



Wisconsin Department of Workforce Development

Biennial Report 2005 - 2007



Wisconsin Department of Workforce Development
Office of the Secretary

October 2007

Department of Workforce Development Biennial Report 2005 – 2007

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State of Wisconsin
Department of Workforce Development
Jim Doyle, Governor
Roberta Gassman, Secretary

October 10, 2007

The Honorable Jim Doyle
Office of the Governor
115 East, State Capitol
Madison, WI 53702

Dear Governor Doyle:

I am pleased to provide you with this report on the Department of Workforce Development for the biennium ending June 30, 2007.

As you will find in the pages that follow, we at DWD are making strides, working with you and the rest of the Administration, to grow Wisconsin's economy, create jobs, and provide opportunities for workers, their families, and employers in communities throughout the state. Economic development *is* workforce development, and we are committed to ensuring Wisconsin's workforce remains first rate. In this way, we sustain Wisconsin's economic momentum, help families and communities grow stronger, and see that Wisconsin remains the best place to live, work, and raise a family.

In the past biennium, the department has taken additional steps to further implement your Grow Wisconsin strategy and act on your Jobs for the Future initiative. DWD awarded a second round of grants to help regional economies grow, winning \$10 million in federal aid to supplement that effort. We moved quickly, well ahead of other states, to adopt new national skill standards for production workers and help maintain Wisconsin's leadership as a strong manufacturing state. As you have said, we need a strong, growing Milwaukee economy for Wisconsin's economy to thrive. Mindful of that, we assisted Milwaukee in its transition to a city-led workforce development agency to better connect metro area employers with the workers they need.

DWD's many other accomplishments include strides in both youth and adult apprenticeship programs, celebrating 15 years of success in youth apprenticeship, and an ever-increasing number of adult apprentices, including more minorities. We improved JobNet and recorded over 10.6 million visits to the internet site. We responded rapidly, providing timely assistance to dislocated workers, helping them learn new skills for new jobs. Among others assisted by Job Service are the veterans who served our country. At the same time, we have worked to meet the needs of families, especially the most vulnerable, providing child care subsidies, enforcing and collecting child support, and helping W-2 participants, especially through new, more accountable agency contracts, get the job training they need to become employed and self sufficient.

We look forward to continued success, as we work with you to build a high-end, knowledge-based economy with family-supporting jobs, and further ensure that all children get a positive, healthy start in life, thrive in safe neighborhoods and schools, and grow up to become successful workers and solid, contributing members of our communities in the future.

Sincerely,

A handwritten signature in black ink that reads 'Roberta Gassman'. The signature is written in a cursive, flowing style.

Roberta Gassman
Secretary

Department of Workforce Development

Biennial Report 2005–2007

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Department Overview

The Wisconsin Department of Workforce Development (DWD) is the state agency charged with building and strengthening Wisconsin's workforce. The department's mission is to provide a single, comprehensive employment and training system for Wisconsin job seekers and employers so that all workers can find and retain high-wage, high-skill jobs, and all employers have access to a qualified, trained workforce.

DWD offers a variety of employment programs and services, many of which are accessible through a statewide network of Job Centers. These programs and services include assisting people with disabilities in securing jobs, helping former welfare recipients as they enter the workforce, and connecting youth with the jobs of tomorrow. Of paramount importance is DWD's role in three areas where Wisconsin has led the nation: enforcing workers' rights, providing unemployed workers the benefits they are due, and ensuring that injured workers receive worker's compensation in accordance with the law.

DWD is committed to investing in people, helping workers climb the economic ladder, and providing greater opportunities for both parents and children to help Wisconsin's families and communities grow strong and thrive.

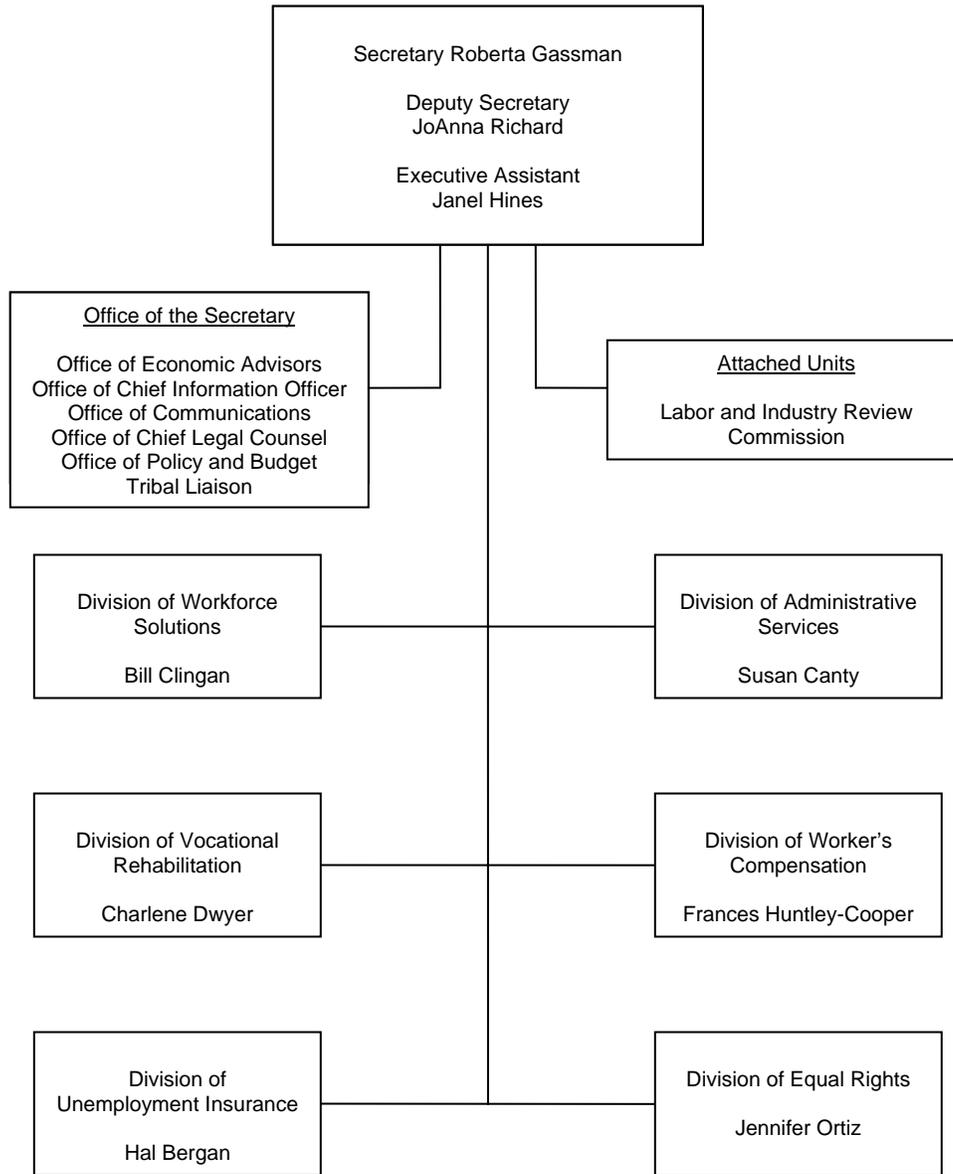
The department is led by Secretary Roberta Gassman, appointed by Governor Jim Doyle in January 2003 and reappointed in January 2007. DWD's annual operating budget exceeds \$2 billion, and its workforce totals 1,900 employees. Following a recent reorganization, the department now consists of six program divisions, an administrative services division, and one administratively-attached entity, the Labor and Industry Review Commission (LIRC).

DWD's achievements during the biennium are many. Of special note, the department:

- ◆ Took further steps in keeping with Governor Doyle's *Grow Wisconsin* and *Jobs for the Future* initiatives by awarding a second round of Growing Regional Opportunities in Wisconsin (GROW) grants, garnering \$10 million in additional federal support for regional workforce and economic development; endorsed a new national Manufacturing Skill Standards Certification; and assisted Milwaukee in the transition to a city-led workforce development agency;
- ◆ Celebrated 15th anniversary of Youth Apprenticeship, a popular and successful program providing school-to-career opportunities to nearly 4,000 high school students while meeting immediate and future workforce needs of employers;
- ◆ Implemented Governor Doyle's Executive Order requiring the use of apprentices on state construction jobs, added 60 apprenticeship sponsors; enrolled nearly 7,000 new apprentices with 16 percent increase in minorities; and celebrated with nearly 4,200 apprentices who completed training;
- ◆ Improved JobNet service, including Spanish translations and enhanced search capabilities, recording over 10.6 million JobNet visits;
- ◆ Provided Workforce Investment Act (WIA) funded services to 12,784 dislocated workers and similar re-employment services to 11,936 with WIA state reserve funds, National Emergency Grants, and Trade Adjustment Assistance Program funding;
- ◆ Developed a "Hire Vets First" campaign, serving 11,500 veterans in 2007 alone with 5,500 entering employment;

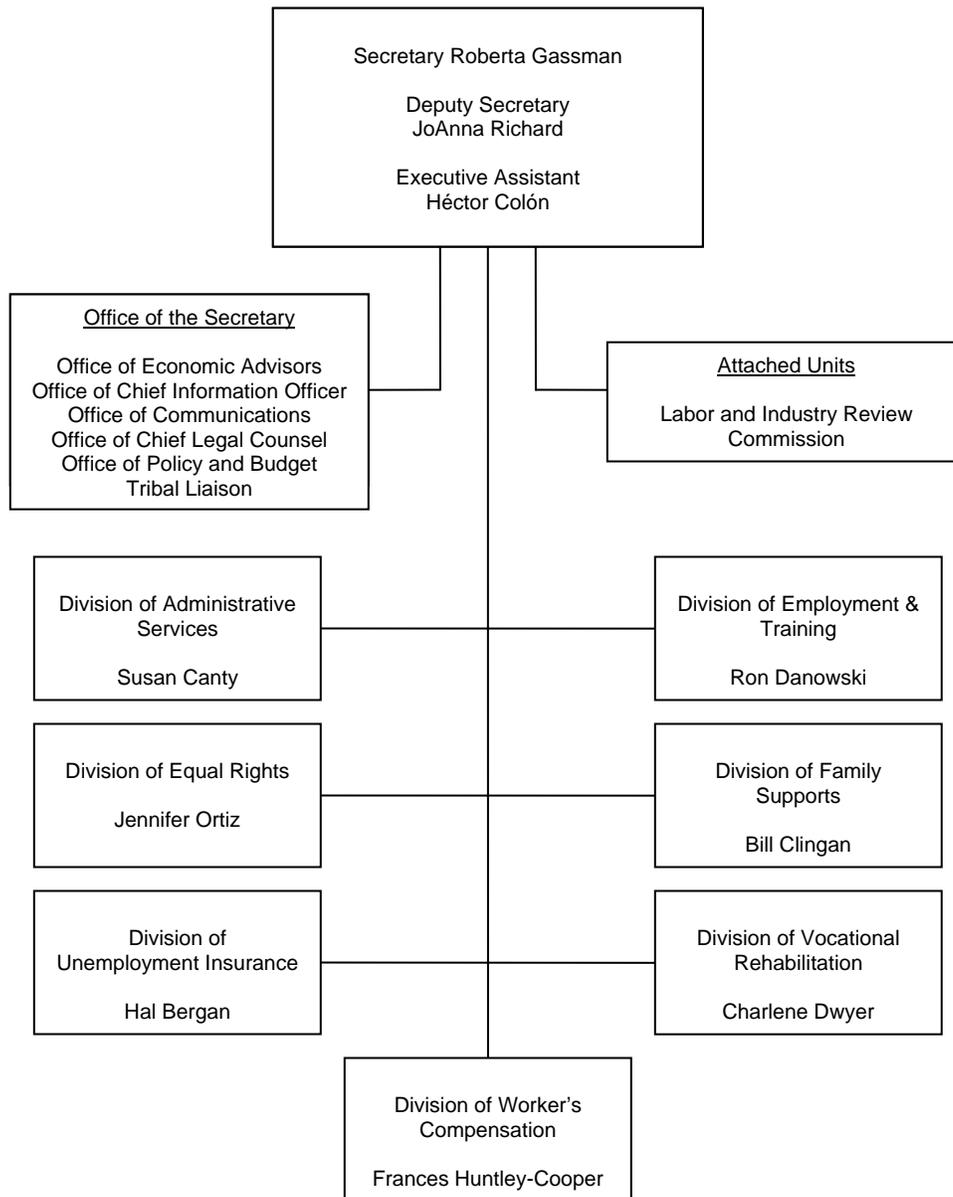
- ◆ Collected and distributed a record \$1.9 billion in child support and related payments to rank among the top 10 states in three categories, and served 457,000 families in need of child support or related services;
- ◆ Provided child care subsidy payments to low-income families. With an annual budget of \$313 million, served 32,818 families and 58,126 children in June 2007, an increase of 8 percent over the biennium;
- ◆ Improved the Wisconsin Works (W-2) program with new contracts awarded in 2006, increasing the emphasis on training and job placement, improving monitoring, and holding agencies more accountable;
- ◆ Provided more focused services to families, employees, and businesses by splitting the largest DWD division. Continued improvements elsewhere with enhanced online services in such areas as child care, child support and equal rights;
- ◆ Helped more than 5,500 people with disabilities achieve employment goals and gain financial independence and met demand for services—virtually eliminating a substantial waiting list with new funding and new strategies to better stretch public training resources;
- ◆ Resolved more than 8,303 unpaid wage claims, securing \$7.3 million in unpaid wages for workers, and investigated 236 construction wage standards complaints, recovering \$497,000 for workers;
- ◆ Achieved state and national recognition for one of the lowest cost per claim litigation rates in worker's compensation, resolved 8,300 disputed injury claims by judicial order, approved settlements in 5,900 contested cases, and processed over 81,000 non-litigated claims totaling more than \$304 million;
- ◆ Implemented alternate adjudication workflows to improve timeliness of unemployment determinations;
- ◆ Sent 38 Unemployment Insurance Division volunteers to Mississippi following Hurricane Katrina to help process unemployment claims over a 10-week period while still maintaining a high level of services to Wisconsin residents;
- ◆ Received a Diversity Award from the State Council on Affirmative Action, which previously honored DWD in 2004, for recruitment, retention, and promotion of women, minorities, and people with disabilities.

DWD Organization – June 2007



The Office of the Secretary oversees the Department of Workforce Development (DWD), which conducts a variety of work-related programs designed to connect people with employment opportunities in Wisconsin. DWD has responsibility for the state's employment and training services, including Wisconsin Works (W-2), designed to move welfare recipients into the labor force; job centers; job training and placement services provided in cooperation with private sector employers; apprenticeship programs; and employment-related services for people with disabilities. The department oversees a number of other programs, including Child Care, Child Support, Unemployment Insurance, and Worker's Compensation programs, and is responsible for adjudicating cases involving employment discrimination, housing discrimination and labor law. The department also analyzes and distributes labor market information.

DWD Organization – October 2007



Effective July 30, 2007, the Division of Workforce Solutions (DWS) was split into two separate divisions—the Division of Employment and Training (DET) and the Division of Family Supports (DFS). This organization chart reflects that change. Added information can be found in the Division Summaries portion of this document and also the former DWS division report section.

Division Summaries

Division of Workforce Solutions

The Division of Workforce Solutions (DWS) oversees all workforce services administered by the department, including Wisconsin Works (W-2) and the Wisconsin Shares Child Care Subsidy. The division manages the child support program and the state labor exchange system, monitors migrant worker services, and operates the state apprenticeship program. The division also administers a comprehensive interdepartmental employment and training system through public-private partnerships and a statewide network of job centers. The mission of the division is to provide a seamless continuum of services accessed by employers, members of the workforce and their families, and to effectively use existing resources to create good paying jobs and to leverage investments in Wisconsin.

As of July 30, 2007, DWS was split into two separate divisions. The new divisions, the Division of Employment and Training and the Division of Family Supports, were a direct result of Governor Doyle's proposal to create a new state department—the Department of Children and Families. As soon as the proposal is approved by the Legislature, DWS's family support programs—child care, child support, and W-2—will be incorporated into the new agency.

Division of Vocational Rehabilitation

The Division of Vocational Rehabilitation (DVR) provides employment services to people with disabilities. The goal of DVR is to maximize the employment and earning potential of people with disabilities who experience barriers to work. DVR counselors and case coordinators, working in 63 offices around the state, work in partnership with qualified individuals who want to obtain, retain, regain or improve their employment. DVR serves over 14,000 people with disabilities each month and works closely with employers to assist them in including people with disabilities in their workforce and diversity plans.

Division of Unemployment Insurance

The Division of Unemployment Insurance (UI) administers programs to pay benefits to unemployed workers, collect employer taxes, resolve contested benefit claims and employer tax issues, detect unemployment insurance fraud, and collect unemployment insurance overpayments. The division also collects employment information for national and Wisconsin New Hire Directory databases, and quarterly wage information for Wisconsin's three million workers.

Worker's Compensation Division

The Worker's Compensation Division (WCD) administers programs designed to ensure that injured workers receive prompt payment of required benefits from private insurance companies or self-insured employers, encourage rehabilitation and reemployment for injured workers, and promote the reduction of work-related injuries, illnesses, and deaths. The division resolves appeals regarding claims and ensures compliance with the provisions of the Wisconsin Worker's Compensation Act.

Equal Rights Division

The Equal Rights Division (ERD) enforces statewide laws that prohibit discrimination and regulate labor standards in the workplace. These laws impact all of Wisconsin's five million

citizens. The division administers its laws by setting guidelines, educating the public, and managing a complaint-driven investigative process. Specific laws administered by the division include public accommodation, minimum wage, prevailing wage, proper hours and conditions of work, family and medical leave, and enforcement of the Wisconsin Fair Employment Law.

ERD is responsible for protecting the rights of all people in Wisconsin under civil rights and labor standards laws; achieving compliance through education, outreach, and enforcement by empowered and committed employees; and performing all duties and responsibilities with reasonableness, efficiency, and fairness.

Administrative Services Division

The Administrative Services Division (ASD) provides management and program support to all of the department's operating units. ASD services include facilities, finance, payroll, human resources, health and safety, disaster response coordination, telecommunications, mail and imaging services, information technology, and procurement.

Attached Units

Labor and Industry Review Commission

The three-member Labor and Industry Review Commission (LIRC) is a quasi-judicial body created by Chapter 29, Laws of 1977, which handles petitions seeking review of the decisions of the Department of Workforce Development related to unemployment insurance, worker's compensation, fair employment, and public accommodations. It also hears appeals about discrimination in post-secondary education involving a person's physical condition or developmental disability.

Commission decisions may be appealed to the circuit court. Commission decisions are enforced by the Department of Justice or the commission's legal staff. Commission members serve full-time for staggered six-year terms and they select a chairperson from their membership to serve for a two-year period.

Internal Structure and Department Management

Office of the Secretary

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

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

The Office of the Secretary includes:

Secretary

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

Deputy Secretary

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

Executive Assistant

Executive Assistant Héctor Colón serves Secretary Gassman and is the primary contact for external inter-governmental agency functions. The Executive Assistant also serves as the agency legislative liaison.

Office of Economic Advisors (OEA)

The Office of Economic Advisors utilizes the expertise of economists throughout state agencies to advise Governor Doyle and other executive branch agencies on economic trends and labor forecasting. The office assists in the development of metrics that will measure and report on the progress of Governor Doyle's economic development initiatives.

Office of the Chief Information Officer (CIO)

The mission of the Office of the CIO is to assist DWD in successfully selecting and managing Information Technology (IT) projects and to aid business operations in achieving their business missions and outcomes.

Office of Communications

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

Office of Chief Legal Counsel

The DWD Chief Legal Counsel and the staff of the DWD Office of Legal Counsel provide legal advice to the department's program managers and supervise litigation handled on behalf of DWD by the Department of Justice and county attorneys. They also provide legal representation in individual cases and coordinate DWD's rulemaking activities.

Office of Policy and Budget

The Office of Policy and Budget (OPB) provides staff to the Office of the Secretary and assists the Office of the Secretary and the divisions with the development and review of policy and budget issues. OPB is responsible for developing, administering, and coordinating the department's policy analysis, biennial and annual operating budget development, analysis and reporting, and financial monitoring. General activities include:

- ◆ Departmental liaison with the Department of Administration State Budget Office.
- ◆ Departmental liaison with the Legislative Fiscal Bureau.
- ◆ Development of biennial budget request, including necessary statutory language.
- ◆ Identify and monitor operating budget mandates.
- ◆ Provide federal government information clearinghouse and analysis.
- ◆ Conduct management reviews.
- ◆ Coordinate performance indicators.

Tribal Liaison

The purpose of the DWD Native American Services program, carried out by the department's Native American Services Coordinator, is to improve the department's coordination and collaboration with the state's 11 federally-recognized Indian tribes, as well as individuals and organizations representing the state's urban Indian population.

Accomplishments 2005-2007:

- ◆ Developed the DWD Tribal Consultation Policy.
- ◆ Completed another year of a federal grant for the Disabled Veterans' Outreach Program (DVOP) to Native American disabled veterans. This program seeks to develop and support Native American DVOP entrepreneurs.
- ◆ Provided technical assistance to American Indian Vocational Rehabilitation Programs for the continuation of Native American Navigators who specifically provide services for Native Americans with disabilities. Provided training opportunities for the WIA Section 166 (Native American WIA) programs.
- ◆ Received a \$1 million grant for operating a Native American Disability Navigator program at Spotted Eagle, Inc. in Milwaukee and with the Great Lakes Tribal Council.
- ◆ Provided technical assistance to the start-up and implementation of the Menominee and Oneida Tribal Temporary Assistance for Needy Families (TANF) programs.
- ◆ Successfully distributed and tracked the implementation of the annual State/Tribal contracts for the Food Share Employment and Training and Child Care Administration programs.

- ◆ Assisted with transitioning the tribal agencies to a new financial system for contract expenditure reporting and a new system for web-based access to DWD.
- ◆ Worked on two apprenticeship initiatives: (1) to improve the numbers of American Indians participating in union apprenticeships, and (2) to begin working with the tribes to form a statewide tribal apprenticeship board.
- ◆ Assisted the Bureau of Job Service in drafting a new job order policy outlining the protocol for posting of tribal jobs with DWD Job Centers.
- ◆ DWD's Bureau of Child Support representatives convened a meeting with the tribal child support agencies and agreed to only charge fees that are also charged to county child support agencies.

Upcoming Initiatives

- ◆ February 2008: Wisconsin Indian Business Conference at Oneida, supporting a collaboration between the Departments of Commerce, Revenue, Workforce Development, and Financial Institutions, the Wisconsin Housing and Economic Development Authority, the Federal Reserve, and Wisconsin banks interested in economic development in and around Wisconsin's Indian reservations.
- ◆ DWD is collaborating with state, federal, and local agencies to prepare an economic development profile for the Red Cliff reservation, the first Wisconsin reservation to request Labor Market Information specific to their part of the state. Once the profile is in place for Red Cliff and evaluated, other tribal agencies will be approached for similar collaborative efforts.

Milwaukee Family Service Integration Office (MFSIO)

The mission of the Milwaukee Family Service Integration Office is to facilitate the collaboration and coordination of state-administered services in Milwaukee. The office works in partnership with other governmental agencies and community stakeholders to improve outcomes for vulnerable children and families and specifically targeting families served in the W-2 and Child Welfare programs, as well as families of offenders and ex-offenders.

The MFSIO was developed by Governor Doyle's Office in the summer of 2006 and officially began operations on September 25, 2006. Under the general direction of the Secretaries of the Departments of Workforce Development (DWD), Corrections (DOC), and Health and Family Services (DHFS), the office is charged with facilitating improved outcomes for vulnerable children and families through collaboration and coordination of state-administered services in Milwaukee, working in partnership with other government agencies and community stakeholders. The focus of the office is integration and coordination of services among DHFS, DWD, and DOC to improve outcomes for families served in the W-2 and Child Welfare programs and the families of offenders and ex-offenders who are re-entering communities.

Accomplishments 2005-2007:

- ◆ Developed the MFSIO Program Work Plan to improve and enhance Milwaukee Child Welfare (CW) and W-2 Service Coordination. The plan includes strategies to develop a comprehensive service integration plan to improve Milwaukee Healthy Birth Outcomes in the project's target areas, develop and implement a comprehensive service

coordination plan for Milwaukee CW, W-2, and Corrections, and develop the MFSIO Milwaukee manager's intra-department work group.

- ◆ Aided in the development of the *Child Welfare and W-2 Cross Systems Guide Book* between Milwaukee Child Welfare Training Partners, UW-Milwaukee, and DWD's W-2 program.
- ◆ Facilitated the resurgence of the Federal Healthy Start Infant Mortality Rate (IMR) Program to increase healthy birth outcomes, and the Milwaukee Child Welfare home visiting outreach for infants to 2-year-olds in foster homes and in safety services.
- ◆ Guided the Milwaukee National Governor's Association (NGA) pilot projects integrating Child Welfare and W-2 services to participants served under both programs, resulting in the development of the Milwaukee UMOS/LaCausa CW and W-2 Safety Services Coordination Model.
- ◆ Supported the introduction and placement of W-2 agency staff to act as Public Health and Healthy Birth Outcomes Liaisons within each W-2 region. Liaisons connect eligible customers to resources for healthy birth outcomes and if appropriate, W-2 participation. The W-2 agencies are now referring W-2 participants to this valuable resource.
- ◆ Partnered with Department of Corrections managers to identify a multi-coordination approach with Child Welfare and W-2 in Milwaukee.

Upcoming Initiatives

- ◆ Evaluate the United Migrant Opportunity Services/LaCausa Safety Services Model in fall of 2007. Lessons learned from this evaluation will be used in the implementation of the CW and W-2 Safety Services Coordination Model in Milwaukee County.
- ◆ Help to coordinate the Fatherhood Initiatives Summit, scheduled for October 12-13, 2007. All three state partner agencies (DWD, DOC, and DHFS) and other state departments are actively participating on the planning committee.

Division of Workforce Solutions

The Division of Workforce Solutions (DWS) focused on key workforce issues including alleviating projected workforce shortages, building a skilled workforce, integrating workforce issues with economic development issues, and beginning redesign of the workforce development system and programs to forward Governor Doyle's goals of helping low-wage workers through training, career ladders, and higher wage jobs. The division also increased accountability for the W-2 program and re-emphasized W-2 agency focus on helping participants to retain and advance in jobs on their way to leaving poverty. The division assists families, especially former assistance cases, and obtains and maintains financial stability through its Child Support Program. Studies indicated that child support constitutes 17 percent of the annual income of former W-2 families.

Mission

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

- ◆ Employers have the workers they need;
- ◆ Individuals and families achieve economic self-sufficiency by accessing quality support services, making sound employment decisions, and maximizing their workforce potential; and
- ◆ All children have the financial support they need from both parents.

Programs and Services

- ◆ Child Care Assistance;
- ◆ Child Support Collections;
- ◆ Wisconsin Works (W-2);
- ◆ Workforce Investment Act (WIA);
- ◆ Apprenticeship;
- ◆ Dislocated worker services;
- ◆ Job Service and JobNet;
- ◆ Migrant, Refugee and Labor Services;
- ◆ Immigrant integration services and other employee and employer services, such as employment and training, and transportation;
- ◆ Labor market research and data analysis; and
- ◆ On-going development of the one-stop Job Center delivery system.

NOTE: As of July 30, 2007, DWS was split into two separate divisions. The new divisions, the Division of Employment and Training (DET) and the Division of Family Supports (DFS), were a direct result of Governor Doyle's proposal to create a new state department, the Department of Children and Families (DCF). As soon as the proposal is approved by the Legislature, DWD's family support programs—child care, child support and W-2—will be incorporated into the new agency.

Apprenticeship

Program Summary

Started in 1911, the Wisconsin Apprenticeship Program is the oldest such program in the United States. DWD's Bureau of Apprenticeship Standards is responsible for administering the program. The Bureau administers the program through its high-quality services and strong partnerships with industry, labor, education, and government with the goal to produce highly-skilled and trained apprenticeship graduates.

Accomplishments 2005-2007

- ◆ A total of 4,178 apprentices graduated or completed their apprenticeship program, and 6,995 new apprentices were registered. As of January 2006, Wisconsin had 9,785 apprentices and 3,058 employers sponsoring apprenticeship programs. As of January 1, 2007, Wisconsin had 2,936 employers sponsoring 9,936 apprentices.
- ◆ Certified 547 new employers who became active sponsors in training apprentices, trained apprentices in approximately 200 occupations, and added five new occupations.
- ◆ Implemented Executive Order #108, requiring the use of apprentices on state construction jobs. Approximately 60 new apprentice sponsors were added since the regulations were implemented on January 1, 2006.
- ◆ The number of minorities enrolled in apprenticeship programs increased from 923 to 1,074—a 16 percent increase, which is very close to the minority penetration in the labor force of 11.9 percent. In the construction trades, the increase has been even more dramatic: the number of minorities increased from 341 to 489—a growth of 43 percent.
- ◆ Apprenticeship has continued its partnership with the Wisconsin Department of Corrections. The cook/chef program, which began during the 2003-2005 biennium, has expanded from three to 12 different institutions, and two new occupations were developed for baker and horticulturist.

Upcoming Initiatives

- ◆ Expand the number of employers who use apprenticeship to train their skilled workforce, both in non-traditional programs and in traditional high-growth, high-wage industries.
- ◆ In conjunction with the Wisconsin Apprenticeship Advisory Council, continue the modernization of Wisconsin's apprenticeship program by streamlining regulations, rules, and policies.
- ◆ Continue to expand the number of women and minorities entering the apprenticeship program.

Child Care Subsidy Assistance

Program Summary

The Child Care program provides low-income families access to affordable, quality child care through the Wisconsin Shares Child Care Subsidy Program. Program recipients increased nearly 8 percent, from 53,643 children in 30,756 low-income families in June 2005 to 58,126 children in 32,818 low-income families in June 2007. The program continues to serve approximately 30 percent of the eligible population.

Accomplishments 2005-2007

- ◆ Served all eligible families who applied to the subsidy program. The budget was more than \$313 million annually, and \$7.5 million was invested in efforts to improve the quality and supply of child care.
- ◆ Administered the \$3.3 million annual Teacher Education and Compensation Helps (T.E.A.C.H.) scholarship program to help the child care workforce improve their educational qualifications. From 1999 to 2007, 5,246 scholarships have been awarded to child care providers, teachers, and directors in all 72 counties, including tribal child care centers.
- ◆ Initiated changes to the Child Care Provider reimbursement that limited payments when actual attendance is lower than 50 percent of authorized hours. This change produced a net savings of \$2.7 million for the period April 1, 2007 through June 10, 2007 and is expected to save \$13 million annually. A public communication effort preceded this change that included 16 local town hall meetings around the state with 900 participants, a parent hotline number that has received 1,800 calls, a provider hotline line number that received 200 calls, and the distribution of 5,000 brochures in English, Hmong, and Spanish.
- ◆ Funded 16 Child Care Resource and Referral (CCR&R) agencies with \$2.45 million to serve families and providers in 72 counties and 11 tribes. For 2006, those services included referrals and consultations for the families of over 21,000 children, training for more than 20,500 providers and teachers, and technical assistance provided for over 40,000 child care providers.
- ◆ The Child Care Information Center (CCIC) filled more than 9,300 informational requests from October 1, 2005 through June 30, 2007. CCIC's child care customers borrowed approximately 1,400 books and 3,300 audiovisuals. CCIC sent out 10,600 articles and distributed over 161,200 child care choice brochures, 8,400 Wisconsin Shares brochures, and 321,700 brochures on other child care topics. CCIC distributed 31,000 Child Care Fact/Tip Sheets, 18,200 resources listings for new providers, 1,100 related listings, and 1,800 DVD packets.
- ◆ Contracted with local area government jurisdictions, which includes counties, tribes, cities, school districts, and technical college districts, to match and draw down all remaining available Child Care Development Funds (CCDF) funds available to Wisconsin. There were 47 grantees in 2005-2006 and 46 grantees in 2006-2007. The contracts totaled nearly \$2.5 million.
- ◆ Through a contract with the Wisconsin Child Care Resource and Referral Network, DWD funded a Tribal Child Care Project which is responsible for holding quarterly Inter-Tribal Child Care Meetings with Tribal Child Care Coordinators and organizing an Annual Tribal Child Care Conference every fall.
- ◆ Through an annual Migrant Child Care contract, United Migrant Opportunity Services (UMOS) served nearly 500 children and 200 families in 2006. For 2007, UMOS plans to serve 580 children and 240 families through their child care program. Additional migrant families are also being referred to local agencies for Wisconsin Shares.
- ◆ Staff from the Wisconsin Children's Trust Fund (CTF), Department of Health and Family Services (DHFS), and DWD designed a training curriculum to be used to train family and group child care providers on Shaken Baby Syndrome (SBS) prevention. The training was rolled out in February and March of 2007. Over 900 trainers have been

trained on the new curriculum, and these trainers are training the child care workforce throughout the state. Governor Doyle signed the Prevent Violence Against Children Act on March 21, 2006.

- ◆ Completed the Grow in Quality (GiQ) Project, which addressed the questions, “How can we measure and rate child care quality?” and, “Does child care quality improve following technical assistance?” The results of the GiQ Project indicated that the observation tool developed is a practical, cost-effective tool for assessing key indicators of quality in early care and education programs.
- ◆ Funded the Strengthening Families Initiative, directed towards providers from all 2,068 licensed early care and education centers in Wisconsin, which promoted awareness for the role that early care and education providers can play in preventing child maltreatment.
- ◆ Upgraded the Child Care Provider Certification (CCPC) database that has been in use statewide since June 2003. CCPC is a practical tool designed for certifying agencies. It has many features that help the certification workers do their daily work more efficiently and give them access to a database that contains information about all the certified providers within the state. New features were added to make the data-entry faster and geographical mapping is now available for finding provider locations.

Upcoming Initiatives

- ◆ The Child Care Resource and Referral system will establish a new partnership with local Family Resource Centers to form the Supporting Families Together Association.
- ◆ Continue to research the development of assessment tools and related methods to promote a statewide child care quality rating system. A quality rating system will increase the quality of early care and education, helping our children, our economy, and our society.
- ◆ The Training and Technical Assistance initiative will fund the implementation of a single point of access to information about child care in Wisconsin.
- ◆ Facilitate the delivery of a full training package of the Wisconsin Model Early Learning Standards (WMELS) throughout the state to child care providers and other interested parties.
- ◆ In conjunction with the Wisconsin Department of Health and Family Services (DHFS), enter into an agreement with child care providers to implement Executive Order #172 to promote access to quality child care and improve the recruitment and retention of qualified family child care providers.
- ◆ Increase the program integrity efforts of the Child Care Subsidy Program to ensure that payments are accurate, timely, and for services provided.

Child Support

Program Summary

The state’s Child Support program contracts with 71 Wisconsin counties to provide paternity and child support order establishment and enforcement to 360,000 families. In addition, the program receives and mails support-related payments to an additional 97,000 families who are not receiving child support enforcement services.

Accomplishments 2005-2007

- ◆ Collected and distributed a record \$1.9 billion in child support and other support-related payments.
- ◆ Gained national top rankings:
 - 3rd in percent of court-ordered current support collected;
 - 7th in collections per capita;
 - 9th in collections per employee and 11th in total child support collections although 20th in population.
- ◆ Increased collections from the Lien Docket, license suspension, account seizure, and vehicle liens by \$17 million in past-due support.
- ◆ Earned more than \$28 million in federal incentives for outstanding Child Support performance. Only nine states, all with significantly larger caseloads, received a greater amount.
- ◆ Reconciled 99 percent of former Percentage Expressed Orders.
- ◆ Completed the required “pass-through” reduction to W-2 and Supplemental Security Income (SSI) Caretaker Supplement families. From January through September 2006, the pass-through was gradually reduced, and the federal share of the pass-through was discontinued. The state share continues to be passed through to families.
- ◆ Enhanced the Child Support Online Services website and added two additional functions: case account balances and address/phone updates. Website visits increased by 65 percent to an average of 32,700 visits each week.
- ◆ Wisconsin Statute Chapter 767, related to child support, was re-codified effective January 1, 2008. DWD implemented changes to support the change, including updating paternity-related materials and providing training for birth hospitals and child support agencies on changes to the Voluntary Paternity Acknowledgment.
- ◆ Implemented mandatory requirements as identified in the federal Deficit Reduction Act of 2005 (DRA) and complete necessary changes to the Kids Information Data Systems (KIDS).
- ◆ Further enforced CS collections by denying non-custodial parents access to passports when child support arrears reached \$2,500. The previous past-due threshold was \$5,000. Reduced printing and postage costs for checks by increasing the use of direct deposit. More than half of support payments are now directly deposited due to successful outreach to payees.
- ◆ Held a statewide Child Support Summit to identify strategies to reduce child support costs and provide child support services more efficiently. Strategies centered on centralization, specialization, and standardization. The summit was held in response to the DRA funding reductions.

Upcoming Initiatives

- ◆ Implement additional mandatory requirements as proscribed in DRA by completing the necessary changes to the KIDS system, and obtaining needed state statutory changes.
- ◆ Review and adjust court orders in all TANF cases every three years beginning October 2007.

- ◆ Begin using the Federal Tax Refund Intercept Program to collect non-aid arrears for children over the age of 18 beginning October 2007.
- ◆ Collect new annual \$25 customer fee for families that never received Temporary Assistance for Needy Families (TANF) or Aid to Families with Dependent Children (AFDC) cash assistance and whose annual collections are more than \$500 beginning April 2008.
- ◆ Implement Health Insurance Data Match (new KIDS-DHFS health insurance interface to implement Medical Support enforcement) to improve medical support to families.
- ◆ Begin planning process to comply with new pass-through, assignment of arrears, and distribution hierarchy for current and former assistance families by October 2009.
- ◆ Improve Child Support IT System reliability by implementing a major upgrade to documentation generation components to KIDS.
- ◆ Improve parent locate functionality through improvements to the Federal Parent Locate System interfaces.
- ◆ Increase efficiencies by implementing the use of debit cards to transfer child support payments to custodial parents.
- ◆ Review and revise the Child Support Guidelines that provide the framework for determining appropriate child support payment levels by income and family size.
- ◆ In conjunction with local Child Support Agencies, implement strategies to reduce child support administrative costs and provide Child Support services more efficiently through automation and enterprise services.

Council on Workforce Investment

Program Summary

The Council on Workforce Investment (CWI) is the federal Workforce Investment Act (WIA) required state advisory body to the Governor on training and employment issues. CWI's activities align with Governor Doyle's *Grow Wisconsin* and *Jobs for the Future* initiatives.

Accomplishments 2005-2007

- ◆ Developed recommendations on Milwaukee's workforce development system, which led to the endorsement of the City of Milwaukee's request to take the lead for the Milwaukee County Workforce Development Area.
- ◆ Endorsed the Manufacturing Skill Standards Certification; funded second year of Growing Regional Opportunities in Wisconsin (GROW) grants that led to the second Workforce Innovations in Regional Economic Development (WIRED) grant from the U.S. Department of Labor, (two grants totaling \$10 million) linking education, job training and employers needs; and provided input on the Joyce Foundation Regional Industry Skills Education (RISE) project.
- ◆ Took the lead for the Department of Health and Family Services Medicaid Infrastructure Grant to improve the health service delivery system for people with disabilities.
- ◆ Engaged in innovative grants of \$300,000 with additional coordination and investment support from the Department of Commerce and Wisconsin Technical College System that included:

- Boot camps for express-training in targeted occupations to meet employers' needs
 - A pilot for a virtual internet-based job center
 - Distance learning
 - Advanced manufacturing efficiency and productivity improvement project for alignment of the education and training supply chain.
- ◆ Used Regional Metrics Benchmarking for a comprehensive and comparable regional data to better plan, guide, and evaluate the long-term impact of regionally based initiatives. To complement this, the CWI committee also began to consider “dashboard” measures specific for the one-stop infrastructure to monitor quarterly leading indicators.

Upcoming Initiatives:

- ◆ Issue a report on WIA accomplishments annually, by region.
- ◆ Improve the effectiveness of the workforce system in Wisconsin

Dislocated Worker Services

Program Summary

The Dislocated Worker program provides services to workers who lose their jobs due to layoff or business closure. The goal of this program is to help workers become re-employed at or above the wage level of previously held employment. Services include training assistance to upgrade existing skills or retrain for a new occupation.

Accomplishments 2005-2007

- ◆ Held 184 Rapid Response orientations that provided dislocated worker program information to over 6,400 individuals affected by dislocation events.
- ◆ 90,000 UI claimants were invited to attend 38 local Job Fairs.
- ◆ DWD was awarded \$4.1 million in new National Emergency Grant funding from the U.S. Department of Labor to assist dislocated workers affected by specific dislocation events, plant closings, and business relocations.
- ◆ The Workforce Investment Act Title 1 program provided services to nearly 12,800 individuals. Dislocated workers were also provided assistance through WIA state reserve funds (3,300 workers), through National Emergency Grants (2,000 workers), and the Trade Adjustment Assistance Program (6,600 workers).

Upcoming Initiatives

Continue to seek additional federal funding to respond to the needs of dislocated workers.

Job Service/Job Net

Program Summary

The Job Service Bureau provides high-quality public labor exchange and targeted program services to workers, job seekers, and employers, with Job Center locations across the state.

The One-Stop Resource Center System provides access to services and resources, such as W-2, housing, child care, transportation, employment opportunities, and JobNet, Wisconsin's automated computerized job order and referral system.

Accomplishments 2005-2007

- ◆ 10,657,231 JobNet system accesses were made via the internet, 164,527 job orders with 344,066 job openings were received from employers listing opportunities on JobNet, and 82,984,258 job orders were viewed via JobNet.
- ◆ Job Service staff have made services available to more job seekers by providing employment-related outreach statewide, focusing on area high schools, community service centers, and correctional facilities.
- ◆ JobNet, Wisconsin's on-line job search system, has undergone several improvements, including Spanish translations and enhanced job search abilities.
- ◆ The procedure for entering and approving job orders for JobNet has been moving toward a statewide centralized process involving Call Center Technology to further improve the quality of job orders, while freeing other business services staff for more enhanced services.

Upcoming Initiatives

Continue working with the Unemployment Insurance Division to best serve job seekers needing reemployment services, thereby decreasing the amount of time each job seeker spends unemployed and increase savings to the Unemployment Insurance Trust Fund.

Migrant, Refugee and Labor Services

Program Summary

The Bureau of Migrant, Refugee and Labor Services (BMRLS) creates a focal point for coordinating services to all migrant workers, all foreign-born workers and their families, and all employers who hire foreign-born and/or Limited English Proficiency (LEP) workers. The bureau effectively mobilizes all of its services on behalf of these target populations through staff training and support for translation and interpretation services.

BMRLS competes for private and federal funding to serve refugees by writing grant proposals. It subcontracts with local providers to provide direct services to refugees, and provides technical support to service providers. Staff review and advocate for policy changes affecting immigrant populations.

BMRLS administers migrant labor laws and ensures that migrant housing in Wisconsin is free from health and safety hazards. BMRLS also enforces labor laws with respect to work agreements and contractors.

Accomplishments 2005-2007

- ◆ Ensured that more than 4,250 migrant workers and their families had a safe place to live, and inspected 115 migrant labor camps, annually.
- ◆ Reviewed at least 20 percent of migrant labor employer payrolls and recovered nearly \$4,000 in back wages for 61 migrant workers as a result of an audit in a food processing plant.

- ◆ Successfully competed for more than \$5.5 million annually in federal grants to serve refugees and their families throughout the State of Wisconsin.
- ◆ Helped more than 900 refugees gain employment and assisted more than 1,000 refugees with citizenship services.
- ◆ Helped 276 small businesses start or expand, creating 434 jobs.
- ◆ Secured funding to ensure that violence prevention and domestic abuse services are provided to former and current refugees. Piloted a culturally competent domestic abuse treatment curriculum at three sites across the state.
- ◆ Provided mental health services to more than 1,500 refugees.
- ◆ Processed over 200 H-2A (agricultural) and H-2B (non-agricultural) temporary worker visa applications, which allowed 2,142 foreign workers to work legally in Wisconsin on a temporary basis.
- ◆ Processed approximately 2,800 prevailing wage requests from employers.
- ◆ Provided necessary technical assistance to state and local refugee agencies, helping providers understand the languages and cultures of refugees.

Upcoming Initiatives

- ◆ Prepare for an increase in refugees from Africa, Asia and the Middle East.
- ◆ Collaborate with mental health partners (Minority Health and Bureau of Mental Health) at DHFS to address the mental health needs of refugee, immigrant, and underserved populations.
- ◆ Help identify alternative funding sources to maintain services and cope with substantial federal funding reductions expected in the next few years.

Public Assistance Collections

Program Summary

DWD is required by state statute to collect or recoup overpayments due to worker error, participant error or fraudulent activity in public assistance programs. The Public Assistance Overpayment Collections program serves the taxpayers of Wisconsin to ensure a system is in place to collect or recoup such funds.

Accomplishments 2005-2007

- ◆ Collections and recoupment from Public Assistance Programs as a result of overpayments due to worker error, participant error, or fraudulent activity totaled over \$10.3 million for the following programs:

<u>Program</u>	<u>Amount</u>
Aid to Families with Dependent Children	\$1,577,900
Wisconsin Works (W-2)	\$376,500
Child Care	\$1,306,500
Job Access Loans	\$1,102,100
Food Stamps	\$4,590,700
Medical Assistance	\$1,387,100
<i>Total collections and recoupments</i>	<i>\$10,340,800</i>

- ◆ Completed the re-design and implementation of Central Recoveries Enhanced System (CRES) for the collection of delinquent public assistance debts using state and federal tax offset collection functionality.
- ◆ Designed and implemented collection system improvements:
 - The pilot testing of levy collection functionality which allows collection from a client's wages and/or financial accounts for delinquent public assistance debts.
 - The addition of federal tax offset functionality with the IRS, which includes the ability to send joint liability debts to the IRS as one debt and reduce the collection cost to the debtor. Wisconsin is the first state in the Midwest region to implement this functionality.
 - The implementation of electronic document management technology that allows all client files to be scanned, stored, and accessed electronically.
- ◆ Wisconsin was ranked second in the nation for debt referrals to IRS Treasury Offset Program (TOP) for Food Share debts by the United States Department of Agriculture, Food and Nutrition Service.

Upcoming Initiatives

- ◆ Collect debt through the use of levy actions with employers and financial institutions.
- ◆ Design and implement a new lien collection functionality that will allow the collection of delinquent debts by docketing a warrant through automation with Circuit Court Automation Program (CCAP).
- ◆ Design and implement a new Order to Compel judgment process for the collection of delinquent Medical Assistance (MA) debts. This will reinstate the ability to certify a MA debt for state tax offset with the Department of Revenue, as well as make the debt eligible for lien collections.

Veterans Services

Program Summary

In Wisconsin, veterans are always served by a Local Veteran Employment Representative (LVER) or Disabled Veteran Outreach Program (DVOP), but can be dually enrolled in state and federal programs, such as WIA and Veterans Employment and Training programs.

Job Centers have agreements with each local veteran partner to ensure that veterans have access to the resources they qualify for, regardless of how they initially enroll in an employment program. Through the GI Bill, benefits for apprenticeship training are available to veterans. Currently, DWD contracts with 197 employers who have one or more veteran apprentices on-site. There are 293 veterans actively engaged in all trades in the apprenticeship program, statewide.

Accomplishments

- ◆ Approximately 11,500 veterans received services during the 2007 program year, and approximately 5,500 (64 percent) of these veterans entered employment.
- ◆ Assisted the Minnesota 34th National Guard Infantry Unit Demobilization effort at Fort McCoy for 4,000 returning members over a three-week period.

- ◆ Developed a policy initiating performance measurements for “veteran’s priority” within all U.S. DOL Employment and Training programs.
- ◆ Developed a “Hire Vets First” campaign, which included a Public Service Announcement (PSA) with Governor Doyle, Miller Brewing Company, and Home Depot. This PSA ran at Milwaukee Brewers home games through the month of August and was sent to all radio and TV stations throughout the state. “Hire Vets First” billboards were placed throughout the state, and promotions were placed on local buses in the Milwaukee, Madison, and Fox Valley areas.
- ◆ A Noncompetitive Hiring Program was initiated between DWD and the Wisconsin Office of State Employment Relations to facilitate the hiring of more Special Disabled Veterans within all state agencies, with DWD taking the lead.

Upcoming Initiatives

Complete a Transition Assistance Program (TAP) with the Wisconsin National Guard to provide a three-day employment and training workshop to National Guard members returning from Iraq and Afghanistan targeted for fall of 2007.

Wisconsin Works (W-2)

Program Summary

W-2 is an employment and training program aimed at assisting low-income families in obtaining employment, while providing necessary support services including child care, transportation, and case management services. W-2 replaced the non-employment cash assistance program AFDC in September 1997.

As of June 2007, there were 6,157 W-2 cases receiving cash assistance statewide, a significant decrease from the initial transition from AFDC to W-2, when there were approximately 31,500 paid cases. In addition to those receiving cash assistance in June 2007, there were another 3,514 cases with employed individuals receiving case management services designed to assist the individual to remain employed and advance in the workforce.

Accomplishments 2005-2007

- ◆ W-2 Policy Improvement Initiatives:
 - Created a new policy that requires the W-2 agencies to notify participants before reducing payments by 20 percent or more, or before terminating a participant’s eligibility for W-2. This policy change was based on a provision in the state biennial budget.
 - Created a new case management placement system to offer participant services upon expiration of the participant’s time limit or extension period. This allows participants to continue to receive case management services even when they are no longer eligible for a cash payment.
 - Changed the policy on providing case management follow-up services (CMF) from six months to 12 months for W-2 participants who obtain employment and issued guidance to W-2 agencies on providing intense, targeted employment stabilization services aimed at helping W-2 participants retain employment and pursue advancement opportunities.

- Changed W-2 temporary absence policy to allow children to be out of their home for up to six months in child welfare situations to assist families with reunification with their children.
 - Changed the W-2 good cause policy by expanding the list of good cause reasons for missing an assigned activity and changed the requirement for written documentation supporting good cause so that it is less burdensome on the participant.
 - Clarified specific policies related to the W-2 application process, including identifying appropriate brochures and forms to be provided during the application process.
 - Developed policies to ensure that W-2 complies with new federal TANF Reauthorization requirements.
 - Developed and submitted a Work Verification Plan (WVP), defining the process for ensuring that all work activities in the W-2 program will be supervised, documented and verified, and that quality control measures are in place to ensure that TANF work participation is reported accurately.
 - In partnership with Milwaukee Area Technical College (MATC), implemented the Partners Advancing Career Employment program. This included a FoodShare Employment and Training match program that provided intensive case management and supportive services to low-income students at MATC.
- ◆ W-2 2006-2009 Request for Proposals (RFP) and Contract Management Improvements
- Conducted a RFP process for the 2006-2009 contracts.
 - Increased W-2 accountability requirements in the 2006-2009 contracts. These requirements included:
 - Applied limits on and tracked W-2 agency advertising/promotional, telecommunications, and legal costs.
 - Required private W-2 agencies to be bonded at a specific level to receive advance payments.
 - Implemented more rigorous requirements for W-2 agencies to do on-site monitoring of subcontracts.
 - Increased DWD financial oversight of agencies.
 - Revised expenditure report categories to better track service dollars spent on skills training education, work experience, and other work activities.
 - Developed new W-2 Performance Standards for employment retention/stabilization, success of job skills training, and Supplemental Security Income/Social Security Disability Income receipt.
 - Developed incentive earnings measures that required large agencies to earn a portion of their contract.
 - Implemented a new service delivery structure for the W-2 program in Milwaukee.
 - Created a Preferred Provider Network to expand opportunities for community and other organizations to compete for W-2 subcontracts in Milwaukee.
 - Introduced and tested new techniques for monitoring program compliance.
 - Implemented a new transfer policy for Milwaukee County that allows individuals to remain with their original W-2 agency even after moving out of that agency's region.

- In Milwaukee County, increased focus on placement in employment, connections to employers, and customized skills training through Job Development and Placement Agencies. Increased focus on quality case management and social service needs through Case Management Agencies. Increased focus on quality Supplemental Security Income (SSI)/Social Security Disability Advocacy Services through a county-wide W-2 SSI agency.
- ◆ W-2 Monitoring and Program Management Improvements
 - Provided direct on-site support at the State Fair Grounds for assisting Hurricane Katrina evacuees who relocated to Wisconsin, and revised program direction to support evacuees during their stay in Wisconsin.
 - Redesigned process for issuing W-2 auxiliary payments and developed monitoring tools to improve check issuance security.
 - Developed and implemented new fact finding screens in the Client Assistance for Reemployment and Economic Support (CARES) system. These screens are used to collect data on requests for fact finding, timeliness of holding the fact finding, fact finding decision, and remand to participant. Fact finding is the process used to resolve disputes for applicants/participants who believe the W-2 agency made an incorrect decision regarding any component of W-2. These new screens eliminated the need for agencies to report this information manually and provided a tool for regional administrators to determine whether agencies administered the fact finding process according to policy.
 - Implemented a comprehensive W-2 program monitoring plan, including a case review process for accurate application of policy and process. Over 1,100 W-2 cases had been reviewed as of June 30, 2007.
 - Developed several monitoring reports related to performance standards, W-2 assigned activities and hours, data exchange, consecutive month sanctions, sanction by race/ethnicity, fact finding, and caretaker of a newborn placement type.
 - Changed the policy on back-dating and future-dating rules for both beginning and ending W-2 participation and employment positions.
 - Completed the Move Placements Project in the CARES system, which separated the determination of financial and non-financial eligibility from W-2 placement decisions.
 - Created new reports to assist in monitoring participants' length of stay in the Custodial Parent of an Infant (CMC) W-2 placement, and issued guidance in ending a CMC placement timely.
 - Convened a workgroup, comprised of state and local W-2 agency staff, to review and develop policies and procedures related to scanning and storing W-2-related case file documents in the Electronic Case File (ECF).
 - Defined the business requirements for new Web Intelligence (WebI) monitoring reports for W-2 agencies to help agencies monitor and track the completion of their data matches, including State Wage Information Collection Data wage matches for W-2 and Child Care.
 - Enhanced the Emergency Assistance Tracking System (EATS) for use by W-2 agencies in reconciling their Emergency Assistance (EA) payment amounts from EATS with their accounting systems.
 - Transitioned several geographic areas from one W-2 agency to another at the beginning of the W-2 and Other Related Programs contract: Trempealeau and

Douglas Counties from their respective county agency to Workforce Connections, Inc.; and Barron and Chippewa Counties from their county agencies to Workforce Resource, Inc.

- Transitioned Buffalo County from the county agency to Workforce Connections, Inc. effective April 1, 2007 upon receipt of the county's 120-day notice to terminate the contract.
- Created DWD W-2 staff specialists in Milwaukee to include an Ombudsperson proficient in speaking, reading, and writing Spanish and Hmong to directly communicate with W-2 participants.
- Increased program integrity review monitoring by increasing staff assigned to this activity, targeting local reviews on likely problem areas, and instituting a Fines and Penalties Advisory Panel.
- In 2005 received a TANF High Performance Bonus for federal fiscal year 2004 of over \$6.4 million. The Deficit Reduction Act of 2005 eliminated funding for these bonuses.
- ◆ W-2 Training Initiatives
 - Developed and provided 10 distance education experiences and five new curricula in policy, systems, or case management skills accessed by 14,000 individuals. Delivered nearly 650 program, policy and case management training programs to over 8,200 W-2 and related staff.
 - Developed a transition curriculum for Milwaukee W-2 staff to implement the new service delivery model for W-2 in Milwaukee.
- ◆ W-2 Research and Evaluation
 - Completed the report *Wisconsin Works Chartbook: Program Overview, 1998–2003*, which presents a wide range of statistics about the program, including the characteristics of W-2 participants and their families; program placements, activities and operations; and economic outcomes of former W-2 participants.
 - Completed the report *Barrier Screening and Assessment Evaluation*. The study examines how the Barrier Screening Tool (BST) and assessment procedures have been implemented and the impact of the screening and assessment process on case management for W-2 participants.
 - Hosted the annual meeting of the National Association for Welfare Research and Statistics in August 2005.
- ◆ Job Access Loans (JAL) Policy – Expanded the allowable uses of JAL funds to include the payment of fines, resulting in an individual becoming eligible to obtain a driver's license, an occupational driver's license, or driver's license reinstatement, and increased the maximum loan from \$800 to \$1,200.
- ◆ Emergency Assistance (EA) Policy – Changed Emergency Assistance (EA) policy to allow individuals to receive EA every 12 months, previously 36 months. This policy change was based on a provision in the state biennial budget.

Upcoming Initiatives

- ◆ Redesign the CARES system to better track W-2 program and federal time limits and extension limits.

- ◆ Implement policy directives with W-2 agencies to increase work participation rates and to ensure that agencies are providing proper supervision and recording proper documentation of activities.
- ◆ Revise W-2 and Related Programs performance measures to address differences between large and small agencies and to emphasize TANF work participation requirements.
- ◆ Develop monitoring processes and tools to ensure that the Work Participation Rate is being met.
- ◆ Develop new curriculum and deliver joint training for W-2 and Child Welfare workers in Milwaukee to assist them in providing services to participants in both programs.
- ◆ Implement phase two of on-site monitoring for participant eligibility and application processes.
- ◆ Redesign W-2 process for participant cash benefits to make it more timely and secure.
- ◆ Develop separate contracting process for the Food Share Employment and Training program.
- ◆ Develop program requirements, right of first selection criteria and request for proposals/re-contracting instructions for the 2010-2014 W-2 and Related Programs Contract.
- ◆ Complete the comprehensive review of Emergency Assistance policy and begin development of recommendations intended to achieve increased collaboration with other housing and emergency resources.
- ◆ Finish the redesign of client notices in CARES to be more concise and user friendly. These are in testing and will be implemented in early 2008.
- ◆ Revise the W-2 Screening and Assessment policy.
- ◆ Revise Job Access Loan (JAL) policy. Continue automation improvements for check issuance and tracking. Develop strategies to prevent JALs from remaining in applied status longer than 30 days. This will include changes in automation and agency reimbursement of JAL expenditures.

Workforce Investment Act (WIA)

Program Summary

WIA was implemented in July 2000 upon the U.S. Department of Labor (DOL) approval of a five-year strategic plan to operate unified One-Stop Job Service/Job Center systems monitored by local Workforce Development Boards (WDBs). WIA provides employment and training services for low-income adults, dislocated workers and youth.

Accomplishments 2005-2007

- ◆ Met U.S. DOL Performance Standards for WIA service and program delivery. In partnership with the Wisconsin Technical College System Board, applied for and received in July 2006 a U.S. DOL WIA incentive grant for exemplary performance in 2004. The number of WDBs that met or exceeded their performance goals increased from seven in 2004 to eight in 2006.

- ◆ Administered a \$1 million grant from the U.S. DOL to further the Former Foster Youth Education and Training (FFY E&T) Project. The project provided participants with a \$500 monthly stipend, supportive services and case management. A total of 63 former foster youth enrolled, with 30-40 being active at any given time.
- ◆ Issued the state's WIA Strategic Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act, which was approved by the Governor's Council on Workforce Investment (CWI) and approved by the U.S. DOL.
- ◆ The Wisconsin Department of Transportation and DWD jointly operated the \$9.2 million Wisconsin Employment Transportation Assistance Program (WETAP) grant program to help communities provide worker transportation assistance.
- ◆ Implemented Workplace Based Financial Education Projects for low-income families, including employer-sponsored Financial Education Programs encompassing budgeting, money management, saving, and banking.
- ◆ Allocated \$300,000 for incentive awards for Workforce Development Areas (WDAs) that met or exceeded WIA performance standards that support statewide and local Technical Assistance and Training (TAT) efforts.
- ◆ Operated the Disability Navigator Project, where Job Center staff assist people with disabilities in maneuvering through the workforce development system with a goal of decreasing the time it takes to find employment.
- ◆ Continued Hurricane Katrina relief through a \$2.5 million U.S. DOL grant. In collaboration with the University of Iowa Law Health and Disability Policy, a Hurricane Relief Report was provided to U.S. DOL. Under the same grant, Wisconsin continued funding for the State of Louisiana's Disability Navigator project.

Upcoming Initiatives

- ◆ Implement new U.S. DOL program reporting requirements.
- ◆ Increase emphasis on the collection of quality program data for state and local program analysis and evaluation.

Youth Apprenticeship

Program Summary

The Wisconsin Youth Apprenticeship (YA) program, authorized in 1991 by the Wisconsin Legislature and part of Governor Doyle's GROW initiative, provides high school juniors and seniors with the opportunity to explore their chosen career while still in high school. Students receive occupation-related instruction and on-the-job training as part of their regular high school schedule, and they leave high school with a state skill certificate and career-related work experience.

The program prepares students for all options after high school, whether they go directly into the workforce, a technical college, or a university. Since the program began, over 10,000 students have graduated from the program. In 2005, administration of the YA program was transferred from the former Governor's Work-Based Learning Board to the Department of Workforce Development.

Accomplishments 2005-07

- ◆ Youth Apprenticeship celebrated its 15 year anniversary.
- ◆ Training was available in 22 program areas, ranging from auto technician to production agriculture/animal science, with 3,900 students participating. A total of 292 public and seven private school districts and over 1,300 employers participated in the program each year.
- ◆ Over 60 percent continued their education and completed a technical college degree, compared to a national average completion rate of approximately 25 percent.
- ◆ Over 80 percent of the YA graduates obtained employment after leaving high school. Many continued to work for their YA employers while attending college, some of whom provide tuition assistance.
- ◆ Issued annual Request for Proposals (\$1.1 million) to 34 partnerships each year.
- ◆ In conjunction with Waukesha County Technical College, updated and expanded the YA Health Services program:
 - New: Health Information Management, Medical Assistant, Pharmacy Technician
 - Updated: Nursing Assistant, Health Care Foundations
- ◆ Developed new program publications including *Health Services Curriculum Guide*, *Health Services Brochure*, *YA General Program Brochure*, and *Employer Handbook – Discover YA*.
- ◆ Worked with UW-Oshkosh Center for Career Development and Employability Training (CCDET) to complete update of the three YA Manufacturing programs: Machining, Production Technician, and Plastics.
- ◆ Aligned YA manufacturing revisions with the Manufacturing Skill Standards Certification guidelines.

Upcoming initiatives

- ◆ Developing a Memorandum of Understanding with the UW-Oshkosh CCDET to have regular updates to the YA program curriculum. Next to be reviewed and updated are Financial Services and Lodging Management.
- ◆ If authorized through the 2007-2009 biennial budget, award grant monies via performance and percentage guidelines, increase student numbers, and expand program offerings.
- ◆ Work to strengthen connections to the Workforce Investment Act (WIA) Youth Program.
- ◆ Establish a model for YA graduates' post-secondary credits that are transferable to the Wisconsin Technical College System and the UW System.

Division of Vocational Rehabilitation

Mission

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

(Find a job, keep a job, get a better job)

DVR's primary services are:

- ◆ Career Guidance and Counseling
- ◆ Job Search and Placement assistance
- ◆ Information and Referral Services
- ◆ Transition to work services for students with disabilities in high school
- ◆ Supported employment services for persons with severe disabilities; includes time-limited, on-the job supports
- ◆ Rehabilitation Technology
- ◆ Vocational and other training
- ◆ Disability and Employment Assessment
- ◆ Transportation
- ◆ Occupational licenses, tools, and other equipment
- ◆ Assistance in small-business plan development
- ◆ Interpreter services
- ◆ Rehabilitation teaching services
- ◆ Diagnosis and treatment
- ◆ Post-employment services

Program Summary

Collaborative partnerships with persons with disabilities seeking employment

More than 175 DVR masters-degreed and licensed vocational rehabilitation counselors work in partnership with 75 consumer case coordinators in Job Centers throughout Wisconsin. DVR's key services include vocational counseling and the purchase of employment and training services and assistive technology. All services are developed in collaboration with the DVR consumer and written into an Individualized Plan for Employment (IPE). More than 30,000 individuals with disabilities each year develop a plan for employment with DVR. Counselors and case coordinators deliver team-based services, drawing on the expertise of all team members to most effectively meet the needs of each consumer.

Collaborative partnerships with state and county agencies serving persons with disabilities seeking employment

DVR works closely with the Department of Health and Family Services (DHFS), the Department of Public Instruction (DPI) and county human services agencies to coordinate services to common customers.

- ◆ *The DHFS Medicaid Infrastructure Grant (MIG)* is a multi-year, multi-million dollar systems change project that is geared toward improving opportunities for people with disabilities to participate in the workplace and their communities. DVR is working closely with the MIG project to ensure that the project goals compliment the services already being offered to job-seekers with disabilities through DVR programs.

- ◆ *Family Care* – DVR is working with DHFS to shape Wisconsin’s Family Care program to maximize work efforts for persons with disabilities who need long-term employment supports.
- ◆ *High School Transition Services* – In partnership with DPI and DHFS, DVR works with high school students who are transitioning from high school to post-secondary education and employment. Our joint goal is to work collaboratively with the student and community resources to provide a smooth transition from school to the world of work.
- ◆ *Supported Employment* – Through collaborative efforts with county human services agencies, this program works to increase employment opportunities for people with severe disabilities by working with a consumer and an employer to find a job suited to the consumer’s specific skills and abilities. DVR collaborates with county partners to provide the longer-term supports that may be required to maintain employment.
- ◆ *Mental Illness* – In three counties, DVR is working collaboratively with mental health treatment agencies and community rehabilitation agencies to more effectively serve people with mental health barriers who want to join the workforce.

Supporting employers who recruit, hire, and retain persons with disabilities

DVR provides a variety of services to Wisconsin employers to assist them to effectively recruit, hire, and retain workers with disabilities.

- ◆ DVR is focusing on employers who are establishing or expanding their business operations in Wisconsin. Through the Business Relations Program of the Council of State Administrators of Vocational Rehabilitation, DVR is an active partner in a national vocational rehabilitation (VR)-business network. The new network creates a coordinated approach to serving business customers through a national VR team that specializes in employer development, business consulting, and corporate relations
- ◆ DVR staff are active in a statewide employer services workgroup. The group, representing public and private not-for-profit agencies, works cooperatively to provide comprehensive and coordinated services to Wisconsin employers related to disability employment issues.

Accomplishments 2005-2007

- ◆ Thousands of job-seekers with disabilities in Wisconsin became employed as a result of DVR services and thousands more applied for DVR services .

	<u>SFY 2006</u>	<u>SFY 2007</u>
Successful Rehabilitations	2,431	3,167
Wages per hour of rehabilitated consumers	\$10.51	\$10.91
Applicants for services	13,235	15,660

- ◆ Wisconsin realizes an incredible return on DVR’s taxpayer investment when a person with a disability joins our state’s workforce. In state fiscal year 2006, DVR invested \$20.9 million in the 2,431 DVR consumers who were successful in reaching their employment goal. The estimated annual earning for that group was more than \$38.1 million. The following table shows, by county, the investment made in DVR services alongside the estimated annual earnings of the people with disabilities who were successful in reaching their employment goal in state fiscal year 2007.

State Fiscal Year 2007			
<i>County</i>	<i>Cost of DVR Services</i>	<i>Annual Income of Successful Cases</i>	<i>Successful Case Closures</i>
Adams	\$23,027	\$66,092	4
Ashland	\$80,683	\$526,396	24
Barron	\$292,375	\$654,368	28
Bayfield	\$48,792	\$133,692	11
Brown	\$943,159	\$2,949,778	185
Buffalo	\$8,200	\$39,468	3
Burnett	\$83,035	\$364,884	14
Calumet	\$210,661	\$466,336	28
Chippewa	\$212,570	\$712,114	40
Clark	\$11,712	\$45,136	6
Columbia	\$326,081	\$613,444	32
Crawford	\$347,500	\$364,676	20
Dane	\$2,137,788	\$4,229,722	285
Door	\$47,899	\$93,288	12
Douglas	\$225,504	\$690,144	38
Dunn	\$201,918	\$496,938	25
Eau Claire	\$336,495	\$746,876	48
Florence	\$13,205	\$81,120	3
Fond Du Lac	\$325,747	\$1,076,608	72
Forest	\$5,064	\$34,788	2
Grant	\$120,495	\$364,780	13
Green	\$337,131	\$533,832	27
Green Lake	\$49,015	\$109,720	9
Iowa	\$102,377	\$212,888	13
Jackson	\$58,744	\$137,020	10
Jefferson	\$331,678	\$434,590	30
Juneau	\$39,314	\$241,488	9
Kenosha	\$324,068	\$1,500,876	85
Kewaunee	\$30,519	\$41,444	5
La Crosse	\$447,818	\$943,384	78
Langlade	\$42,351	\$91,052	9
Lincoln	\$39,222	\$101,140	7
Manitowoc	\$236,845	\$752,908	50
Marathon	\$622,007	\$1,089,166	58
Marinette	\$138,540	\$359,008	32
Marquette	\$33,832	\$170,664	10
Menominee	\$5,047	\$84,968	4
Milwaukee	\$2,470,907	\$7,720,007	477
Monroe	\$36,466	\$111,644	10
Oconto	\$231,257	\$419,224	24
Oneida	\$277,523	\$819,728	38
Outagamie	\$894,487	\$1,834,092	118
Ozaukee	\$228,391	\$669,448	27
Pepin	\$21,410	\$67,860	5
Pierce	\$34,732	\$242,528	12
Polk	\$236,403	\$370,240	21
Portage	\$276,766	\$505,388	31
Price	\$165,689	\$219,544	9
Racine	\$616,497	\$1,630,200	106
Rock	\$719,510	\$1,701,492	118
Rusk	\$78,795	\$164,528	11
Sauk	\$306,078	\$322,816	27
Sawyer	\$34,502	\$64,740	8
Shawano	\$93,387	\$193,778	12
Sheboygan	\$379,686	\$1,021,072	64

State Fiscal Year 2007			
<i>County</i>	<i>Cost of DVR Services</i>	<i>Annual Income of Successful Cases</i>	<i>Successful Case Closures</i>
St Croix	\$213,108	\$256,932	18
Taylor	\$332,564	\$323,466	22
Trempealeau	\$256,630	\$157,872	14
Vernon	\$172,042	\$407,108	20
Vilas	\$1,234	\$16,640	1
Walworth	\$459,795	\$954,720	61
Washburn	\$60,253	\$187,356	14
Waukesha	\$2,073,290	\$5,846,545	270
Waupaca	\$26,973	\$84,916	4
Waushara	\$74,136	\$268,840	21
Winnebago	\$995,240	\$2,516,384	141
Wood	\$828,811	\$897,468	54
WI Totals	\$22,035,799	\$53,027,418	3,175

- ◆ At the beginning of the biennium, DVR was faced with a waiting list for services of more than 13,600 individuals with disabilities. Through the support of Governor Doyle's budget and an increase in taxpayer investment (i.e., GPR) for DVR, coupled with strategies to manage escalating service costs, DVR virtually eliminated its waiting list for services by the end of November 2006. Applicants with the most significant disabilities and those with significant disabilities receive services immediately upon being found eligible. People with non-significant disabilities may experience a short wait, but no longer than 30 days.
- ◆ DVR staff are located in Wisconsin Job Centers and work closely with our Job Center partners to provide better and more efficient employment services to people with disabilities. Wisconsin continues to be a leader in the provision of employment services to people with disabilities through Job Centers.
- ◆ With our Department of Public Instruction and Department of Health and Family Services partners, DVR developed a new Memorandum of Understanding with DPI and DHFS that will help to ensure seamless career planning and employment services for students transitioning from high school to either employment or post-secondary education.
- ◆ During 2006, DVR's partnership and contributions to Wisconsin's Wheelchair Recycling Program (WRP) received a national "Community Partnership Award" from Mutual of America. In addition to wheelchairs, the program recycles a wide array of assistive technology and durable medical equipment throughout Wisconsin.
- ◆ Since 2005, DVR staff have provided vocational rehabilitation services to people with disabilities through a system of team-based service delivery. This approach allows DVR to serve consumers more efficiently by utilizing the strengths and talents of all team members.

Upcoming Initiatives

- ◆ With continued taxpayer investment, 95 percent of applicants for DVR services can expect to be served immediately and the remaining 5 percent will wait no longer than 30 days to begin their plan of employment service. This is in stark contrast to state fiscal year 2006 when all applicants could expect to spend a significant amount of time, in some cases more than a year, on a waiting list for services.

- ◆ In partnership with the Human Resource Management Association of Southeastern Wisconsin and Milwaukee Public Schools (MPS), DVR is creating an Affirmative Recruiting Initiative. Employers post job openings on a website designed to recruit MPS students with disabilities. MPS and DVR staff then match students' skills with the needs of employers and make a referral. The program offers work experiences as well as long-term employment opportunities for high school students with disabilities in Milwaukee's public schools.

Division of Unemployment Insurance

Mission

Provide employer-funded, temporary, economic assistance to Wisconsin's eligible unemployed workers.

Program Summary

- ◆ Determines eligibility and pays benefits to claimants under state and federal programs and requirements.
- ◆ Manages the Unemployment Insurance Trust Fund.
- ◆ Collects Unemployment Insurance (UI) taxes from approximately 120,000 state employers.
- ◆ Assures integrity of benefit payments and tax collections.
- ◆ Manages the department's labor law clinic program providing employers with information about the laws administered by the department.
- ◆ Takes an active role in influencing federal Unemployment Insurance policy decisions.
- ◆ Provides continuing outreach to employers and potential claimants, explaining the Unemployment Insurance law and describing administrative procedures.
- ◆ Works with the Unemployment Insurance Advisory Council to update state Unemployment Insurance statutes every two years.

Accomplishments 2005-2007

- ◆ Distributed more than \$1.6 billion in UI benefits to approximately 651,000 claimants over two years.

	<u>2005</u>	<u>2006</u>
Number of Claimants Paid	330,767	320,323
Amount of Benefits Paid	\$837 million	\$835 million
Number of UI Initial Applications	619,000	607,000
Number of weekly claims processed	3.8 million	3.7 million
Number of disputed issues resolved	226,000	224,000

- ◆ Issued 449,301 written initial determinations of benefit eligibility during the biennium.
- ◆ Approximately 22 labor law clinics to teach employers about their rights and responsibilities under Wisconsin law are conducted annually, with clinics offered in all areas of the state and an average of more than 100 employers attending each clinic.
- ◆ Procured new federal grant funding totaling \$2,094,300 in federal fiscal year 2005 and \$952,197 in 2006.
- ◆ Small employer education sessions focusing on worker and employer UI rights and responsibilities are offered by staff from the four adjudication centers and from the tax bureau in communities outside large, urban cities. This initiative was piloted in 2005 when six presentations were given. Based upon the success of the pilot and the positive employer response, the program was expanded in 2006. That year

presentations were offered in 16 sites throughout the state, and 577 employers attended the presentations.

- ◆ Each year, the four adjudication centers participate in rapid response sessions and provide speakers to employer groups, human resource groups, and business associations upon request. The four centers average 150 presentations of this type each year.
- ◆ The four adjudication centers are experimenting with alternative ways of assigning adjudication work. In 2006, adjudication interviews were scheduled up to five weeks after a claim was filed. The timeliness of initial determinations dropped to less than 50 percent. Unemployed workers were taking their complaints regarding this delayed service to legislators, the Governor, the DWD Secretary, and federal representatives. To serve the public in a timely fashion, the method of assigning work was expedited. The alternate workflows resulted in improved timeliness of determinations and satisfaction on both the part of the unemployed worker and the employer.
- ◆ Installed new Chair of UI Advisory Council and new director and research and managing attorneys in legal affairs unit and all four appeals hearing offices.
- ◆ Issued 39,197 appeal tribunal decisions in unemployment benefit cases over two years.
- ◆ Improved timeliness in issuing benefit and tax appeals decisions despite reductions in administrative law judges and support staff.
- ◆ Successfully led passage of the 73-page UI Bill, 2005 Wis Act 86, containing numerous improvements to the UI statute, including, among many others:
 - Innovative and uniquely effective mechanisms to deter failures of employers and their agents to respond to investigations.
 - Assessments of nonprofits for uncollectible tax accounts.
 - Limits on manipulative transfers of insurance account experience.
 - Increased wage reporting by web-based communication and other electronic media.
 - Liens against persons found liable for tax debts.
 - Removal of exclusion of coverage for certain food processing employees.
 - Addition of assistant attorney general position to prosecute UI fraud.
- ◆ Provided testimony, technical legal analysis, and other support for provisions of the 2005 UI Bill before legislative committees.
- ◆ Successfully promulgated new rules on unemployment benefit eligibility for temporary help employees.
- ◆ Successfully litigated department legal positions under 2005 Act 86 and federal Trade Act administration.
- ◆ Referred several dozen cases of fraud for prosecution to district attorneys and the Wisconsin Department of Justice
- ◆ Conducted a series of four biennial public hearings by the UI Advisory Council seeking and obtaining public input on UI program.
- ◆ Conducted 18 meetings of the UI Advisory Council during the 2005-2007 biennium, obtaining agreement to 2005 law change proposals of the department, employee representatives, and employer representatives; developing and advising the Council on

statutory and rule changes; and hearing questions, comments, and concerns of members of the public and legislators and legislative staff.

- ◆ Developed wide range of detailed policy options, research, and economic analysis to support a legislative program for strengthening and stabilizing UI reserve fund and delivered numerous presentations to UI Advisory Council.
- ◆ Prepared and issued 2007 biennial reports to the Governor and Legislature, the *UI Financial Outlook*, reporting the UI reserve fund status, alternative financial projections of UI operations and impacts of potential changes to policy.
- ◆ Prepared and issued 2007 biennial *Report of Activities of the UI Advisory Council for 2005–2006*.
- ◆ Prepared and issued 2007 *Report on Detection and Prosecution of Fraud* to the UI Advisory Council, including details on recovery of \$16 million in overpayments in 2006.
 - \$17,906,999 overpayments established in 2006, of which \$4,747,804 was due to fraudulent activities.
 - \$16,023,590 in overpayments recovered in 2006; \$4,266,311 was due to fraudulent activities.
 - In 2006, 33 claimants were prosecuted and found guilty of UI fraud. Restitution of \$180,862 was ordered by the courts.
 - \$16,843,520 in overpayments were established in 2005. Recovered \$15,618,350 (93 percent).
 - In 2005, \$8,326,541 in penalties were assessed for fraudulent claims; \$3,591,165 was collected.
 - In 2006, \$9,251,515 in penalties were assessed for fraudulent claims and \$3,703,259 was collected.
 - New detection activities were added, including State Unemployment Tax (SUTA) dumping software and using 1099 information from IRS to identify possible misclassified independent contractors.
 - A new assistant attorney general position was established to support prosecution. Forty cases were assigned, seeking \$220,600 in restitution.
- ◆ Prepared and issued 40-page 2007 report to UI Advisory Council, *Unemployment Insurance Reserve Fund Stability*, containing the department's study of the long-term fiscal stability of the unemployment reserve fund, analyzing the history of financial performance of the fund and causes of fund balance changes, and describing the need for reserves and several alternative measures to restore reserves.
- ◆ Following the suspension of the EnAbles, the IT project intended to replace the old mainframe system supporting UI benefits and appeals, the division conducted a reassessment of its current benefits system. This reassessment effort identified risks and outlined a future direction based upon standard technologies and aimed at realizing cost efficiencies while improving service.
- ◆ The division created a new Program Integrity Section and is currently recruiting section leadership and staff. This section will be responsible for coordination of benefit fraud, identity theft, and program integrity activities.
- ◆ Internet Claims – Implement and continue increasing the number of claimants using the Internet to file their initial unemployment claims.

- ◆ UI successfully implemented Telephony@Work, an enterprise project led by DOA and used by multiple state agencies.
- ◆ 38 UI division staff traveled to Jackson, Mississippi over a 10-week period to provide direct UI services to Katrina-affected claimants while other staff picked up additional workloads in our offices to offset their absence.
- ◆ Completed the system test of State Unemployment Insurance Tax Enterprise System (SUITES) and began user acceptance testing.
- ◆ Completed the plain-language rewrite of 160 common letters to employers.
- ◆ Conducted sessions with employers to review the prototype on-line screens for employer registration and account maintenance and to gather their feedback for screen improvements and changes.
- ◆ Received an unqualified audit decision from the Legislative Audit Bureau in its financial audit of the UI Trust Fund.
- ◆ Increased the number of employers filing tax reports electronically in order to reduce manual processing costs and improve data accuracy:
 - 4th quarter 2004: 68,100
 - 4th quarter 2005: 72,990
 - 4th quarter 2006: 86,550
- ◆ Used the SUITES test system to generate assurance notices that were sent to reimbursable employers. The automated production of these notices replaced several hours of manual processing.
- ◆ Implemented an interface with the Consolidated Court Automation Program (CCAP) to electronically file DWD UI warrants and collections for tax delinquencies and benefit over payments. This automated process replaces a heavily manual process for filing warrants and satisfactions in the counties and will reduce postage and mailing costs.
- ◆ Implemented a monthly cross match with New Hire data to identify the employers of claimants in order to levy wages to collect benefit overpayments as well as provide up-to-date claimant addresses.
- ◆ Expanded use of direct deposit for benefit payments, increasing the total benefit dollars that are direct deposited from 2 percent in April 2006 to 16 percent in July 2007.
- ◆ Implemented a new web interface that permits electronic payment of delinquent taxes and benefit overpayments, allowing payments to be processed more quickly at the time of title closings, and ultimately improving customer service.
- ◆ Increased the collection of delinquent taxes to bolster Trust Fund solvency:
 - 2004: \$25.7 million
 - 2005: \$35.6 million
 - 2006: \$36.6 million
- ◆ Implemented the first phases of a UI data warehouse Claimant and Employer Data Analysis Reporting System (CEDARS), which has been used to reconcile tax and benefit overpayment transactions as well as claimant and employer accounts during SUITES testing.

- ◆ Identified an additional 5,900 employees in 2006 that should have been covered by the Unemployment Insurance program as a result of tax audits.
- ◆ Maintained over 130,000 employer accounts.
- ◆ Received \$500,000 in federal grant money to redesign the on-line Quarterly Tax and Wage Reporting System (QTWRS). The re-written system will update on-line tax and wage entries real-time in our tax system, allow employer agents to upload wage and tax reports for multiple employers, edit those uploaded files for errors, and permit on-line and file uploads for the current year as well as the previous three years.
- ◆ Exceeded the U.S. Department of Labor timeliness standard for establishing new employer accounts.

Upcoming Initiatives

- ◆ SUITES Tax and Accounting IT Redesign scheduled to be completed in late 2007.
- ◆ Will seek additional federal support for efforts to increase the re-employment of UI benefit claimants.
- ◆ Continue to implement steps to ensure the UI system is accessible to non-English speaking individuals.
- ◆ Implement National Directory of New Hires fraud detection tool in October 2007.
- ◆ Continue improvement of the quality of communications from the UI program to claimants, employers, and the general public.
- ◆ Continue efforts to employ a more diverse workforce.
- ◆ Encourage customers to utilize UI's new, efficient, and customer-friendly methods of interaction with special emphasis on web-based capabilities.
- ◆ Continue improvements in the quality and timeliness of information provided to the division by third-party administrators.
- ◆ Improve inter-divisional and inter-departmental relationships to reduce the cost of government while increasing the quality of service to customers.
- ◆ Implement options to strengthen the Unemployment Insurance Trust fund.
- ◆ Study and improve business processes in each major area of the division in an effort to enhance effectiveness of staff and operations, quality of work, and responsiveness to and experience of the UI customer.
- ◆ Continue to prioritize division needs in technology systems and carefully allocate scarce resources among numerous competing technology projects.
- ◆ Seek passage of department law change proposals to:
 - Consolidate confusing, conflicting, and ineffective provisions on “able to work” and “available for work”.
 - Standardize treatment of “full-time” at 32 hours.
 - Increase penalties for benefit fraud.
 - Extend sunset on employer assessment for administrative funding.
 - Increase participation in electronic reporting of wages and tax payments.

- ◆ Seek passage of proposals to strengthen and stabilize UI reserve fund and other changes to the UI statute agreed upon by the UI Advisory Council
- ◆ Study and target improvements in state and federal law and department policy over the next biennium.
- ◆ Continue development of the CEDARS data warehouse to generate federal reports.
- ◆ Work will also continue on an enterprise project with the state Department of Revenue to streamline the Electronic Funds Transfer (EFT) of tax payments. With this project, employers will no longer need to register with each agency to make tax payments, and third parties will be able to make payments for multiple employers.
- ◆ Expand employer self-service to provide employers or their designated agent with the ability to view their tax account on-line to check on reporting status, accounts receivable/credit balance, tax rate, and many other items. In addition to viewing information, employers will be able to request refunds, change their address/phone information, submit tax and wage adjustments, and request other services. Employer self-service will reduce paper processing, phone calls, and data entry errors.

Worker's Compensation Division

Mission

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

Program Summary

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

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

Division attorneys conduct formal administrative hearings to resolve disputed claims between claimants and employers.

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

Accomplishments 2005-2007

Legal Services

The Bureau of Legal Services has assisted the division in having one of the lowest cost per claim litigation rates in the country as noted by the Wisconsin Legislative Audit Bureau and the Worker's Compensation Research Institute. Staff accomplishments from July 1, 2005 to June 30, 2007 on an annual basis include:

- ◆ Scheduled 6,800 hearings, and conducted 1,076 formal hearings;
- ◆ Issued 8,300 judicial orders to resolve injury claim disputes;
- ◆ Processed 6,500 hearing requests;
- ◆ Conducted 1,300 pre-hearing and settlement conferences to resolve contested cases;
- ◆ Approved 5,900 settlements to resolve contested cases; and
- ◆ Resolved 1,700 new health care service fee and necessity of treatment dispute cases through alternative dispute resolution.

Bureau of Insurance Programs

The Bureau of Insurance Programs reports the Uninsured Employer Fund (UEF) remains strong with a \$13.5 million balance as of June 30, 2007. Staff accomplishments from July 1, 2005 to June 30, 2007 include:==

- ◆ 47,103 Wisconsin employer investigations were completed.
- ◆ 3,939 employers were assessed penalties for operating without worker's compensation insurance.
- ◆ Penalty assessments of \$6.1 million were collected from illegally uninsured employers.
- ◆ New insurance coverage resulted for about 93,000 Wisconsin employees.
- ◆ 145 claims were investigated and processed for the UEF.
- ◆ The UEF paid \$5.9 million to or on behalf of workers injured while working for illegally uninsured employers.
- ◆ The Self-Insured program monitored about 185 private and 52 public self-insured Wisconsin employers.
- ◆ Three wrap-up projects were completed. Wrap-up projects are large construction projects with a single policy covering all contractors. Wrap-up projects are designed to provide a coordinated project safety program. To qualify as a wrap-up project, the estimated project cost of completion must equal at least \$25 million and the estimated standard worker's compensation manual premium must be \$250,000 or more. Four new projects were approved. Currently there are eight active wrap-up projects being monitored.
- ◆ A current wrap-up project recently reached the impressive milestone of over two million labor hours without a lost-time work injury.

Bureau of Claims Management

The Bureau of Claims Management used information technology to improve customer service and streamline claims processing. Bureau accomplishments for 2005-2007 include:

- ◆ Monitored and processed over 81,000 non-litigated claims for accuracy, actions and prompt payments of over \$304 million;
- ◆ Created over 9,000 claims for applications, third parties, and hearing loss;
- ◆ Calculated Permanent Partial Disability (PPD) estimates for over 13,800 litigated and non-litigated claims;
- ◆ Verified and processed over 21,000, out of over 85,000, litigated and non-litigated claims for wage information;
- ◆ Processed over 100,000 pieces of litigated mail and correspondence associated with files;
- ◆ Processed and verified over 4,000 claims for compromises, finding of fact worksheets, and awards;
- ◆ Enhanced and upgraded a secure log in Internet system for both the viewing of claims and the submission of required reports. System users can now see an electronic copy of the division's claim-related letters and worksheets, and have accomplished over 546,000 electronic transmissions of claim related information;
- ◆ Provided training to over 550 distinct insurance companies, self-insured employers, and their third-party administrators, by workshops, telephone, email, and division-maintained web pages;

- ◆ Published Indicators quarterly to help insurance companies and self-insured employers view their performance in nine various areas of compliance. Of the nine indicators, five of them are at or above the standard, and four of them are holding steady or improving;
- ◆ Issued over \$3.7 million per year in special work injury benefits, including \$400,000 annually in death benefits to dependents of fatally-injured workers, and issued \$1.9 million in benefits paid over the past two years to permanently and totally injured workers; and
- ◆ Continued upgrading the imaging system for better management of several hundred thousand imaged documents associated with claims on the integrated claims management system database.

Safety

The DWD Safety Partnership Committee completed and aired radio spots and public service announcements throughout the state for the prevention of back injuries in the healthcare industry. This was developed to promote the welfare of both patients and employees and relieve the concerns of the family members unfamiliar with the use of mechanical lifting equipment. The U.S. Department of Labor, Occupational Safety and Health Administration (OSHA) recognized the Safety Partnership committee for the work that was done on this project.

In July 2005, the Worker's Compensation Division entered into an alliance with OSHA and the State of Wisconsin On Site Consultation Programs. The alliance will work to achieve the following outreach and communication goals:

- ◆ Work with OSHA in developing information on the recognition and prevention of workplace hazards, and to provide expertise in developing ways of communicating such information (e.g., print and electronic media, electronic assistance tools, and OSHA's and the DWD WCD Web sites) to employers and employees.
- ◆ Appear at OSHA's or Wisconsin Department of Workforce Development Workers Compensation Division conferences or local meetings.
- ◆ Provide training and training materials, through the DWD WCD, to help employers understand and comply with OSHA regulations and to implement effective safety and health management systems.
- ◆ Promote and encourage participation in OSHA's cooperative programs such as compliance assistance, the Voluntary Protection Program, and the Safety and Health Achievement Recognition Program.
- ◆ Increase the knowledge of DWD WCD and OSHA's regulatory requirements through publications, media, and internet geared toward those industries needing help in reducing injuries and illnesses in the workplace.
- ◆ Develop and disseminate case studies illustrating the business value of safety and health and publicize their results.
- ◆ Convene or participate in forums, round table discussions or stakeholder meetings to help forge innovative solutions in the workplace or to provide input on safety and health issues.

The division worked on Governor Doyle's Safe Lifting Initiative Grant Program for the Healthcare Industry. The program was designed to evaluate the results of employer

training related to the safe lifting of patients using mechanical lifting equipment. The division assisted in the selection of employers eligible for training grant money, implementation, and evaluation of the program before and after training was completed.

Upcoming Initiatives

- ◆ Finalize WCAC study committees on Loggers, Professional Employer Organizations, and Permanent Total Disability Benefits.
- ◆ Automate the hearing scheduling process.
- ◆ Finalize and implement the newly-created administrative rule on utilization guidelines for medical services for injured workers.
- ◆ Reduce the number of pending cases for hearings by 25 percent to substantially reduce the waiting period for hearings.
- ◆ Improve insurer-compliance with replies to division correspondence.

Equal Rights Division

Mission

- ◆ To protect the rights of all people in Wisconsin under civil rights and labor standards laws;
- ◆ To achieve compliance through education, outreach, and enforcement by empowered and committed employees;
- ◆ To perform responsibilities with reasonableness, efficiency, and fairness.

Program Summary

The Equal Rights Division is responsible for enforcing the Fair Employment, Fair Housing, Public Accommodations, Whistleblower, and Family and Medical Leave laws in the Bureau of Civil Rights. The Bureau of Labor Standards enforces all Labor Standards Laws, including Hours of Work and Overtime, Minimum Wage, Wage Claims, Child Labor, and Plant Closing, as well as setting and enforcing the Prevailing Wage rates for state, local, and municipal building projects. The division also sets the prevailing wage rates for all state highway construction projects.

The Equal Rights Division is committed to education to eliminate discrimination and inadvertent violations of laws enforced by the division. Division personnel participate in over 50 presentations and seminars each year in this educational effort.

Accomplishments 2005-2007

- ◆ The division created a new rule chapter to provide a procedure for processing discrimination or retaliation complaints by public employees exercising their rights under the Public Employee Safety and Health law under s.101.055(8), Stats. The new rule duplicates the rules previously enacted for private sector Fair Employment Law cases. In addition, the division amended all rules to provide that complaints and other documents may be filed by facsimile transmission and to provide that recording of hearings may be by either digital or tape recording equipment.
- ◆ The division investigated and resolved 9,073 civil rights cases.
- ◆ The division resolved 8,303 unpaid wage complaints and recovered almost \$7.3 million for workers.
- ◆ The division resolved 236 construction wage complaints and recovered \$497,000 for construction workers.
- ◆ The division worked with the Wisconsin Department of Justice to develop a successful, comprehensive referral process for housing discrimination cases.
- ◆ The division updated and revised our civil rights training manual to capture the expertise and knowledge of retiring staff. This manual is used to train newly-hired staff in the Civil Rights Bureau.
- ◆ The division developed a new on-line system for capturing data on our mediation program. The system tracks the outcome of all mediation cases in civil rights.

- ◆ The division, in conjunction with the U.S. Equal Employment Opportunity Commission (EEOC), provided a three-day refresher course on investigative skills for all Equal Rights Officers.
- ◆ Effective May 1, 2007, the division now enforces Act 197 which requires private employment agencies to provide home care workers and home care consumers with advance notice of who will be employing the worker, handling tax withholding, and providing insurance coverage.

Case Data

<u>Civil Rights Cases</u>	<u>SFY06</u>	<u>SFY07</u>
Number of cases received	4,376	4,529
Cases completed	4,324	4,759
Cases sent to Hearing Section	1,114	1,273
Appeals to the Wisconsin Labor and Industry Review Commission	113	110
Decisions appealed to Circuit Court, as well as FMLA cases that go directly to court	49	47
<u>Equal Rights Cases</u>		
EEOC cases processed	2,050	1,953
\$\$ paid by EEOC for cases processed	\$1,107,000	\$1,074,150
<u>Labor Standards Cases</u>		
Unpaid wage complaints received	4,428	4,327
Complaints resolved	4,146	4,157
\$\$ recovered for claimants	\$3,010,299	\$4,360,865
<u>Construction Wage Cases</u>		
Construction wage complaints received	153	102
Complaints resolved	139	97
\$\$ recovered for workers	\$298,248	\$205,239
Wage Determinations (the wage rates, by trade, to be paid for a construction project)	1,505	1,515

Upcoming Initiatives

- ◆ Continue to increase accessibility of services and information to individuals with Limited English Proficiency (LEP) through handouts and web access.
- ◆ Strengthen the existing partnership with the U.S. Equal Employment Opportunity Commission (EEOC) by developing and expanding joint outreach training.
- ◆ Continue to employ a diverse workforce in light of upcoming retirements.
- ◆ Explore process changes that will allow for the most effective and efficient processing of large numbers of Fair Employment Law cases.
- ◆ Update the division's child labor work permit program to improve quality control over issued permits, better tracking of minors who are employed, greater efficiencies in operating the program and improved accountability of program revenues.

Administrative Services Division

Mission

- ◆ To provide customers responsive, efficient, and high quality administrative support services;
- ◆ To provide department-wide integrated management systems to achieve department goals;
- ◆ To provide oversight of all department fiscal and personnel transactions;
- ◆ To ensure the integrity of public funds administered by department programs.

Business Services

The Administrative Services Division (ASD) provides a wide variety of customer-focused, central support services to the Office of the Secretary, DWD programs, staff, and partner agencies. The division's role is vital to the successful operation of the department.

The division is organized into the bureaus of Finance, General Services, Information Technology Services, and Human Resource Services.

The Administrative Services Division provides:

- ◆ Human resource management;
- ◆ Payroll;
- ◆ Financial accounting;
- ◆ Purchasing;
- ◆ Facilities management;
- ◆ Mail, fleet, and asset management;
- ◆ Information technology, imaging, and telecommunications services;
- ◆ Continuity of operations planning, and incident management; and
- ◆ Central coordination of department administrative processes and policies.

Accomplishments 2005-2007

- ◆ Continued work on the expansion of electronic government to eliminate the cost of printing, mailing, sorting, and other check-handling activities. Examples include:
 - Implemented a new department Correspondence Tracking System (CTS), direct-deposit of child support payments, an e-receipting function to take in low volume payment transactions, and began work on a project to deploy electronic payment cards for unbanked Child Support recipients.
 - Expanded citizen and employer self-service functionality to allow more customer business with DWD directly over the Internet. Examples include ability of Child Care providers to check authorization and payment status and file attendance reports; Child Support customers can check payment/case status online as well as balance information and print payment coupons as needed; the expansion of Worker's

Compensation insurer functionality; and the addition of Equal Rights prevailing wage reporting.

- Assisted the Department of Administration (DOA) with launching the State of Wisconsin Payroll Time and Attendance (PTA) system which currently has more than 9,600 users.
- ◆ Formed a new Financial Policy, Monitoring, and Review Section in the ASD Bureau of Finance. The section is taking on new responsibilities related to the monitoring of W-2, Child Care and other department programs. The section will work closely with staff in DWS and other divisions to improve the contract oversight and monitoring of W-2, Child Care and other programs.
- ◆ As part of Governor Doyle's 2003 priority initiative to reduce administrative overhead, ASD launched over 40 different projects, with estimated savings exceeding \$1.9 million in state fiscal year 2006 and \$2.5 million in state fiscal year 2007. Project examples include reducing space costs for non-Madison operations and maximizing Madison-area space utilization (\$1.7 million), re-engineering the department's PC purchase program (\$619,353), and replacing CARES Deloitte Contractors with BITS-managed contractors (\$2.4 million).
- ◆ Coordinated the completion of the department's Workforce Plan to address the expected retirement or departure of a significant number of employees during the next several years. The department's overall turnover rate (retirements and departures) has increased in each of the last few years to reach a present annual rate of over eleven percent (11%). There is a potential for up thirty percent (30%) turnover in one or more upcoming years for several DWD key classifications including Equal Rights Officers, and Auditors, Employment and Training Specialists, several IT related positions, and many supervisory and management classifications.
- ◆ Provided the equivalent of eight full time employees to DOA in support of a number of information technology and emergency preparedness projects. BITS collaborated with DOA to deploy the development environment for the Integrated Business Information System (IBIS), and the department's critical incident management plan has served as the basis for many elements of the DOA enterprise emergency preparedness effort.
- ◆ Received a diversity award from the State Council on Affirmative Action for efforts in recruitment, retention, and promotion of classified staff who are multi-lingual, racial and ethnic minorities, women, or persons with disabilities; continued diversity efforts by expanding recruitment to include internet "Jobster" recruitment site and expanded minority publication advertising.

DWD's workforce, as of July, 2007, included:

- 16.7 percent Racial/Ethnic Minorities, compared to 8.5 percent in all state agencies statewide and 7.5 percent in the state labor force.
- 64.41 percent women employees, compared to 51.3 percent in all state agencies and 47.3 percent in the state labor force
- 11.8 percent persons with disabilities compared to 7.4 percent in the state work force.

DWD requested and received approval from OSER for a special one-time expanded minority certification for filling several Equal Rights Officer positions. This effort was made to counteract an expected high retirement of minority Equal Rights Officers during 2007-2008.

- ◆ DWD led the way in the resurrection of the State Mail Managers Council. This council provides a forum for all state and university agencies to exchange mail processing ideas, promote cooperation, and foster working relationships across agencies.
- ◆ DWD successfully completed the migration of all main frame print to the state wide enterprise program. All of DWD's main frame print is now produced at one of the DOA Enterprise Print Centers.
- ◆ Piloted and implemented a Centralized Scanning Unit. All Vocational Rehabilitation case Management paper files are now scanned and stored as electronic images. Processing time has been reduced from weeks to days.
- ◆ Implemented and expanded the use of the DOA presort mail contract for an annual savings of more than \$215,000 annually for the divisions of DWD.
- ◆ Renegotiated leases and relocated staff to reduce rent costs by over \$223,000.
- ◆ Working with the divisions completed the relocation of the Green Bay Job Center thus making this a comprehensive Job Center with Vocational Rehabilitation, Family Supports, Economic Advisors, Worker's Compensation, and Employment and Training staff all coming into one site.
- ◆ Developed and implemented a pilot program using call distribution software to create "Virtual Job Centers" in three Workforce Development Areas (WDA), enabling participating Job Centers to respond to citizens and businesses on behalf of the other participating Job Centers within each WDA.
- ◆ Coordinated the migration of the DWD statewide network to the new enterprise BadgerNet platform to increase flexibility, scalability, and stability while saving DWD more than \$700,000 per year.
- ◆ Met the five percent (5%) Minority Business Enterprise (MBE) spending goal for fiscal year 2006. Results for fiscal year 2007 have been submitted to DOA for review and verification and we anticipate meeting the spending goal again.
- ◆ Implemented more IT storage system capacity which allows continued normal file growth, but at a reduced cost and with much easier storage management.
- ◆ Updated all DWD IT systems for the Daylight Savings Time change that occurred in the spring of 2007.
- ◆ Added secure encryption to the DWD mainframe connection and all out-state network connections.
- ◆ Implemented changes to the Monthly Statement of Account to not send statements to Non-Delinquent Non-Custodial Parents who are on Income Withholding saving the Child Support Program \$500,000 annually.

Upcoming Initiatives

- ◆ Continue e-government efforts including the e-payment pilot project with the Child Support program and further the development and implementation of web accessibility and usability standards.
- ◆ In coordination with the Wisconsin Arts Board (WAB), complete development of a photographic gallery of Wisconsin workers to be displayed at the State Labor Building (GEF-1).

- ◆ Improve department contract administration function including both grants and administrative purchases.
- ◆ Continue diversity efforts, including internet and minority publication advertising.
- ◆ Continue participation and implementation of the DOA-lead Accountability, Consolidation and Efficiency (ACE) initiative—targeting server consolidation Shared Information Services (SIS), administrative systems Integrated Business Information System (IBIS), human resources system, real estate, and procurement.
- ◆ Continue to identify and implement projects to improve internal processes and reduce the cost of administrative overhead.
- ◆ Add processing capacity and initiate projects to take advantage of imaging and other electronic document management technology across the department, including Vocational Rehabilitation case files, vendor financial information, and accounting vouchers, personnel and payroll records, grants, and contracts.
- ◆ Implement Microsoft SharePoint across the department to enable:
 - External facing collaborative websites that both DWD staff and external business partners can use share documents, meeting workspaces, and other information associated with an effort they are working on together.
 - Expert exchange website that will allow IT staff to more effectively share best practices, get answers to technical questions, and share information they have learned as they have developed applications that are specific to DWD and its unique environment.
 - Setup of a records management website within SharePoint to help manage records related information stored electronically within DWD. This website will help automate the process of gathering and disposing of records as well as allowing for secure searches within the records management system.
 - Project websites foster better team collaboration through the use of SharePoint team sites. These sites will allow team members to post documents, meeting information, links to other information on the web, as well as provide announcements to team members about different activities.
- ◆ Continue department-wide Continuity of Operations (COOP) planning, training and exercising, including pandemic preparedness planning and involving non-headquarters local sites with DWD staff.
- ◆ Actively support and participate in the Dane County plan to renovate the Dane County Job Center in Madison; begin process to consolidate La Crosse Job Center and Vocational Rehabilitation programs into a single facility.
- ◆ Continue efforts to reduce DWD's space usage in the GEF-1 building. There are presently over 23,000 square feet that can be made available to other tenants that could reduce DWD's space costs by over \$400,000 annually.
- ◆ Plan for the future of the department's aging Interactive Voice Response (IVR) systems, including –
 - Unemployment Initial Claims, Inquiry, Continued Claims, Zero Tax reporting, Outbound predictive dialers
 - DWD Public Inquiry

- Equal Rights Publications request
- ◆ Expand the “Virtual Call Job Centers” call distribution service to include additional Workforce Development Areas. Expand the system for statewide use to include Trade Adjustment Act, Job Service, Vocational Rehabilitation, and Unemployment Insurance by expanding the system for use by staff throughout the state.
- ◆ Implement in December 2007 the daily processing of the newly developed DHFS/CARES BadgerCare Plus, Wisconsin’s new Family Medicaid program service.
- ◆ Assist with implementing daily processing of the newly developed SUITES application in mid-late winter 2007-2008—the new state Unemployment Insurance tax processing system.