regulations and guidance pertaining to the use of each individual fund source for workforce investment activities.

Wisconsin Fast Forward is a grant program for employer-led, customized worker training projects. The intent is to provide essential assistance that cannot be met through an existing program. Grants will be awarded to maximize the impact of funds in catalyzing local collaboration and also encouraging the development of sustained pipelines that directly align with employer needs. The jobs of the 21st-century economy depend on these training programs

Through the State's GPR Fiscal Year 2017 funding of \$422,400 from the Department of Workforce Development (DWD) Division of Employment and Training (DET), Employ Milwaukee, Inc. will provide a summer job opportunity in 2016 for over 175 youth ages 14 to 24 in its Community Work Experience Program (CWEP) The CWEP provides job opportunities for youth and young adults to work in community-based and faith-based organizations with meaningful jobs that help these youth and young adults obtain skill sets that help them pursue high skill, high growth jobs and career pathways.

Employ Milwaukee, Inc. subcontracts with the Boys and Girls Club of Milwaukee (BGCM) to provide a subsidized summer job for over 70 youth and young adults, ages 16 to 24, in the private sector. BGCM has developed job opportunities to place youth and young adults in jobs in the following industry sectors:

- Manufacturing;
- Healthcare (State Youth Apprenticeship (YA) Program);
- Construction;
- Computer/Information Technology (State YA Program);
- Auto Tech (State YA Program);
- Architecture Design (State YA Program);
- Printing (State YA Program); and
- Finance (State YA Program).

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The individuals participating in the summer youth employment program will receive work readiness training and career enrichment activities during their seven week work experience. The participants will work 20 hours a week starting on July 1st and they will be making \$7.75 per hour.

Wisconsin State Government funds Wisconsin Apprenticeship Programs through General Purpose Revenue (GPR). These funds are used to support all registered apprenticeship staffing and related activities. The current RA staffing level is nineteen (19), with 13 local apprenticeship representatives.

Local staff have been working with area Business service teams with the implementation of WIOA will be exploring additional partnership activities with the Workforce Staff at the local level. In addition to registered apprenticeship, state funds also support Wisconsin's Youth Apprenticeship program.

Key partnerships have been formed at the local level through 32 consortia to assist in the administration of the youth apprenticeship program. Partners include K-12 representatives, Technical College representatives, Chamber of Commerce members, Workforce Development Board members (in some cases they lead the consortium), employers and local apprenticeship representatives, and any other interested workforce development partners.

**VI.a.2.8-Describe how the State intends to use Governor's set aside funding. Describe how the State will utilize Rapid Response funds to respond to layoffs and plant closings and coordinate services to quickly aid companies and their affected workers. States also should describe any layoff aversion strategies they have implemented to address at risk companies and workers.**

**DOL Response- The State's response did not address the use of its 15% Governor's set aside funds and did not provide a description of its layoff aversion strategies to address at-risk companies and workers.**

Depending on the state set-aside fund availability the Governor, with guidance from the Council on Workforce Investment (CWI), will establish implementation strategies based on the vision and goals in the State Plan. The State will designate specific employment sectors for priority spending based on regional sector strategy priorities and sufficient evidence of labor demand.

Wisconsin will also look to invest resources in initiatives which may include the following:

- Bridging Youth Apprenticeship to Adult Apprenticeship;
- Dual Enrollment;
- Business Services;
- Skills Gap and Labor Shortages;
- Services to special populations and groups; and
- Performance-Based Funding Initiatives

Specifically, the state of Wisconsin is targeting the following activities for the Governor's 15% set aside funds:

**WIOA Administration- Up to 5 % of Governor's Reserve Amount**

- DET Administration office staffing and
- Service Allocation and the general administration of the WIOA programs.

**WIOA Required Activities-**

- State-wide Rapid Response Activities – Programs and contracts administered by the Rapid Response Dislocated Worker Unit to local WDBs. Also includes staff costs within the Rapid Response unit;

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- Technical Assistance – Includes costs for Local Program Liaison and Equal Opportunity Officer Staff in their assistance to WDBs;
- Operating Fiscal and Management systems – This includes the staff costs for DET IT Systems administration as well as maintenance of the systems;
- Monitoring and Oversight - Includes staff cost for the monitoring of WDBs and their WIOA allocations;
- State List of Eligible Providers – Includes staff costs for coordinating and maintaining the Eligible Provider;
- Evaluations – Includes staff costs for review of WDB program requirements under WIOA; and
- Council on Workforce Investment Administration and Support – Includes staff costs for coordination and support of the CWI.

The state intends to pursue further information on strategies for pay-for-performance so that local WDBs can determine if those methods are worthy of implementation.

In addition, the State provides policy instruction to the Workforce Development Boards (WDBs), WDB Chairs and Chief Elected Officials (CEOs) for the development of their local strategic plans. While these guidelines are driven by the State Plan's priorities, the guidelines allow local flexibility for the development of their own initiatives and processes for the efficacy of service delivery. The local plans will address coordination with the State's current strategic initiatives and WIOA set-aside activities. Funding of these local initiatives will be determined by demonstrated proven effectiveness and/or "innovative solutions" for the identified issue.

The 21 Strategic recommendations address a broad range of challenges currently facing Wisconsin's workforce and talent development system. The Council on Workforce Investment has 2 subcommittees the talent development and planning and Partnership development and resource alignment committee. The subcommittees are designed to advise the CWI and make recommendations on the states 21 strategic recommendations.

Early intervention and comprehensive pre-layoff assistance are the foundation of the State's layoff aversion strategy which focuses on training, supporting, and empowering the local Rapid Response team to:

**1) Identify and connect with employers at-risk of permanent worker layoffs as much in advance of layoffs as possible**

Upon the State receiving official notice of a permanent layoff (either in compliance with the Worker Adjustment Retaining Notification Act and/or the State's Business Closing and Mass Layoff Law), the State immediately creates or updates a record in its new web-based Rapid Response Events Tracking system and sends an alert to the appropriate local Rapid Response team(s);

- The State will explore options to more efficiently and effectively monitor media sources for news about layoffs and/or indicators that a company is at-risk of layoffs so the information can be shared with the local Rapid Response teams;
- The State will continue to work with the local Rapid Response teams to strengthen communication and collaboration with the Wisconsin Economic Development Corporation and the extended enterprise of local economic development organizations;
- The State will incorporate information about Rapid Response and layoff aversion assistance in the labor law clinics that it offers to the public (focus of clinics is typically employer-related issues and audience is usually employer representatives); and
- The WDBs may use their Annual Allotment funding to further develop processes for identifying and gathering information of potential layoffs.

**2) Undertake a comprehensive assessment of the employer and worker needs**

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- The State will continue to have the local Rapid Response teams use a guide for gathering information from at-risk employers in order to ensure collection of critical information necessary for preparing a tailored transition plan and identifying other related at-risk employers; and
  - The State will continue to require that the local Rapid Response teams distribute worker surveys for events impacting at least 25 workers.
- 3) **Promote the ongoing engagement with employers and the greater business community, either directly or through business services representatives within the public workforce system**  
The WDBs may use their Annual Allotment funding as part of efforts to establish and strengthen relationships with the business community.
- 4) **Promote the connection of at-risk employers with the State's short-time compensation program (i.e., Wisconsin's Work Share)**
- The State includes information about this program as part of its Rapid Response webpages; and
  - The State's Unemployment Insurance and Employment & Training Divisions will develop training for field staff who engages with employers.
- 5) **Prevent or minimize the duration of unemployment resulting from layoffs by promoting proactive and comprehensive pre-layoff assistance to workers**
- The local Rapid Response teams are required to extend a minimum level of Rapid Response services depending on the size of the dislocation event (see table, below);
  - The State provides the WDBs with Annual Allotments in order to fund Rapid Response staff and activities; the WDBs may also request funding through the State's Dislocation grant process if additional resources are needed to provide Rapid Response services to affected workers from specific layoff events; and
  - The State is equipping each WDA with a mobile lab for use with Rapid Response activities, including résumé, job search, and UI application workshops.

### **VI.b.5 Describe the State's criteria regarding local area transfer of funds between the adult and dislocated worker programs.**

**DOL Response-The State's response did not address the Governor Approval process that allows up to 100% transfer of funds in accordance with WIOA Section 133(b) (4).**

Section 133(b)(4) of the WIOA and Section 683.130 of the WIOA Proposed Rules allow the WDBs to transfer up to 100 percent of formula funds of a program year (PY) allocation between the Adult and Dislocated Programs. The State is extending the full transfer authority afforded by the WIOA to the WDBs, in order to ensure the WDBs have maximum flexibility to best serve participant populations with the greatest needs.

On behalf of the Governor, the Department of Workforce Development-Division of Employment and Training (DWD-DET) will serve as the approving authority for the WDBs' funding transfer requests. To be eligible for a transfer, the DWD-DET will take the following factors under consideration:

- Expenditures and obligations for the Adult and Dislocated Worker PY formula funds at issue;
- The quarter of the grant period in which the request is made;
- Availability of funds for both formula programs, including carry-in funding from the prior PY;
- Availability of Rapid Response and National Dislocated Worker grant funding;
- Total enrollments in both formula programs;
- Total training enrollments in both formula programs;

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- Applicability of TAA certifications;
- Impact on primary performance indicators; and
- Implications on Rapid Response and National Dislocated Worker grant funding.

The DWD-DET will approve the transfer request unless it is reasonably anticipated that the transfer will negatively impact the WDB's ability to adequately serve current or future program participants and/or meet negotiated performance levels.

Transfer requests are to be submitted to the WDB's assigned Local Program Liaison. The request must be made in writing (email correspondence is acceptable) and include (1) a statement indicating the program and the PY in need of additional funding, (2) the amount of additional funding requested for the program in need, (3) a budget reflecting actual and planned participant enrollments and expenditures/obligations for the applicable PY formula funds (must use template specified by DWD-DET), and (4) a narrative addressing how the WDB will meet adjusted levels of performance for the primary indicators if the transfer request is approved. The DWD-DET will have 30 days to review the request and issue a determination.

**VI.c.2 -Describe the strategies the State will use to achieve improved outcomes for out-of- school youth as described in 129(a)CI)(8), including how it will leverage and align the core programs , and Combined State Plan partner programs included in this Plan. Required and optional one-stop partner programs. and any other resources available.**

**DOL Response The State's response did not address how it will leverage and align the core programs, Combined State Plan programs, and required and optional one-stop partner programs to achieve improved outcomes for out-of-school youth.**

In order to improve the outreach and recruitment of out-of-school individuals, DWD will partner with the following agencies and organizations to assist in referring eligible youth and young adults to local boards: Department of Children and Families Office of Youth Services, Department of Corrections Divisions of Adult Institutions and Juvenile Corrections, Department of Public Instruction, and WI Association for Homeless and Runaway Services.

In order to improve the knowledge and expertise of staff that will come in contact with youth and young adults in the State's Job Centers, DWD along with the agencies and organizations listed above will provide technical assistance and training, as well as information and materials to include in the Job Center resource rooms.

In order to improve performance and leverage and align core programs, DWD created the WIOA Performance Advisory council that includes representatives from the WIOA core programs. The purpose of the council is to approach WIOA performance in a multi-title, collaborative manner to provide WIOA state leaders the expertise and recommendations needed to ensure workforce programs in WI are successful. The key tasks of the council include preparing a guide for the PY 16 and 17 negotiations, prepare engagements and training with stake holders, address at-risk performance, identify and adopt continuous improvement strategies with evidence based practices, and serve programs through a Forum of Performance Experts. In the end WI's WIOA core and partner programs provide the greatest return on investment, meet performance standards and becomes a model for workforce development excellence.

For any program year, WIOA requires that not less than 75 percent of the funds available for statewide activities and not less than 75 percent of funds available to local areas are required to be used to provide youth workforce investment activities for out-of-school youth, so it is imperative that the Title I youth program partners and coordinates with other core programs including Title II Adult Education and Literacy and Title IV Vocational Rehabilitation, as well as one-stop partner programs. In addition to partnering with the core programs, the Department of Workforce Development (DWD) will partner with the following the following agencies and organizations to assist in referring eligible youth and young adults to local boards: Department of Children and Families – Office of Youth Services,

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Department of Corrections – Divisions of Adult and Juvenile Corrections, Department of Public Instruction and the WI Association for Homeless and Runaway Services.

Many out-of-school youth are eligible for education services through Title II funding. The WI Technical College System (WTCS) serves as the administrative/fiscal agent for Title II will be the department's education partner for 16 – 24 year old youth and young adults who need foundational skill building, workforce preparation, and supported transition to post-secondary education. Since WIOA promotes the integration and adult education with occupational education and training and workforce preparation, as well as the creation of career pathways for youth in Title I WIOA Youth Programs and Title II authorizes the use of funds for integrated education and training and workforce preparation activities, DWD and WTCS will leverage funding between WIOA Title II and Title I Youth Program to create a service strategy that concurrently enrolls WIOA out-of-school youth in education programs combined with workforce preparation and training.

Since WIOA emphasizes and increases the requirements for the workforce system to meet the needs of individuals with disabilities, including students and youth with disabilities, DWDs Division of Employment and Training Title I Youth Program and the Division of Vocational Rehabilitation will partner and coordinate case management, counseling and pre-employment transition services for those individuals who are co-enrolled in the Title 1 Youth Program and Title IV Vocational Rehabilitation Program.

In order to improve the knowledge and expertise of staff that will come in contact with youth and young adults in the State's Job Centers, DWD along with the agencies and organizations listed above will provide technical assistance and training, as well as information and materials to include in the Job Center resource rooms.

**VI.c.3 -Describe how the state will ensure that all 14 program elements are made available and effectively implemented.**

**DOL Response-The State's response did not describe how it will ensure that a11 14 youth program elements are available and implemented. The State must describe how having/maintaining a list of eligible youth service providers for each local board ensures that all 14 elements are implemented. The State must address its policies and monitoring efforts that will make sure the 14 elements are available and implemented.**

The Department of Labor's guidance of the WIOA Youth Program outlines a broader vision that supports an integrated service delivery system and like DOL, the Wisconsin Department of Workforce Development (DWD) is committed to providing high quality services for youth and young adults beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupation, and culminating with a good job along a career pathway or enrollment in post-secondary education.

To ensure that all 14 program elements are made available and effectively implemented, DWD, as part of our monitoring procedures, will require the eleven Workforce Development Boards to submit their draft Requests for Proposals for WIOA youth program services for in-school and out-of-school youth so the department's local program liaison's may review the draft RFP document. Once the RFP is issued and a WIOA youth service provider(s) is/are selected and contract(s) are issued, local program liaison's will review the contract(s) to make sure all 14 program elements have been made available to the WIOA youth participants.

Since the department maintains a list of current WIOA youth service providers for each local board on its website, the staff person that collects that information will also monitor the local board to ensure all 14 program elements are made available and effectively implemented by calling the local board several times during the year to see if any changes have been made to the list of services each youth service provider provides.

Wisconsin is particularly interested in properly carrying out the financial literacy element. Under the Disability Employment Initiative (DEI) grant, staff training on asset development was created and delivered to WIA staff in the

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grant's six pilot regions. The training included community-based asset development resources, relevant to the workforce development area that identified the resources. Although each local asset development guide focused on resources for job seekers with disabilities, many of the resources are also appropriate for individuals without disabilities.

Wisconsin's DEI participation provided a solid start, and statewide creation and adoption of the guide is in progress. Web-based staff training will follow. The web-based training will focus on increasing awareness of what financial literacy is the impact of it on individuals at different stages of life, and how to find appropriate federal, state and local community-based services for job seekers. The training will be appropriate for and available to staff in WIOA Youth, Adult, and Dislocated Worker Programs as well as other partners.

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#### **VI.a.2 -Describe strategies developed to support training and awareness across core programs and the Unemployment Insurance program, and the training provided for Employment Services and WIOA staff on identification of UI eligibility issues and referral to UI staff for adjudication.**

**DOL Response-The State's response did not address what strategies have been developed to support training and awareness across the core programs, emphasizing the strategies to support training and awareness for the Title II and Title IV core partners.**

Unemployment Insurance (UI) and DET Services both are under the umbrella of the Department of Workforce Development. Although under the umbrella of the Department of Workforce Development, each is a distinct Division, with specific staff addressing specific Unemployment eligibility issues.

Professional staff in each area communicates regularly and coordinate any UI law, program or service changes. Job Center staff notifies UI of eligibility issues when they arise; adjudicators are then notified to work directly with the claimant, either over the phone, or in person when possible.

Dialogue between UI and Job Service leadership results in shared and agreed upon best practices, training and processes to assist in the parameters of eligibility issues and when it is best to work with UI staff.

When there are changes and/or eligibility issues that are to be addressed by Job Services and WIOA staff, in addition to specific training targeted to eligibility issues, step by step instructions are provided as well as information as to when UI must be called for eligibility issues for further consultation and adjudication. Written guidance letters and processes are available via webinars, conference calls and informational printed materials.

Additionally, DET Services coordinates specific training with UI for statewide Job Service staff providing services, programs and staffing Resource Rooms, partner staff providing Resource Room assistance in Job Centers, and WIOA staff.

The training is coordinated to assure that UI programs and services have a strong presence in Job Centers throughout the state. Training is targeted to specific areas, which include RESEA, Rapid Response, and general UI questions and concerns regarding UI eligibility or concerns a claimant may have.

All levels of training are conducted by UI professional staff members, are recorded for reference and future viewing, and have coordinated certification which recognizes the participation and increased knowledge DET staff, WIOA staff, and partner staff have achieved and the breadth of appropriate service delivery that can be provided prior to contacting UI directly.

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The State of Wisconsin is committed to providing the best customer service to all who walk through the doors of our Job Centers, and assuring staff are equipped with the most current UI information to assist customers is our goal and opportunity.

Trainings on UI related issues and re-certification are done annually for all targeted areas. When there are changes to UI, in areas that affect claimants and/or information that needs to be provided to jobseekers, UI and DET work closely together to assure that training and information is dispensed accurately, efficiently, and in a timely manner. Conference calls, webinars and in-person trainings are all used to provide the information to DET staff and partner staff throughout the state.

If what is being requested of DET staff and partner staff to provide to a customer/claimant is outside the certified training boundaries, staff have been provided a specific phone number to call customer assistance. This call goes directly to UI staff, who will then provide an immediate and "real time" response to the customer/claimant.

If UI determines a case or situation must go to adjudication, the UI Call Center staff person will recommend that upon the call to UI, and provide the necessary information and process directly to the customer/claimant, who will be alongside the Job Services, partner staff or WIOA staff when the phone call was made. Appropriate follow-up and communication between UI and the customer/claimant will occur and be determined by UI.

**VI.d.3 -Administration of the work test for the State unemployment compensation system, including making eligibility assessments (for referral to UI adjudication, if needed), and providing job finding and placement services for UI claimants and.**

**DOL Response- The State's response did not describe how the State will use Wagner-Peyser funds to make UI eligibility assessments, and for referral to UI adjudication, if needed.**

UI claimants are required to complete four documented work searches weekly. Work searches can be completed electronically and sent directly to UI, and/or W-P staff can review those work searches to help determine if searches fall within the UI guidelines, and provide guidance as to what is an appropriate work search and the criteria established. If an eligibility question arises, W-P staff contact UI and provide information and documentation for UI to determine eligibility.

W-P funded staff can review work searches for individuals to determine if the UI criteria has been met. W-P staff cannot make the determination of complete eligibility of work searches or other forms of UI assessments. W-P staff can and do contact UI staff to assist in answering questions, UI explanations for claimants of eligibility concerns there may be. W-P staff rely on the expertise of UI to make official determinations for claimants, and can assist with explaining any issues or corrective action that the claimants may need to make on a case by case basis.

Assisting UI claimants in finding new employment and placement includes several initiatives: assisting claimants with the use of Wisconsin's public labor exchange, Job Center of Wisconsin (JCW), an on-line platform and service which provides many avenues and resources to match skill sets with job opportunities; assistance by a W-P Career Counselor for assessments to assist in determining personal characteristics, experience and education as a way to match up with existing job postings on JCW; W-P Resource Room staff to provide guidance to utilizing all aspects available via JCW; as well as access to a wide variety of workshops and 1:1 conversations with W-P Employment and Training Specialists.

UI claimants have access to all comprehensive services, support and assessment services available, as well as individually designed service and guidance if needed. All technological, individual, and group opportunities are available and accessible to assist in job finding and placement (see "c" above)

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**VI.e.2.8-Providing technical assistance to outreach workers. Technical assistance must include trainings. Conferences, additional resources. and increased collaboration with other organizations on topics such as one-stop center services (i.e. availability of referrals to training, supportive services. and career services.as well as specific employment opportunities). the employment service complaint system, information on the other organizations serving MSFWs in the area, and a basic summary of farmworker rights, including their rights with respect to the terms and conditions of employment.**

**DOL Response-The State did not address this element in its State Plan. The State must describe the strategies for providing technical assistance to outreach workers.**

Their goal for PY2016 – 2020 is to reach 1,600 workers per year for a total of 6,400 agricultural workers with six to eight outreach staff. We plan to continue coordinating our efforts in conducting joint outreach and/or providing information about our respective programs with our WIOA 167 – NFJP grantee and partner (UMOS) to maximize our mutual outreach goals.

We also plan to continue to work closely in conducting joint visits to employer with the migrant labor inspectors as they have historically facilitated access to our migrant workers since these workers are covered by the Migrant Labor Law of this state.

**Providing technical assistance to outreach workers:**

MSFW Outreach staff are staff members of DET/Job Service, and are located in Job Centers throughout the state of Wisconsin.As DET/Job Service staff, MSFW Outreach workers have the opportunities to attend all the state provided trainings, conferences, local staff meetings, and are an integral part of collaborations, partner meetings and activities, and activities and services provided at one stop Job Centers.

**Technical assistance to Outreach Workers is accomplished in the following ways:**

Annually, MSFW staff attend appropriate MSFW focused conferences and meetings throughout the state, and frequently, at out of state events focusing on MSFW activities, best practices and any law changes that may affect the program. These opportunities include: DOL sponsored trainings, meetings and trainings directed by the MSFW Program Manager within the DET; annual meetings providing information and services to MSFW Employers, and other appropriate trainings, conferences and seminars that occur throughout the year.

Two times per year, MSFW Outreach Workers conduct pre and post season meetings which include local partners who provide services or are involved in MSFW activities in the local region. These meetings bring the partners together to inform and work together to provide the best services possible to MSFW program participants.

Additionally, two times per year, the state of Wisconsin hosts all MSFW staff members to day-long meetings which include law changes, policy and/or procedure changes, best practices, communication with state-wide partner agencies and the opportunity to obtain information to pass on to the MSFW program participants throughout the season. A large part of these trainings is focused on the farmworker rights which allows the MSFW outreach staff to provide information and potential referrals to the appropriate partners in the areas of farmworker rights, and to provide accurate information and referrals regarding the farmworker rights at the appropriate time and when the situation is appropriate.

Each of our local regions and Workforce Development Areas conduct staff meetings, a minimum of quarterly meetings, in which the MSFW Outreach Workers participate. At these meetings, a variety of topics appropriate to all staff are discussed, and updates are provided by each area and staff members. The local employment service complaint system is presented annually, to assure all staff, including MSFW staff, are familiar with all procedures, contact individuals, and the processes to follow when a complaint is received.

**VI.e.2.C Increasing outreach worker training and awareness across core programs including the Unemployment Insurance (UI) program and the training on identification of UI eligibility issues.**

**DOL Response-The State's response did not describe the strategies for increasing outreach worker training and awareness across the core programs, including the UI program and the training on the identification of UI eligibility issues.**

MSFW Outreach Workers are part of the DET/Job Service staff team. As such, MSFW staff are included in all trainings, Business Service Teams, partner activities, and have a strong working knowledge of core programs, especially with their offices being housed in the local and regional Job Centers. Having MSFW Outreach Workers in local Job Centers provides extensive opportunity for collaboration, partnerships, awareness of the core program activities and functions.

We do expect as WIOA moves forward, that the knowledge and awareness of core programs will increase, especially since MSFW Outreach Workers are included in the WIOA conversations, planning, and state provided training of WIOA via in person conferences, regional meetings, and conference calls focusing on core program activities, functions and partnerships in the WIOA process and established outcomes.

UI information is shared with Outreach Workers, since those staff are included in all meetings and functions locally, regionally and statewide.

While Outreach Workers cannot, themselves, determine or identify eligibility issues, the worker has information to provide someone who has questions or concerns, and would then refer the person directly to UI via an appropriate phone call. UI would then look at the case in entirety and make the final determination.

Annually, Outreach Workers, as a group, meet with UI representatives who outline the appropriate responses and referral contacts to assure that Outreach Workers follow the established process. Utilizing this methodology, the UI experts are provided with the information and opportunity to make determinations, which then, provides the best customer service to a claimant who has approached an MSFW Outreach Worker with a concern. This is the same process and procedure that other DET/Job Service staff follow who are not Outreach Workers, which maximizes efficiency and helps provide consistent UI information and services to UI claimants throughout the state.

**VI.e.2.D Providing State merit staff outreach workers professional development activities to ensure they are able to provide high quality services to both jobseekers and employers.**

**DOL Response-The State's response did not describe the strategies for providing the State merit staff outreach workers with professional development activities to ensure that the outreach workers are able to provide high-quality services to jobseekers and employers.**

Providing State merit staffs outreach workers professional development activities to ensure they are able to provide high quality services to both jobseekers and employers.

With the Outreach Workers offices in local Job Centers, MSFW staff attend and participate in all staff trainings and informational meetings held with local staff and/or regional staff meetings and information sessions. There is a wide range of topics covered annually, which can include: UI changes and processes, Wagner-Peyser activities locally, regionally, and statewide, customer service, complaint process training and EEOC, as examples.

Outreach Workers are all involved with local Business Services Teams, which focus on business needs of local businesses, and what the BST, made up of local partners, can assist with. Being part of the BST allows Outreach

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Workers to be aware of what is possible to provide to employers, including those that participate in the MSFW program, assuring the quality of services provided to employers.

Outreach Workers also are involved in providing Job Center services to jobseekers. The location of offices in Job Centers promotes this involvement, and, includes participating in meetings that keep all staff up to date with technology changes, programmatic and service changes and additions and coordination with partners to provide services to job seekers.

Annually, and more frequently, the State sponsors and provides W-P training to all staff state wide, which includes Outreach Workers to the training opportunities to insure and assure that Outreach Workers are equally informed to provide high quality services to job seekers.

Additional trainings offered throughout the year include: annual National Farmworker Conference, Pre and Post MSFW Season meetings which involves all MSFW staff, annual Migrant Head Start and Child Care Training, DOL sponsored training focus on State Monitor Advocate and Foreign Labor Certification staff, twice annual MSFW Staff Training and Development, as examples. These trainings help service delivery to both the job seeker and the employer.

MSFW Outreach Staff are included in all local, regional, and statewide W-P training opportunities throughout each year. Focus on quality services along with any changes assists in keeping MSFW Outreach Staff and other MSFW staff up to provide services to job seekers and employers.

**VI.e.4.E -State Monitor Advocate.**

**DOL Response-The State did not provide an affirmative statement that the State Monitor Advocate has reviewed and approved the AOP.**

The State Monitor Advocate participated in the preparation of the AOP and has been afforded the opportunity to review, comment and approve the plan.

**Affirmative Action and Equal Opportunity Policy & Procedures**

Authority:

Fed. Equal Pay Act of 1963; Fed. Civil Rights Act of 1964; Fed. Age Discrim. Act of 1964; Fed. Rehab. Act of 1973 & 1975; Fed. Executive Order 11246; Chpt. 230, Wis. Stats.; ss.111.31-111.395, Wis. Fair Emp. Act; Executive Order 28; issued 10/25/83

**Policy:**

The Department of Workforce Development actively complies with all federal and state Affirmative Action (AA) and Equal Employment Opportunity (EEO) laws, executive orders, policies, rules and regulations. This commitment is mandated to be honored in all employment and personnel activities and transactions. The Department recognizes that Equal Employment Opportunity is a legal, social and economic necessity. Failure to follow the AA/EEO provisions outlined in this policy may result in sanctions being imposed and/or appropriate disciplinary action being taken against the offending individuals.

**Procedures and Responsibilities:**

**Personnel Transactions:**

The Department is committed to providing equal opportunity in all terms, conditions and privileges of employment, including but not limited to: recruiting, certification, testing, interviewing, selection, job assignment, working conditions, fringe benefits, compensation, staff development, training, retention, transfer, layoff, disciplinary action, termination and promotion.

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In addition, hiring for classifications that have been designated as underutilized with AA targeted job groups by OSER will adhere to the guidelines found in the DWD Policy 445, Exam and Interview Balanced Panels.  
Policy of Non-Discrimination

The Department is committed to providing equal employment for all persons and will not discriminate in any program or activity on the basis of race, color, creed, sex, religion, national origin, ancestry, age, disability, political affiliation or beliefs, sexual orientation, arrest or conviction record, marital status or membership in the armed forces. The Department recognizes that retaliation is also a form of discrimination, and therefore prohibits any retaliatory actions or behavior.

**Expanded Certification**

Additional target group member names may be added to certification lists.

**Affirmative Action**

The Department recognizes that past discrimination has resulted in less than equal opportunity for women, members of racial or ethnic groups and persons with disabilities. The Department is committed to maintaining strong, effective AA policies and programs to achieve and retain an equitably balanced workforce.

In conjunction with this commitment, the Department will continue to analyze its present personnel management practices and policies to eliminate those elements which have a disparate impact or adversely affect the targeted groups. The Department will develop new programs and procedures, as necessary, to achieve these goals.

Affirmative Action will be taken in the development and achievement of special outreach recruitment activities. This will include AA in basic personnel transactions including certification, selection, transfer, training, referrals, promotion, retention, testing, placement, compensation, counseling, career development, employee assistance and benefits. The Department will seek to maintain current proportions of target group representation in the workforce during any anticipated reduction in the Department's workforce.

**Responsibility for Affirmative Action/Equal Opportunity Programs**

The DWD Secretary is responsible for ensuring that the Department's AA/EEO programs are carried out in a responsible manner through the timely and effective application of AA/EEO principles. The Department's Secretary has assigned the AA Officer to supervise the AA/EEO program and foster compliance with AA policies. Divisions are highly encouraged to include AA/EEO responsibilities in each manager and supervisor's position description, which should be reviewed annually. In addition, every DWD employee should have an AA/EEO/CRC goal in his/her GAR, which should be reviewed annually (see DWD Policy 492, Goals and Accomplishments Review). In addition, if a non-protected class person is recommended to be hired, promoted, or permissively transferred to fill a vacant position in which there is an underutilization of protected class personnel, and a protected class person is certified as eligible, a written statement of justification for the recommendation is to be made by the hiring supervisor and sent to the Division Administrator or designee.

The Administrator or designee, Department AA Officer and the Office of the Secretary will review the recommendations to hire non-protected class persons before any job offer or commitment to hire, etc., is made. The justification must include an analysis of the relative qualifications of the candidates.

If there is a disagreement between the Division Administrator and the Department's AA Officer on the recommendation, the Office of the Secretary will make the final decision. Sex, race, and/or disability will be a factor in the hiring decision when underutilization exists.

**Responsibilities of the DWD Affirmative Action Officer**

The AA Officer has access to and meets regularly with the Secretary and Deputy Secretary. The AA Officer is supervised by and reports to the Department's Human Resources Manager.

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The AA/EEO Office is responsible for the development and implementation of AA programs, the review and analysis of internal Department personnel policies and practices and the dissemination of the AA policy throughout DWD. The AA/EEO Office investigates and attempts to conciliate any discrimination charges brought against the Department by any employee, prior to his/her filing a formal complaint with Wisconsin Department of Workforce Development - Equal Rights Division (see DWD Policy Section 410, State Employees Appeals or Complaints Regarding Personnel Transactions). The AA/EEO Office also monitors and evaluates the Department's AA/EEO efforts which have been undertaken.

### **Disability Accommodations**

Upon request, the Department will reasonably accommodate persons with disabilities. For example, in order to ensure equal access to facilities for persons with disabilities, the Department may undertake such efforts as restructuring a job, allowing for part-time or modified work schedules and providing for the acquisition or modification of equipment. The Department will also review the accessibility of its programs to individuals with disabilities and will take action to correct any deficiencies which are identified. See DWD Policy Section 418, Disability Accommodation, for further information.

### **Religious Accommodation**

Upon request, the Department will reasonably accommodate an employee's religious needs. See DWD Policy 409, Religious Discrimination, for further information.

### **Harassment**

Harassment in employment on the basis of race, sex, national origin, age, disability, religion, sexual orientation or other protected status is an unlawful employment practice prohibited by State and Federal law and DWD.

Harassment is defined as verbal or physical conduct which interferes with an individual's work performance or creates an intimidating, hostile or offensive work environment.

Sexual harassment includes unwanted, repeated sexual advances, requests for sexual favors or other verbal or physical conduct of a sexual nature and/or the display of graphic material unrelated to business purposes. Every effort will be made to prevent and eliminate any form of prohibited harassment at DWD. See DWD Policy 408, Harassment, for further information.

### **Service Delivery**

The Department is committed to providing fair and equitable service to the public and will not discriminate in any program or activity on the basis of race, color, sex, religion, national origin, ancestry, age, disability, political affiliation or beliefs, sexual orientation, arrest or conviction record, marital status, membership in the armed forces or other protected status.

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### **VI.a -Aligning of Content Standards.**

**DOL Response-The State did not describe the process it is using to determine whether its adult education content standards are aligned with its K-12 standards as required by section 102(b)(2)(D)(ii)(I) of WIOA. The Plan did not indicate that the alignment of its adult education content standards will be in place no later than July 1, 2016.**

While the State of Wisconsin has chosen not to officially adopt the College and Career Ready Standards (CCRS), we are continuing to work to ensure our standards are at or above that level by the July 1, 2016 deadline. The standards were created in a process involving three working groups over a year-long effort. WTCS staff led the Math, Reading and Writing groups made up of certified WTCS Adult Basic Education (ABE) instructors, Department of Corrections instructors, and representatives of Community Based Organizations. The standards were formed using a wide variety

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of national and Wisconsin-specific information including external standards of the National Council of Teachers of Mathematics and internal standards required in WTCS post-secondary programs. The project was overseen by the Worldwide Instructional Design System (WIDS) staff, ensuring that standards were complete with performance criteria, course outcome summaries, etc. These standards are grouped by NRS (National Reporting System) performance level information and are required for all AEFLA-funded programs.

In April 2014, WTCS faculty and a state staff member attended the CCRS Institute and underwent a high-level gap analysis of current ABE standards. While the results were promising, there were several minor gaps found that resulted in our applying for the CCRS project. While Wisconsin was not selected, the work has been continued at a state level. Under contract with the Worldwide Instructional Design System (WIDS), standards have undergone a more thorough gap analysis and the results have been passed on to our state-wide Implementation Team.

WIDS rated each element of the existing standards as Aligned, Needs Revision and Not Aligned. Based on these reviews, the State ABE standards were modified to meet requirements. Modified Wisconsin ABE Standards were implemented on March 1, 2016.

The Standards Alignment Committee (SAC) is continuing to work on ensuring all curriculums is aligned to the standards and instructors have the professional development necessary to teach to any new standards. Verified alignment of all curriculums to these standards will be completed by July 1, 2017

The Implementation Team is leading a state-wide committee of ABE faculty in modifying existing curriculum and implementing a CCRS-aligned ABE curriculum. The team will provide professional development opportunities to state-wide faculty on how to teach in a CCRS-aligned ABE program with an emphasis on learner outcomes of high school equivalency completion, remediation completion, transition into college, and job attainment. Upon completion of this effort, Wisconsin's sixteen technical colleges will be at the forefront of ABE programming by having a newly CCRS-aligned ABE curriculum that will prepare learners for both college and career.

The Implementation Team will ensure broad stakeholder investment by engaging faculty at all sixteen Wisconsin technical colleges. Each college will recruit one math and one English faculty member at each college in order to align the standards, creating a Standards Alignment Committee (SAC). A comprehensive team approach will insure a smooth implementation and transition to the CCRS. Administrators of the WTCS have identified faculty leaders to be involved in the alignment of the CCRS. The SAC will be responsible for the training and dissemination of the newly aligned curriculum. This will be accomplished through streamlined and efficient meeting methods such as webinars, ITV, online learning platforms, and teacher training videos. Additionally, we have identified current teacher training events around the state which will now include CCRS implementation.

### **VI.b.1 -Adult Education and Literacy Activities (Section 203 of WIOA).**

**DOL Response-**The described activities do not meet the statutory definitions for these activities. Furthermore, the Plan did not: (1) provide or reference the complete list of considerations consistent with section 23 l(e) of WIOA to be used in making funding decisions for its local grants or contracts; (2) identify what activities would be provided concurrent with other activities; and (3) address the scope, content, and organization of its local activities

The Wisconsin Technical College System (WTCS) serves as the administrative/fiscal agent for Title II Adult Education and Family Literacy Act (AEFLA). As administrative/fiscal agent, WTCS will ensure service providers provide services to eligible individuals who:

1. Have attained at least 18 years of age;
2. Are not enrolled or required to be enrolled in secondary school under the Wisconsin law, and;
3. Are basic skills deficient; or

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### 4. Are English language learners.

All activities funded under WIOA are authorized, approved and overseen by the Wisconsin Technical College System Board, Associate Vice President of Office of Student Success and Adult Basic Education staff. Adult Basic Education and English Language service are the responsibility of WTCS's 16 technical colleges (statewide system).

Additionally, through the competitive grant process, a group of community based organizations, literacy councils and county jails receive funding to provide these services. The entire state is covered by these providers.

The following organizations are eligible to apply, per AEFLA, to the Wisconsin Technical College System Board for federal funds provided they have demonstrated effectiveness in providing adult education and literacy services:

- Local education agencies;
- Community-based or faith-based organizations;
- Voluntary literacy organizations;
- Institutions of Higher Learning;
- Public or private nonprofit agencies;
- Libraries;
- Public housing authorities;
- Other nonprofits that have the ability to provide literacy services; and
- Consortiums of organizations listed above

#### **The following would constitute ineligible applicants:**

- Applicants that are not in compliance with the Civil Rights Act of 1964 or those applicants that discriminate on the basis of nationality, origin, race, gender, religion or handicap;
- Applicants lacking assurance that religious restrictions will not be violated;
- Applicants lacking evidence of capability for stable fiscal control; and
- Applicants lacking qualified staff, facilities, and equipment

By federal law, providers are prohibited from using federal funds to supplant state or local dollars. All federal funding will be used to enhance learner services, as outlined in this Plan.

The Wisconsin Technical College System Board will conduct competitions under WIOA upon receiving guidance from the U.S. Department of Education, Office of Career, Technical and Adult Education. Awards to eligible providers will be made through the Request for Proposal (RFP) applications process. To help ensure direct and equitable access to funds for adult literacy and basic skills activities, RFPs will be announced directly to providers and through regional media. In addition, all providers will be considered for grants based on the same criteria. These criteria are aligned with the directions contained in this Plan and the 12 considerations required by federal legislation. Grants will be awarded on a four year basis. Future efforts will be made to assess what support eligible providers might need in order to implement this Plan and broaden discussion of how these needs can be met.

The Wisconsin Technical College System Board will use the following process to distribute funds to awarded applicants:

- (1) not less than 82.5 percent of this grant's fund to award grants and contracts under Section 231 and to carry out Section 225. Programs for Corrections Education and Other Institutionalized Individuals, of which not more than 20 percent of such amount shall be available to carry out Section 225,
- (2) shall not use more than 12.5 percent of the grant funds to carry out State Leadership activities under Section 223, and
- (3) Shall use not more than 5 percent of the grant funds, or \$85,000, whichever is greater, for administrative expenses of the eligible agency.

Local grants will be distributed based on the ability to meet the requirements of AEFLA Purposes outlined in WIOA:

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- (1) Assist adults to become literate and obtain the knowledge and skill necessary for employment and economic self-sufficiency;
- (2) Assist adults who are parents become a full partner in the education development of their children;
- (3) Promote transition from adult education to post-secondary education and training through career pathways;
- (4) Assist immigrants and English language learners improve reading, writing, math, speaking, and comprehending the English language and acquire understanding of American government, individual freedom, and responsibilities of citizenship.

Under the WIOA (Section 2013), adult education and literacy activities are defined as, “programs, activities, and services that include adult education, literacy, workplace adult education, and literacy activities, family literacy activities, English language acquisition activities, integrated English literacy and civics education, workforce preparation activities, or integrated education and training.” A wide variety of program strategies will continue or begin to be implemented to be responsive to the needs of adult learners in Wisconsin. We will place a greater emphasis on quality, intensity, and duration of services which will result in real learning and related life changes, over placing emphasis on serving large numbers of students. These areas include the following:

- Reading, writing and numeracy for grades 0 – 12.9;
  - English language – NRS levels 0 – 6;
  - Civics education – includes individual education plan, career research, and employability skills;
  - Instruction to assist students in acquiring high school equivalency credentials and transition into post-secondary (career pathway focus);
  - Integrated ABE and ELL with occupational instruction (Career Pathway Bridges);
  - Digital literacy – computer literacy to meet workplace competency demands and transition to post-secondary education and training;
  - Financial literacy – courses and individualized work helping students understand issues including budgeting, debt, impact of student loans, unfair lending practices, etc.;
  - Workforce readiness training – individualized advising as part of individual education plan to include career research, employability skills, etc.;
  - Local professional development; and
  - Coordination with local literacy partners and community-based organizations (including connection to family literacy, etc.)
- (1) The Wisconsin Technical College System Board will conduct competitions under WIOA upon receiving guidance from the US Department of Education, Office of Career, Technical and Adult Education. Awards to eligible providers will be made through the Request for Proposal (RFP) application process. To help ensure direct and equitable access to funds for adult literacy and basic skills activities, RFPs will be announced directly to providers and through regional media. In addition, all providers will be considered for grants based on the same criteria. These criteria are aligned with the directions contained in this Plan and the 12 considerations listed in Sec 213(e) of WIOA. Grants will be awarded on a four-year basis.
  - (2) Through anticipated AEFLA sub-grants and existing State-funded grants, several areas of concurrent activities will be encouraged.
    - a. Career Pathways – Wisconsin is a national leader in career pathway efforts. One of the basic concepts is focused around the link between Basic Skills and Occupational coursework in the form of an integrated or team-taught Career Pathway Bridge. These Bridges ensure students find an efficient path to post-secondary credit, credential attainment, integrated workplace skills and employment.
    - b. Integrated English Language Learning –In addition to ABE CP Bridges, Wisconsin has focused on ELL and Occupational Bridges as well. This contextualized learning results in earlier post-secondary credit, integrated workplace skills, credential attainment and employment.

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- c. Focus on Institutionalized Individuals – In addition to ABE and ELL activities, programs will provide individuals a path to a high school credential, Integrated Education and Training, transition to re-entry initiatives and career pathways-related services included concurrent enrollment.
  - d. Immigrant education – Wisconsin intends to begin a focus on immigrant initiatives through Integrated EL/Civics following the career pathway strategies. This will also workplace skills and workforce readiness training.
- (3) All ABE/ELL instruction requires adherence to the Wisconsin ABE Standards. Applicants must describe how they intend to transition students from their entry point onto and through a career pathway resulting in a credential. In addition to general ABE/ELL services, Wisconsin intends to increase activities in the following areas:
- a. Career Pathways – All career pathway activities involve integrated education and training activities which must use contextualized curriculum aligned to Wisconsin ABE Standards. The workforce preparation activities will be based on OCTAE's Employability Skills Framework. As required by the WTCS, all occupational coursework must align with industry standards. Applicants must describe how activities using AEFLA funds will meet these requirements.
  - b. Integrated English Language Learning – English Language instruction must align to Wisconsin ABE Standards. Applicants must describe curriculum, resources and tools being used. Applicants must describe how activities using AEFLA funds will meet these requirements.
  - c. Focus on Institutionalized Individuals – All instructional activities must use contextualized curriculum aligned to Wisconsin ABE Standards. The workforce preparation activities will be based on OCTAE's Employability Skills Framework. As required by the WTCS, all occupational coursework must align with industry standards. Applicants must describe how activities using AEFLA funds will meet these requirements.
  - d. Immigrant education – English Language instruction must align to Wisconsin ABE Standards. Applicants must describe curriculum, resources and tools being used. Civics instruction must include, at a minimum, the responsibilities of citizenship and civic participation. In addition, Civics instruction must include basic instruction in US history and workforce preparation activities aligning with OCTAE's Employability Skills Framework. Applicants must describe how activities using AEFLA funds will meet these requirements.

**VI.c -Corrections Education and other Education of institutionalized Individuals.**

**DOL Response-The Plan did not indicate how the grants and contracts awarded with section 225 funds will be competed and will comply with the requirements of Subpart C of title II of WIOA. The State did not describe how it will carry out the activities in a way that is consistent with title II of WIOA.**

The State requires all eligible providers for sections 225,231, and 243 funds to use the same application process and follow the same requirements. Requirements are described in Section VI.b of the State Plan. To help ensure direct and equitable access to funds, the same grant announcement goes directly to providers, is posted to the website and through regional media.

During the initial period of the grant submission process, any questions posed to the WTCS will be answered via a Question and Answer document posted to the system's ABE website. These approaches meet the requirements specified in title II of WIOA and every effort has been made to ensure direct and equitable access. All grants are evaluated using the same scoring criteria.

In accordance with Section 225 of WIOA, eligible providers may compete for funds to provide the following services:

- (a) Adult education and literacy services;
- (b) Special education;

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- (c) Secondary school credit;
- (d) Integrated education and training;
- (e) Career pathways;
- (f) Concurrent enrollment;
- (g) Peer tutoring; and
- (h) Transition to re-entry initiatives and other post-release services with the goal of reducing recidivism.

Allowable activities include ABE (grades 0-12.9), ELL (NRS levels 0-6 that include Integrated Civics Education), programs leading to high school credentialing (including the WTCS High School Equivalency Diploma 5.09), Employability Skills (aligning with OCTAE's Employability Skills Framework), Integrated Education and Training (including the three components of adult education and literacy, workforce preparation and workforce training activities), Career Pathways-related services and instruction (including ABE/ELL concurrent enrollment), Digital Literacy education, Family/Health/Financial literacy, Peer tutoring in ABE/ELL and professional development for staff.

**VI.d. 1 -Describe how the State will establish and operate Integrated English Literacy and Civics Education CIELCEI programs under Section 243 of WIOA. for English language learners who are adults, including professionals with degrees and credentials in their native countries.**

**DOL Response-The Plan did not adequately describe how the State will establish IELCE programs that provide educational services consisting of literacy and English language acquisition integrated with civics education that includes instruction on the rights and responsibilities of citizenship and civic participation**

The Integrated English Literacy and Civics Education Program will engage students in purposeful use of the language. It will offer the opportunity to develop and implement integrated English Literacy and civics education services to immigrants and other limited English proficient populations.

EILCE programming will include instruction in basic reading, writing, and speaking the English language. Instruction must emphasize functional language skills which assist learners to obtain workforce competencies and gain/retain employment. ELL must include integration of EL civics education, should also focus on students' career pathway goals, and may lead to high school credentialing programs and attainment of a high school equivalency credential.

This ELL/Civics programming should also include the three components that are required in an integrated education and training program – not only adult education and literacy activities but also workforce preparation activities and workforce training.

ELL should incorporate rigorous instruction, including academic language, learning strategies and critical thinking at all levels to address the increasingly complex language needs faced by today's adult English language learners. This instruction must incorporate digital literacy skills.

**VI.d.2 - Describe how the State will fund. in accordance with the requirements of title II. Subtitle C, Integrated English Literacy and Civics Education services and how the funds will be used for those services.**

**DOL Response-The Plan did not indicate how the grants and contracts awarded with section 243 funds will be competed and will comply with the requirements of Subpart C of title II of WIOA. The Plan did not address the activities that will be funded with section 243 funds.**

Funds will be distributed on a competitive basis through the RFP process. Funds will be used to provide ELL and Civics instruction. The funds will be used to pay for instructors and purchase materials on listening and reading comprehension along with writing and speaking.

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The State requires all eligible providers for sections 225,231, and 243 funds to use the same application process and follow the same requirements. Requirements are described in Section VI.b of the State Plan. To help ensure direct and equitable access to funds, the same grant announcement goes directly to providers, is posted to the website and through regional media.

During the initial period of the grant submission process, any questions posed to the WTCS will be answered via a Question and Answer document posted to the system's ABE website. These approaches meet the requirements specified in title II of WIOA and every effort has been made to ensure direct and equitable access. All grants are evaluated using the same scoring criteria.

Activities that will be funded with section 243 funds include instruction in basic reading, writing, and speaking the English language. Instruction must emphasize functional language skills which assist learners to obtain workforce competencies and gain/retain employment. ELL must include integration of EL civics education, should also focus on students' career pathway goals, and may lead to high school credentialing programs and attainment of a high school equivalency credential.

This ELL/Civics programming should also include the three components that are required in an integrated education and training program – not only adult education and literacy activities but also workforce preparation activities and workforce training.

ELL should incorporate rigorous instruction, including academic language, learning strategies and critical thinking at all levels to address the increasingly complex language needs faced by today's adult English language learners. This instruction must incorporate digital literacy skills.

### **VI.e. I -Describe how the State will use the funds to carry out the required State Leadership activities under section 223 of WIOA.**

The Plan did not indicate how the State will use section 223 funds to support required activities under sections 223(a)(1 )(A), 223(a)(I )(B), 223(a)(I )(C), and 223(a)(I)(D) of WIOA.

The WTCS will use funds made available under section 222(a) (2) to enhance the quality of programming in the adult education system. Not more than 12.5 percent of the grant funds made available will be used to carry out State Leadership activities under section 223. Activities to be supported with federal leadership funds and extended using

#### **State and other funding include:**

- (A) The alignment of adult education and literacy activities with other core programs and one stop partners. Utilizing a combination of AEFLA funds, Department of Labor funds through the TAACCCT4 Exceeding the Cap grant, and State funds Wisconsin is continuing to find the most effective and efficient ways to provide services in a concurrent way across titles and to ensure a true "One-Stop" concept to clients. Working with our other core partners, we will ensure there is no wrong door to the services provided under WIOA and related educational services provided through the WTCS.
- (B) The establishment or operation of high quality professional development programs. We will continue to work with our Deans and Program Directors to ensure Professional Development offerings are truly based on their needs, the needs of the faculty and students, and required trainings.
- (C) Technical Assistance  
The WTCS will deliver technical assistance to eligible providers to enhance program effectiveness, increase the ability of providers to meet established performance standards, and fulfill obligations associated with being a one-stop partner. Specific areas of focus include:
- (D) Monitoring and Evaluation  
The State will provide grantee oversight to include data monitoring, site visits, and a program improvement process for low-performing grantees.

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**VI.f -Assessing Quality. The Plan did not sufficiently describe how the State will assess the quality of its local programs. The Plan did not sufficiently describe how the State will use these assessments (evaluations) to improve the quality of such programs.**

**DOL Response-The Plan did not include a description of how it will assess the quality of its professional development programs designed to improve (1) instruction in the essential components of reading instruction, (2) instruction related to the specific needs of adult learners, (3) instruction provided by volunteers or paid personnel, and (4) dissemination of information about models and promising practices.**

Local providers are accountable to the ABE leadership team at WTCS to meet standards of quality for administration and instruction as outlined by WTCS. Effectiveness of programs, services and activities of local recipients of funds will be assessed through systematic evaluation of programs.

Local programs are reviewed periodically via desktop monitoring by reviewing the performance measurements as well as additional review of program quality indicators. Programs will have an on-site visit every five years or earlier if performance dictates.

Wisconsin uses the following indicators of program quality through grants and local ABE/ELL-related activities:

1. Activities coordinate with other available resources in the community. For example, by establishing strong links with elementary/secondary schools, post-secondary education institutions, one-stop centers, and job training programs and social services agencies, available resources are coordinated with recipients.
2. Learners demonstrate progress toward attainment of basic skills and competencies that support their educational needs.
3. Learners advance in the instructional program or complete program educational requirements that allow them to pursue their educational, community, workplace, and personal goals.
4. Learners remain in the program long enough to meet their educational needs/goals.
5. The program has a planning process that is on-going and participatory, guided by evaluation, and based on a written plan that considers community demographics, needs, resources, and economic and technological trends, and is implemented to its fullest extent.
6. The program has curriculum and instruction geared to a wide variety of student learning styles and levels of learner need.
7. The program successfully recruits and coordinates services for the population in the community identified in the Adult Education and Family Literacy Act as underserved regarding literacy and basic skills.
8. The program identifies learner's need for support service and makes services available to learners directly or through referral to other educational and service agencies which the program coordinates.
9. The program has on-going staff development that is responsive to the specific needs of its staff, offers training in the skills necessary to provide quality instruction, and emphasizes practice and systematic follow-up.

The purpose of accountability is to assess the effectiveness of the State and the districts in achieving statewide progress in adult education performance targets for adult basic education and to optimize the return on investment of federal funds in adult basic education activities. Data analysis, along with other good research practices, will improve data based decision making regarding grant funding. The Adult Education and Family Literacy Act requires that the Wisconsin Technical College System use outcome-based performance standards for adult basic education services specified by the Department of Education's National Reporting System (NRS). There are six (6) indicators of performance that pertain to all learners who receive 12 hours or more of service. The WTCS uses numerical targets negotiated with the U.S. Department of Education (DOE) and actual performance to judge local program performance on the six (6) indicators of performance. Recipients are responsible to meet the performance targets for each measure as defined by the System Office. Performance levels are negotiated annually, and eligible recipients will be notified of targets each year.

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### Local AEFL Plan

The local AEFL plan provides information required by the Adult Education and Family Literacy Act. These plans are used as part of the Monitoring and Evaluation process. To receive funding eligible recipients are required to have an approved local plan on file at the System Office. Updates to the local plan must be submitted with the grant application for approval.

### The plan must cover the following areas:

- A. Grant Project Assurances
- B. Use of Funds Overview
- C. Intensity and Duration of Instruction and Services  
Describe how the educational services offered are of sufficient intensity and duration for participants to achieve substantial learning gains. Intensity relates to the methodologies used to improve student learning and duration relates to the amount of time the services are available to learners.
- D. Technology  
Technology in the classroom refers to instructional technology used in the ABE/ELA classroom to facilitate and improve the delivery of ABE/ELA instruction.
- E. Real Life Contexts  
Describe how the activities provide learning in real life contexts to ensure that an individual has the skills needed to compete in the workplace.
- F. Trained Staff  
Describe how the activities are staffed by trained instructors, counselors and administrators. Describe how the professional development activities are planned and evaluated.
- G. Information Management  
Describe how a high quality information management system with the capacity to report participant outcomes and monitor performance against WTCS performance measures will be maintained.
- H. Schedules and Support Services

### Describe how the activities offer:

1. Flexible schedules to meet the needs of the adult learner.
2. Services at a variety of locations accessible to learners in the geographic area (Regional Comprehensive applications only).
3. Support services (such as child care and transportation) to enable adult learners, including those with disabilities and special needs, to attend and complete ABE. A link to support services should be evident in the Personal Education Plan as well.

### Coordination of Services

- I. Coordination – provide a copy of the AEFLA Coordination Form
- J. Learner Retention Strategies

Provide a description of how learners will identify their learning goals and a copy of the program's Personal Education Plan.

### Local Performance Improvement Plans

The requirements for accountability extend to local recipients of AEFL funds. The State is required by Section 224, Wis. Stats., of the Act to use the Performance Indicators to annually evaluate the adult basic education and family literacy activities of each eligible recipient. If after reviewing the Performance Indicators the System Office staff determines that an eligible provider is not making substantial progress in achieving the standards of performance, the provider recipient must work with state staff to develop and implement a Local Performance Improvement Plan.

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Any Comments or questions can be sent to Melanie Jones WIOA Policy Analyst at [Melanie.jones@dwd.wisconsin.gov](mailto:Melanie.jones@dwd.wisconsin.gov)