



WISCONSIN

**Department of Workforce
Development**

BIENNIAL REPORT
2011 - 2013



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



October 15, 2013

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

Wisconsin State Legislators
State Capitol Building
Madison, WI 53702

Dear Governor Walker and Members of the Legislature:

I am pleased to provide you with this report on the Department of Workforce Development (DWD) for the biennium ending June 30, 2013.

Under your leadership as Governor and working with our partners in the Legislature, we at DWD are proceeding on multiple fronts to support your goal of equipping workers with the skills needed to fill jobs that are available in today's growing Wisconsin economy.

Our mission at DWD is advancing Wisconsin's economy and business climate by empowering and supporting the workforce, and our vision is building the workforce to move Wisconsin forward.

This report spans two years of workforce development efforts, but I want to note briefly some of our accomplishments:

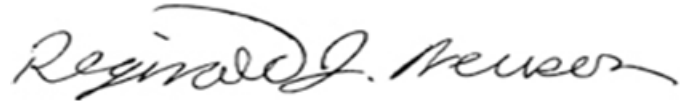
- **Connecting Job Seekers to Jobs** – The number of veterans entering employment following DWD employment and training assistance increased by 5 percent. With DWD vocational rehabilitation assistance, 3,520 people with disabilities achieved their employment goals in fiscal year 2013, and their estimated annual earnings equal a more than 200 percent return on taxpayer investment in their services. Nearly 10,100 dislocated workers found new jobs with DWD assistance. Nearly 4,300 employers and over 48,800 job seekers participated in 754 specialized recruiting events.
- **Unemployment Insurance** – The Department has worked to more closely integrate unemployment insurance programs with employment and training services to move individuals from unemployment to employment. Steps have been taken to strengthen and improve the integrity of the unemployment insurance program, including the implementation of a new law increasing penalties for acts of fraud.
- **Governor's Council on Workforce Investment** – In step with efforts to create a more business friendly environment, the Governor's Council on Workforce Investment has greater private sector representation. The council has provided a list of workforce priorities and recommendations to help advance the administration's goals of moving the economy forward and providing employment opportunities.

As we enter a new biennium, we anticipate greater success with more far reaching results, particularly with the implementation of the Wisconsin Fast Forward initiative that includes \$15 million in customized worker training grants and authority to develop a state-of-the-art Labor Market Information System (LMIS) to provide more precise, real-time data so vital to the decisions affecting Wisconsin's economy and workforce.

The powerful new Skill Explorer website that you recently announced will complement these efforts and help job seekers seek new opportunities based on their skills and abilities, not just occupational titles.

We are pleased to part of your efforts to advance Wisconsin's economy and create new employment opportunities for the people of Wisconsin, and we look forward to continued success.

Sincerely,

A handwritten signature in black ink that reads "Reggie Newson". The signature is written in a cursive, flowing style with a large initial "R" and a long, sweeping underline.

Reggie Newson
Secretary

Department of Workforce Development

Biennial Report 2011-2013

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Department Overview

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

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

At DWD, there is a commitment to ensuring that training and employment opportunities are aligned to high-wage, high-growth jobs and that the private sector is an active and engaged participant in matching the current workforce with current and future labor demands.

The Department is led by Secretary Reggie Newson, appointed by Governor Scott Walker in October 2011. The annual operating budget for DWD is over \$450 million, and its staff totals approximately 1,750 full-time equivalent positions. DWD currently consists of five program divisions, an administrative services division, and one administratively-attached entity, the Labor and Industry Review Commission (LIRC).

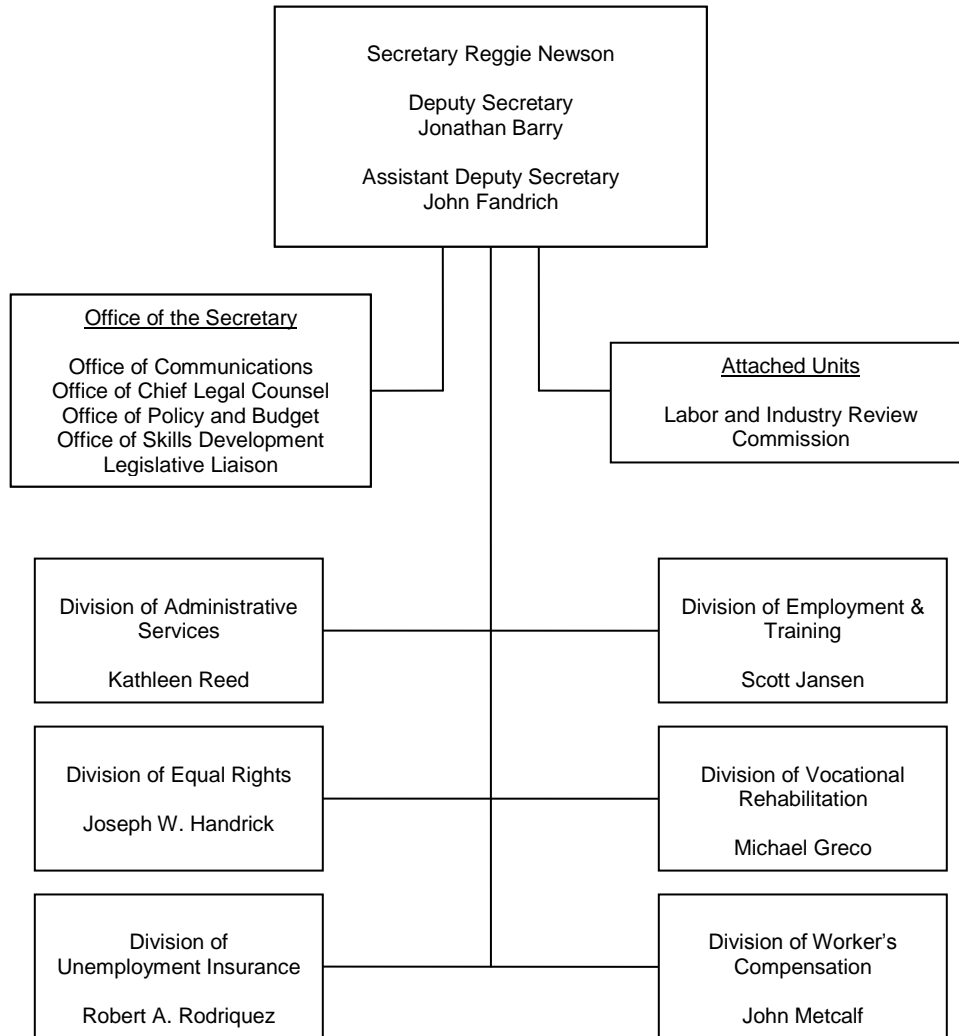
DWD's achievements in the 2011-13 Biennium are significant.

- ◆ Continued activities of the recently reconstituted Council on Workforce Investment (CWI) and provided the Governor with a list of key workforce priorities.
- ◆ Job Service has used JobCenterofWisconsin.com to send targeted emails to customers regarding various recruitments and/or job fairs in their area. During this biennium, Job Service sent 25 separate email blasts to 561 employers and 92,629 job seekers
- ◆ Job Service has conducted and/or participated in 754 specialized recruitment activities, with 4,295 participating employers and 48,862 job seekers. This includes 119 job fairs.
- ◆ The Title 1 Workforce Investment Act Program administered by DET achieved 10,093 successful employment outcomes for adult and dislocated worker participants during the biennium.
- ◆ An increase of five percent in the level of veteran-entered employment following staff-assisted services was recorded by June 30, 2013.
- ◆ In state fiscal year 2013, DVR invested \$29.2 million in the 3,520 DVR participants who successfully reached their employment goal, which resulted in annualized earnings of \$59.6 million.
- ◆ In CY 2011/2012, distributed more than \$3.27 billion in UI benefits to 517,748 claimants, which represents a decrease of almost 50% over CY2009/2010.

- ◆ The UI program participated in Rapid Response sessions and provided speakers to 115 employer groups, human resource groups, and business associations upon request. The four adjudication centers gave 204 presentations to 7,520 participants.
- ◆ Implemented new law in October 2012 which increased the penalties for acts of fraud and added a 15% penalty on overpayments resulting from fraud.
- ◆ Secured a renewal of a federal grant to continue, in partnership with DET, to conduct Reemployment and Eligibility Assessments (REAs) for UI claimants.
- ◆ Conducted 1,898 Worker's Compensation pre-hearing and settlement conferences to resolve contested cases.
- ◆ Monitored and processed over 74,400 non-litigated Worker's Compensation claims for accuracy, actions and prompt payments of over \$603 million.
- ◆ Calculated Permanent Partial Disability (PPD) estimates for over 21,700 litigated and non-litigated claims.
- ◆ Resolved 5,348 unpaid wage complaints and recovered over \$4.274 million for workers.
- ◆ Resolved 185 construction wage complaints and recovered over \$540,000 for construction workers.
- ◆ The partnership between the Bureau of Apprenticeship Standards and the Department of Corrections continues to flourish. The Department of Corrections now has 382 active inmate apprentices in the institutions.
- ◆ In SFY 2011, DWD received an ARRA Grant-State Energy Sector Partnership Grant. whose purpose was to "green up" and modernize Wisconsin apprenticeship programs. An apprenticeship "green" curriculum was developed and implemented, and equipment bought for employer sponsors. Almost 5,300 participants were served under the grant, which is over 15% of the goal of 4,506 participants.
- ◆ DWD initiated UI / RES Integration / Enhancements. Wisconsin Job Service is working closely with Unemployment Insurance to better integrate the two programs. Several integration initiatives were started that will better connect UI claimants with Job Service and re-employment services. These include the U2E initiatives such as:
 - Developing a state-of-the-art Labor Market Information System (LMIS),
 - Skill Explorer application, a web-based data access tool to allow businesses and job seekers to access a broad and dense data base of transferrable skills to allow for rapid job placements and re-employment.
 - Visual integration strategies, and
 - An overall RES redesign initiative that will allow all job seekers with a work search requirement to access new online services in addition to some being referred for additional in-person intensive assistance.
- ◆ A total of 2,693 apprentices graduated or completed their apprenticeship program. During that same period, 4,411 new apprentices were registered. As of July 2013, Wisconsin had 8,097 apprentices and 2,211 employers sponsoring apprenticeship programs.
- ◆ DET provided rapid response assistance to more than 12,500 dislocated workers from 157 employers.

- ◆ Administered and managed \$22.4 million in National Emergency Grants awarded to DWD during the biennium.
- ◆ Secured \$6,240,341 in new National Emergency Grant funding from the U.S. Department of Labor. This includes two grants totaling \$2,973,198 to assist dislocated workers affected by specific dislocation events: Polaris Industries and Robin Manufacturing; Wausau Paper, Joerns, SNE and Thermo-Fischer.
- ◆ Additional National Emergency Grants include a Dislocated Worker Training Grant and a funding supplement to the On-the-Job Training awarded in SFY 2010. Both of these training grants are targeted to providing employer-based training to long-term unemployed dislocated workers to assist them to re-enter the labor market.
- ◆ Migrant Seasonal Farm Workers staff conducted 110 outreach days' worth of outreach visits in 2011-12 and provided services to 4,105 migrant farmworkers.
- ◆ DWD received the 2012 Annual AA/EEO Program Achievement Award from the State Council on Affirmative Action and the Office of State Employment Relations (OSER) for our efforts to increase diversity in DWD especially regarding persons with disabilities through the use of on-the-job training opportunities through the Division of Vocational Rehabilitation.
- ◆ Implemented J-TRAC, the agency's first automated dashboard to align the DWD Strategic Plan with strategic goals and metrics for the department.
- ◆ Reported a 15 % Minority Business Enterprise (MBE) spend for SFY 2013, exceeding the State goal of 5%.

DWD Organization



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

2013 – 2015 Executive Budget Programs, Goals, Objectives and Activities

PROGRAMS, GOALS, OBJECTIVES AND ACTIVITIES

Program 1: Workforce Development

Goal: Job applicants who use job centers will gain wider access to available jobs in Wisconsin.
 Objective/Activity: Increase employers' access to available labor pools and job seekers' access to available jobs by increasing the number of job openings listed on Job Center of Wisconsin.
 Goal: Provide employer-funded temporary economic assistance to Wisconsin's eligible unemployed workers and stabilize Wisconsin's economy by paying unemployment insurance benefits as quickly as possible.
 Objective/Activity: First payment promptness for paying intrastate worker claims for unemployment insurance will exceed the federal standard established by the secretary of the U.S. Department of Labor.

Program 5: Vocational Rehabilitation Services

Goal: Obtain, maintain and improve employment for people with disabilities by working with vocational rehabilitation consumers, employers and other partners.
 Objective/Activity: Provide high-quality employment preparation, assistive technology and placement services to eligible individuals not on the order of selection waiting list.

PERFORMANCE MEASURES

Prog. No.	Performance Measure	Goal 2011	Actual 2011	Goal 2012	Actual 2012
1.	Number of job openings listed on Job Center of Wisconsin.	105,000	150,092	108,000	171,669
1.	Exceed the 87 percent U.S. Department of Labor standard for intrastate promptness of first pays by 6 percent, or a minimum of 93 percent.	93%	87%	87%	82%
5.	Number of individuals achieving an employment outcome will increase over prior year.	2,787	2,973	3,000	3,250

Prog. No.	Performance Measure	Goal 2013	Goal 2014	Goal 2015
1.	Number of job openings listed on Job Center of Wisconsin.	180,000	190,000	200,000
1.	Meet the 87 percent U.S. Department of Labor standard for intrastate promptness of first pays.	90%	92%	93%
5.	Number of individuals achieving an employment outcome will increase over prior year.	3,400	3,500	3,600

REPORT ON DEVELOPMENT AND IMPLEMENTATION OF NONSTANDARD AND/OR FLEXTIME WORK HOURS SCHEDULES

The Department continues to support creating flexible-time work schedules and alternative work schedules. The Payroll Office indicates approximately 75% of the employees work outside a standard work schedule.

A revised Telecommuting Policy (431) will be published by the end of the calendar year (2013). This policy addresses “working outside the employee's normal worksite” on both an on-going basis and an ad hoc basis.

Division Summaries

Division of Employment and Training

The Division of Employment and Training (DET) oversees all workforce services administered by the department. Programs include, but are not limited to, those funded under the Wagner-Peyser Act, and the Workforce Investment Act (WIA). The division manages 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.

Division of Vocational Rehabilitation

The Division of Vocational Rehabilitation (DVR) provides employment services to people with disabilities. The goal of DVR is to maximize the employment and earning potential of people with disabilities who experience disability-related barriers to work. DVR counselors and case coordinators, located in 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 on 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 state laws that prohibit discrimination and regulate labor standards in the workplace. These laws impact all of Wisconsin's five million citizens. The division administers these laws by setting guidelines, educating the public and managing a complaint-driven investigative process. Specific laws administered by the division include wage payment and collection, minimum wage, prevailing wage, family and medical leave and anti-discrimination laws regarding housing, public accommodations and employment.

Administrative Services Division

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

Attached Units

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, worker misclassification, 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 fulltime for staggered six-year terms and they elect 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 Walker's vision to develop an economic strategy that focuses on creating high-end, family-supporting jobs, ensuring our children are prepared for success in schools and throughout their lives, and making government more responsive to the needs of our citizens and businesses.

Appointed by Governor Walker, Secretary Reggie Newson 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 Jonathan Barry serves as a surrogate for Secretary Newson 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.

Assistant Deputy Secretary

Assistant Deputy Secretary John Fandrich serves as a surrogate for Secretary Newson and is the agency's primary contact for the state's 132 legislators, as well as Wisconsin's Congressional delegation. He oversees external relations for the agency and is the chief policy advisor to the Secretary.

Legislative Liaison

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

Office of Communications

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

Office of Chief Legal Counsel

DWD Chief Legal Counsel Howard Bernstein provides legal advice to the department's program managers and supervises litigation handled on behalf of DWD by the Department of Justice and county attorneys. He also provides legal representation in individual cases and coordinates DWD's rulemaking activities.

Office of Policy and Budget

The Office of Policy and Budget (OPB), directed by Richard Chao, is responsible for the preparation of the Department's biennial budget proposal. It also serves as the liaison to the Department of Administration state budget office and Legislative Fiscal Bureau. The Office also supports DWD by overseeing the Department's operating budget, monitoring federal funding, preparing legislative fiscal notes, and preparing policy analysis and budget projections.

Office of Skills Development

This Office was newly created in SFY 2013 as a direct result of 2013 Wis. Act 9, which marked the Governor's emphasis on developing and enhancing business opportunities within the State. The department recruited Scott Jansen to serve as Director. The Office in SFY 13 began program operations, including: 1.) Recruiting qualified staff to administer program operations; 2.) Submitting request for proposals for a statewide Labor Market Information System (LMIS); and 3.) Initiating the process of developing administrative rules that will guide the employer driven process of providing flexible, customized training to meet the needs of 21st Century business throughout Wisconsin. Grant opportunities should be available in the second quarter of SFY 2014.

Division of Employment and Training

The Division of Employment and Training (DET) focuses on key workforce issues including responding to projected workforce shortages, building a skilled workforce, integrating workforce issues with economic development issues, and redesigning the workforce development system and programs to advance Wisconsin's goal of helping low-wage workers through training and skills advancement to find a higher-paying job.

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 job search, training and related services, making sound employment decisions and maximizing their workforce potential.

Programs and Services

- ◆ Apprenticeship
- ◆ Civil Rights Compliance
- ◆ Council on Workforce Investment
- ◆ Dislocated Worker Services
- ◆ Job Service and Job Centers of Wisconsin
- ◆ Migrant and Seasonal Farmworker Services
- ◆ Labor Market Information
- ◆ Program Management and IT Services
- ◆ Career Pathways and Bridge Programs (RISE)
- ◆ Veterans Services
- ◆ Workforce Investment Act (WIA)
- ◆ Work Opportunity Tax Credit
- ◆ Youth Apprenticeship

Apprenticeship

Program Summary

The Wisconsin Apprenticeship Program is the oldest apprenticeship program in the United States, dating back to 1911. Wisconsin has deliberately shaped its laws to include apprenticeship as part of the state's educational structure. DWD's Bureau of Apprenticeship Standards is responsible for administering the program through its strong partnerships with industry, labor, education, and government with the goal to produce highly skilled and trained apprenticeship graduates.

Accomplishments 2011-13

- ◆ A total of 2,693 apprentices graduated or completed their apprenticeship program. During that same period, 4,411 new apprentices were registered. As of July 2013, Wisconsin had 8,097 apprentices and 2,211 employers sponsoring apprenticeship programs. Employer participation in the apprenticeship program increases and decreases with economic demand.

- ◆ The partnership between the Bureau of Apprenticeship Standards and the Department of Corrections continues to flourish. The Department of Corrections now has 382 active inmate apprentices in the institutions.
- ◆ Outreach Campaign: In April 2013 DWD/BAS launched an outreach campaign, primarily to increase the number of industrial/manufacturing employers who use the apprenticeship program to train their skilled employees. The campaign kicked off in April and included training of BAS apprenticeship training representatives. Also included were technical college representatives, Job Service staff and Workforce Development Board (WDB) staff. Mailings were made to employers, ads were bought and included in trade magazines and Public Service Announcements (PSA's) ran on TV. Secretary Newson also participated in four outreach events in partnership with apprenticeship sponsors (employers).

The outreach campaign also included a youth component and that kicked off in May. Activities included the display of four billboards, mailings in partnership with Department of Public Instruction, the development and playing of a youth-directed public service announcement, and participation by the Secretary's Office in outreach events.

BAS Apprenticeship training representatives (field staff) are also conducting employer informational sessions, mailings and visits to employers. The goal is to increase the number of new manufacturing employers by 15% in 2013.

Activities, geared toward both youth and employers will continue until the end of 2013 and into early 2014.

- ◆ SAGE Grant: In 2010, DWD received an ARRA Grant-State Energy Sector Partnership Grant, which we called SAGE-Sector Alliance for the Green Economy. The grant ended June 30, 2013. The purpose of the grant was to "green up" and modernize Wisconsin apprenticeship programs. Apprenticeship "green" curriculum was developed and implemented, and equipment bought for employer sponsors, primarily simulators such as welders. Almost 5,300 participants were served under the grant, with the goal at 4,506.

DWD/BAS also contracted with the WDB's that provided services to apprentices such as training costs (tuition, tools) and wraparound services including child care, transportation. Almost 700 apprentices received these services during the grant period.

Upcoming Initiatives

- ◆ In January 2014, Wisconsin's Registered Apprenticeship stakeholders will convene at the 26th Biennial Apprenticeship Conference at Chula Vista Resort in Wisconsin Dells. The conference will focus on how apprenticeship can help Wisconsin employers and stakeholders address a range of workforce challenges. Conference attendees will include employer representatives, educators, labor representatives, and a range of workforce development service providers. In addition, the conference will include an Apprenticeship Expo for area high school students to come and learn more about the skilled trades, meet with current apprentices and journey workers, and try their hand at a variety of trades and occupations.
- ◆ In the coming year, DWD/BAS will expand its partnerships within the WIA one-stop system of Wisconsin Job Centers in order to educate service providers and system customers on the benefits of Registered Apprenticeship. Planned activities include

standing team meetings with partners from Job Service, a local WDB and state WIA staff; training/planning sessions to Job Center systems and their staff; and management-level meetings with the range of service providers throughout Wisconsin.

- ◆ DWD/BAS will identify potential improvements to the contracting process for sponsors and apprentices by conducting a value stream mapping (VSM) exercise. Current processes will be documented and a more efficient process will be mapped.

Civil Rights

Program Summary

All employment and training contracts must meet civil rights and Affirmative Action /Equal Employment Opportunity (AA/EEO) requirements. The DET Civil Rights program assures these criteria are met through contract planning, monitoring and evaluation and defining performance standards that must be met.

Accomplishments 2011-13

- ◆ Submitted Methods of Administration to the U.S. Department of Labor Civil Rights Center (CVC) for re-certification of compliance with civil rights requirements under the Workforce Investment Act of April 11, 2011. The approval period will run approximately two years until 2015.
- ◆ Completed all 11 on-site Civil Rights compliance monitoring reviews for Workforce Development Boards (WDBs). Also completed WIA Section 188 Disability Checklist/Assessment Reviews.
- ◆ Revised and issued the 2013 DET Limited English Proficiency Plan, including an updated inventory of DET's Vital Documents.

Upcoming Initiatives

- ◆ Complete and revisit all 11 Civil Rights compliance monitoring reviews and WIA Section 188 Disability Checklist/Assessment reviews for the Workforce Development Boards (WDB).
- ◆ Simplify the Civil Rights Plan Requirements which are jointly issued by the DET and the Wisconsin Departments of Health Services (DHS) and Children and Families (DCF).

Council on Workforce Investment

Program Summary

The Council on Workforce Investment (CWI) is the Workforce Investment Act's (WIA) mandated state-level advisory board to the Governor on the state's workforce activities.

Major Accomplishments 2011-13

Former Council Chair Tim Sullivan spearheaded a major project that reviewed the current issues related to workforce development in Wisconsin with a specific focus on the "skills gap." The detailed report with recommendations, *The Road Ahead: Restoring Wisconsin's Workforce Development* was forwarded to the governor. This report served as the major

cornerstone for a number of gubernatorial initiatives including *Wisconsin Fast Forward* allocating a major state-funded investment.

Second, at the request of the Outagamie County Board, the CWI recommended to the governor the county's removal from the Fox Valley Workforce Development Area and added to the Bay Area Workforce Development Area. The governor approved this change to the 11 Workforce Development Board (WDB) workforce infrastructures.

The following are the Council's WIA required responsibilities that were met, as documented by the dates below. The State Board shall assist the Governor in:

- ◆ Development of the State Plan: May 17, 2013, July 26, 2012 and June 9, 2011.
- ◆ Development and continuous improvement of a statewide system of activities funded by Title I, or carried out through a one-stop delivery system/statewide workforce investment system, including development of linkages in order to assure coordination and non-duplication among the programs and activities consultant's report on programs, etc., July 26, 2012 and review local plans December 2, 2011.
- ◆ Commenting at least once annually on provisions in the Carl D. Perkins Vocational and Applied Technology Education Act; WTCS president's presentation September 21, 2011; DPI superintendent's presentation February 14, 2012.
- ◆ Designation of workforce development areas: Redesignation July 26, 2012.
- ◆ Development and continuous improvement of comprehensive state performance measures, including state adjusted levels of performance, to assess the effectiveness of the workforce investment activities in the State: WIA Performance Report September 21, 2011.
- ◆ Preparation of the Annual Report to the U.S. Department of Labor: Reviewed Annual Report performance for program year 2012: August 14, 2013 meeting.
- ◆ Development of the statewide employment statistics system in Wagner-Peyser Act: "The Road Ahead" report recommendations delivered October 11, 2012.
- ◆ Development of an application for federal incentive grants: Not applicable.
§ 666.400 State must provide Incentive Grants to WDBs. Workforce Development Board Incentive Grants: DWD awards delivered December 2012

The Council's subcommittees worked on a variety of issues for workforce improvements including:

- ◆ Energy Sector garnered a federal Sector Alliance for the Green Economy Grant that assisted people getting into the right job fit with the shift in environmental fields, and added new areas for registered apprenticeships.
- ◆ Health Sector focused on identifying the gaps in providing short-term/creative training courses and addressing the training waiting lists and clinical backlogs.
- ◆ Advanced Manufacturing Sector identified and began to address the void of skilled workers to meet current employer demand, and change the attitude of advanced manufacturing as a career with parents and staff/administrators from kindergarten through technical college systems.
- ◆ Youth Subcommittee's primary tasks were to evaluate survey results from the WDB directors, review funding sources vital for youth support and make recommendations to effectively use resources with an accountability component.
- ◆ Dislocated Worker Subcommittee was active throughout the biennium and advised DWD on the distribution of \$6 million in Special Rapid Response Grants to provide

employment and training services to dislocated workers affected by mass layoffs. The membership was reconstituted in July 2013 with the appointment of a new CWI.

Governor's Task Force on Minority Unemployment Subcommittee

In an effort to find solutions to the high minority unemployment rate throughout the Milwaukee area, Governor Walker called for the creation of the Task Force on Minority Unemployment. The task force is a bipartisan and diverse team dedicated to decreasing minority unemployment. It has taken up several initiatives such as My Life! My Plan!, Drivers License Recovery, and the Wisconsin Flexible Workforce Coalition.

My Life! My Plan!

My Life! My Plan! is sponsored by the Milwaukee Talent Dividend and consists of a half-day workshop that encourages students to consider their education through the lens of various career pathways. Young people and their families are able to access resources that encourage them to make informed decisions about education and career options. During the workshop, students engage in a number of topics including:

- ◆ Career clusters and pathways, many specific to potential jobs in the metropolitan Milwaukee area.
- ◆ Interaction with career coaches from the local business community who can guide students through career and education decisions.
- ◆ Information about programs that will help students develop a personalized plan for their career and education pathway.

Driver's License Recovery

The Task Force came to a consensus that one of the foremost barriers for unemployed workers is the lack of a valid driver's license. To help address this issue, DWD and the state Department of Transportation joined with the Milwaukee Area Workforce Investment Board and the Milwaukee Municipal Court to host a driver's license recovery event on August 25, 2012, at Goodwill Industries.

Municipal Judge Derek C. Mosley led dozens of trained volunteers to review the transportation records of individuals who attended the event. Each participant received information about court obligations, payment plan options, and a court date to complete the license reinstatement process. The Helen Bader Foundation offset some legal costs for 150 participants to reinstate their license. An anonymous donor provided funds to offset costs for an additional 10 participants and the state Dept. of Corrections provided funds for 13 participants.

Wisconsin Flexible Workforce Coalition

BuySeasons, an e-commerce retailer located in Waukesha County, relies on thousands of workers to increase capacity during their peak season each year. BuySeasons has joined with a number of other Milwaukee-area companies that have a significant seasonal workforce to provide an opportunity for employees to access seasonal employment throughout the year. This effort enables seasonal workers to transition through several seasonal jobs in a year as part of what is now the Wisconsin Flexible Workforce Coalition.

Seasonal employment opportunities enable individuals with barriers to employment to establish a work history and gain practical experience that can aid them in finding additional work. The Workforce Coalition also strives to ensure that workers are able to continue earning a wage, empowering families who might otherwise rely on government assistance.

The Minority Task Force is currently examining how the coalition model can be adapted more widely to serve more challenged workers and to transition current seasonal workers into full-time employment.

Connecting Ex-Offenders to Employment Opportunities

The city of Milwaukee is home to a significant population of ex-offenders who have been released from prison into the local community. A criminal record is considered a barrier to employment, as certain crimes may preclude individuals from accessing employment.

The Milwaukee Re-entry Network hosted an Employer Summit in Milwaukee in November 2012. The summit provided a forum for hiring employers to learn about the benefits of hiring ex-offenders. Information on resources, financial incentives and best practices were shared with employers who attended.

Commercial Driver's License Training for Minorities

Currently, more than 1,200 jobs each year remain unfilled because of an insufficient number of workers with valid commercial driver's licenses (CDL). The task force has developed a working group comprised of task force representatives and a representative from Schneider National of Green Bay, the largest privately owned trucking company in the United States.

The working group is charged with developing a short-term, intensive pilot program to quickly train individuals in Wisconsin who qualify for CDLs. This program would be targeted at unemployed minority residents in the Milwaukee area and would provide an efficient mechanism to aid residents in getting valid CDLs and finding employment in the transportation industry.

Minority Task Force Subcommittee Accomplishments 2011-13

- ◆ The innovative My Life! My Plan! program served more than 1,000 Milwaukee-area students in 2012, providing valuable assistance that prepares students to make informed decisions about career choices after high school.
- ◆ DWD joined with a number of local and state stakeholders to host a driver's license recovery event that enabled pre-screened Milwaukee residents to recover their driver's licenses, a valuable credential for job seekers and for workers to have a consistent way to get to work.
- ◆ The Wisconsin Flexible Workforce Coalition, previously known as the Seasonal Workforce Coalition, has provided a mechanism for those with no work history to access temporary employment leading to family-supporting jobs.
- ◆ The Minority Task Force is working with partners to increase job placement and promote employment opportunities for ex-offenders.
- ◆ The Task Force has partnered with Schneider National, the nation's largest privately held trucking company, to increase opportunities for minorities in the transportation industry.

Upcoming Major CWI Initiatives

The Council is embarking on a major strategic planning process to ensure that state economic development goals and outcomes drive the state's workforce investments. The state's workforce strategic plan will consist of a proactive process to develop appropriately skilled workers to fill employers' needs and support the state's economic development strategy and outcomes. Workforce and talent development will span the continuum of programs/organizational entities. Proactive approaches will address the unemployed, as well as include: (a) a process to continue to upgrade worker skills, (b) assist people in joining the workforce, and (c) provide support to those who have specific/multiple barriers to successful employment. The end goal is to create a highly qualified workforce that industries require now, as well as be able to expand and attract new businesses to the state.

The Council was also the oversight body, with its own subcommittee, for the federal Medicaid Infrastructure Grant (MIG) that ended in 2012. This is the summary of that grant from 2000-2012:

- ◆ For the past twelve years, the Wisconsin Department of Health Services (DHS) had been awarded an annual MIG from the federal Centers for Medicare and Medicaid. The purpose of the grant was to develop policies, programs, and services that support people eligible for Medicaid in their employment efforts as they move towards economic security. Much has been accomplished yet much remains to be done.
- ◆ During the MIG period, Wisconsin led the nation in total awarded – more than \$57 million -- and in meeting the legislative intent of the program through implementation of an effective Medicaid “buy-in” program that provides Medicaid-funded, long-term care and health services to workers with severe disabilities who would have to significantly reduce their work effort to avoid loss of such coverage due to earnings and savings. The Medical Assistance Purchase Plan is the nation's second largest with over 20,000 participants and more than \$170 million in service expenditures in 2011.

As MIG-funded work was being completed in 2012, two primary efforts continued for closure:

- ◆ DHS is completing development and implementation of a data collection system that will track employment outcomes of participants in the state's long-term care programs such as its managed care model “Family Care” and self-directed support model program “IRIS.” This work also connects to DWD and DPI systems for a comprehensive and longitudinal view of most, if not all, publicly funded services and supports that contribute to a successful employment outcome for people with disabilities.
- ◆ Completion of projects initiated in prior years and guided by a report developed by a statewide panel of stakeholders consisting of 84 recommendations for changes and additions to Medicaid system programs. These projects include implementation of permanent, non-government and free-standing training and technical assistance centers for employers seeking to hire and retain workers with disabilities, conversion of existing services and supports from non-integrated settings to fully integrated and community-based environments.

Dislocated Worker Services

Program Summary

The Dislocated Worker program provides services to workers who lose their jobs due to a layoff or business closure. The goal of this program is to help workers transition to new employment. Services include career counseling, skills assessment, job search assistance and training opportunities to prepare individuals for a new occupation.

Major Accomplishments 20011-2013

- ◆ The Trade Adjustment Assistance Program provided services to 9,101 individuals in SFY2012 and to 6,738 individuals in SFY2013. Wisconsin's TAA program exceeded national performance goals for participants entering and retaining employment in both FFY2012 and FFY2013.
- ◆ The Title 1 Workforce Investment Act Program administered by DET achieved 10,093 successful employment outcomes for adult and dislocated worker participants during the biennium.
- ◆ Administered and managed \$22.4 million in National Emergency Grants awarded to DWD in SFY2011-2013.
- ◆ Secured \$6,240,341 in new National Emergency Grant funding from the U.S. Department of Labor. This includes two grants totaling \$2,973,198 to assist dislocated workers affected by specific dislocation events: Polaris Industries and Robin Manufacturing; Wausau Paper, Joerns, SNE and Thermo-Fischer.
- ◆ Additional National Emergency Grants include a Dislocated Worker Training Grant and a funding supplement to the On-the-Job Training awarded in SFY 2010. Both of these training grants are targeted to providing employer-based training to long-term unemployed dislocated workers to assist them to re-enter the labor market.
- ◆ Managed the Special Rapid Response Grant program through which the WDBs may apply for funds to assist dislocated workers affected by mass layoffs. During the biennium approximately \$6 million in grants was disbursed, which provided services to over 2,800 dislocated workers affected by mass layoffs at 112 companies
- ◆ Provided rapid response assistance to more than 12,500 dislocated workers from 157 employers.
- ◆ Launched a TAA/TRA joint web page on February 1, 2013. This page helps recipients of services under the Trade Adjustment Act get information on all services available under both TAA and TRA.
- ◆ Launched a revamped website directed at employers experiencing workforce reductions <http://dwd.wisconsin.gov/dislocatedworker/employer/>
- ◆ Implemented a common dislocated worker survey in use by local partners statewide. Survey data will contribute to a statewide data system on dislocated worker characteristics and service needs. Data captured by these surveys has multiple uses including identifying available workforces for employers seeking to hire workers with specific skills sets and for economic development purposes. The information is also used to obtain funding for dislocated worker reemployment and retraining services.

- ◆ Developed and implemented the “Roadmap” publication for statewide use at dislocated worker orientations and TAA program intake sessions. This is a step-by-step guide to re-employment resources and directs dislocated workers eligible for the WIA or TAA programs to services available through the Job Center of Wisconsin system.

Upcoming Initiatives

- ◆ Modernize the collection and analysis of dislocated worker and dislocation events data. This initiative includes implementing the scanning of dislocated worker surveys, a web-based application for the entry of dislocation information by local partners and integration of the dislocated worker, dislocation events and ASSET databases.
- ◆ Continue to aggressively seek additional federal resources in the form of National Emergency Grants to respond to mass layoff events.
- ◆ Continue the partnership with the Wisconsin Economic Development Corporation and an advisory group of stakeholders from business, labor and government to develop and roll out a comprehensive layoff aversion strategy for the state. The proposed strategy includes: 1) development of an Early Warning System to identify potentially at-risk companies, 2) establishment of an evaluation and screening process to target appropriate candidates for services, and 3) integration of Core Turnaround Services (e.g. financial restructuring and ownership transition assistance) to complement existing services and resources.
- ◆ Statewide implementation of enhanced rapid response services to assist in transitioning dislocated workers to new employment as quickly as possible. This includes pre-layoff services such as workshops held on the worksite (resume development, labor market information, financial planning and job search resources); staffed worksite transition centers and on-site job fairs to connect affected employees with area employers that are hiring.
- ◆ The CWI Dislocated Worker Subcommittee will develop metrics for the dislocated worker program in addition to the DOL’s performance measures for the program. These measures will focus on elements such as program costs, effectiveness and operational efficiencies.

Job Service

Program Summary

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

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

Major Job Service programs include:

- ◆ Wagner-Peyser funded activities (the public labor exchange act):
 - ◆ Resource room and workshops.
 - ◆ Career counseling and development.
 - ◆ Assessment testing and skills analysis (including hard skill testing through WorkKeys and work readiness certification through the National Career Readiness Certificate (NCRC)).
 - ◆ Business services (including specialized recruitment assistance, job order assistance, call center-based assistance and job fairs).
 - ◆ Other services such as Migrant Seasonal Farm Worker (MSFW) outreach and the statewide career counseling program.
- ◆ Re-employment Services (RES) and Re-employment Eligibility Assessments (REA), which provide specialized services for unemployment insurance (UI) claimants to help them more quickly return to work.
- ◆ Trade Adjustment Act/Assistance, which provide re-employment and training services specifically for workers who have been dislocated due to foreign competition.

Accomplishments 2011-13

Business Services

- ◆ Specialized Recruitment Assistance
 - ◆ Job Service has conducted and/or participated in 754 specialized recruitment activities, with 4,295 participating employers and 48,862 job seekers. This includes 119 job fairs.
 - ◆ Job Service is working closely with Wisconsin Economic Development Corporation (WEDC) and the 11 regional Workforce Development Boards (WDBs) to enhance business services and improve coordination between service providers.
- ◆ Job Center of Wisconsin (JCW)
 - ◆ Job Service has used JobCenterofWisconsin.com to send targeted emails to customers regarding various recruitments and/or job fairs in their area. During this biennium, Job Service sent 25 separate email blasts to 561 employers and 92,629 job seekers.
 - ◆ For PY11, our system had 74,044 internal job orders and 150,092 job openings. During that same year, JCW had 74,834 external job orders.
 - ◆ For PY 12, our system had 83,354 internal job orders and 171,669 job openings. During that same year, JCW had 85,245 external job orders.
- ◆ Employer Call Center
 - ◆ In an average week, 154 new employers register with JCW. In the last 2 years, 15,824 new employers registered with the system.

- ◆ In addition to processing job orders, the Job Service Call Center (JSCC) also responded to over 10,324 emails and 5,743 employer initiated phone calls.

Jobseeker Services

- ◆ Job Center of Wisconsin (JCW):
 - ◆ At any given time, JobCenterofWisconsin.com (JCW) has approximately 55,000 and 60,000 resumes posted.
 - ◆ In the last two years, 191,645 new job seekers registered with JCW.
 - ◆ On November 9, 2011, JCW began incorporating job postings from Help Wanted Online, a service that gathers data from thousands of web job postings. This added additional tens of thousands of job openings available on JCW each day.
- ◆ Jobseeker Call Center:
 - ◆ Responded to 1,321 jobseeker emails.
 - ◆ Processed / handled 17,075 English job seeker calls and 306 Hmong/Spanish calls.
- ◆ Migrant Seasonal Farmworker:
 - ◆ MSFW staff conducted 110 outreach days' worth of outreach visits in 2011-12 and provided services to 4,105 migrant farmworkers.
 - ◆ Updated MOU initiatives with United Migrant Opportunity Services (UMOS) and DET Migrant Inspection Unit, to enhance service provision for migrant workers. These enhancements have included new levels of technology improvements for cross referrals between agencies, single source data points for information of mutual benefit to the agencies and a coordinated complaint system.
- ◆ Other Services:
 - ◆ Job Service staff conducted 895 non-RES outreach visits during PY 11 and 12, serving 7,910 customers.
 - ◆ Job Service staff provided significant resource room services to 497,744 customers in PY 11 and 12.
 - ◆ Job Service staff conducted more than 4,546 workshops for 26,153 jobseekers. Workshops include writing a resume, interviewing, social media, job clubs / networking, KeyTrain and basic computer skills, among others.

Social Media

- ◆ Job Service has a JCW Facebook page with many active users and 4,600 "likes," and 768 Twitter followers.
- ◆ Job Service continues to conduct social media workshops in our Job Centers.

Trade Adjustment Assistance (TAA)

- ◆ In the last two years, Job Service has worked very closely with UI (TRA program), DET/ Bureau of Workforce Training (Dislocated Worker and Rapid Response programs), and the local workforce boards to improve coordination, training, communications, reporting, and co-enrollment, as well as establishing new communication mechanisms.
- ◆ For PY 11 and 12, 73 new companies were certified as trade-eligible. On average, each week Job Service staff assists customers affected by 193 trade-certified companies.
- ◆ Between 2012 and 2013, a total of 12 on-site statewide events were held to provide UI/DET training and technical assistance to TAA field staff.
- ◆ Currently, we service participants from 2002, 2009 and 2011 law. Since implementation of 2009 law, there have been 17,741 potential workers affected by trade.
- ◆ Wisconsin mirrors the nationwide trend of decreased petitions being submitted. As of 6/30/13, statewide active caseloads were at 4,273 customers.

Reemployment Services (RES) Program:

- ◆ Since July 2011, Job Service has held 7,070 RES sessions throughout the state. 167,384 UI claimants have been scheduled; 76,497 have been served. Of these, about 85 percent (65,298 customers) came prepared with resume, assessment survey, or both.
- ◆ Of the 76,497 UI claimants served, 12,432 were referred to counseling, 47,922 designated as work ready, and 80,787 referred to partner services (customers could be referred down multiple paths).
- ◆ Of the 80,787 partner referrals, 15,842 were to WIA Title I.
- ◆ Job Service Call Center (JSCC) staff rescheduled 38,238 customers between July 1, 2011 and June 30, 2013.
- ◆ We implemented new mandatory follow-up requirements for identified RES customers.

Reemployment Eligibility Assessment (REA) Program:

- ◆ Originally implemented in April 2010, REA programming continues in six cities: Milwaukee, Menasha, Green Bay, Eau Claire, Madison and Janesville. In the last two years, 1513 initial eligibility assessments (IEA) have been conducted. REA has served 17,297 claimants and an additional 6,276 follow-up sessions.
- ◆ Of the total served, 2,926 customers have been referred to counseling, 9,159 have been designated as work ready and 23,862 have been referred to partner services. Some partners do get referred down multiple paths.
- ◆ Of the 23,862 partner referrals, 5,018 were referred to WIA Title I.

- ◆ REA customer satisfaction: 86% indicated they would recommend REA to another person.

Career Counseling Services

- ◆ Career counselors have held 1,683 counseling sessions in 2011-13 specifically for the RES program, serving 7,768 UI claimants.
- ◆ Career counselors have held 1,683 additional counseling sessions during that time period, serving 3,837 customers. Additionally, counselors have provided one-on-one counseling assistance to 9,757 customers.

Assessment Testing

- ◆ KeyTrain / WorkKeys / National Career Readiness Certificates
 - ◆ From July 1, 2011 through June 30, 2013, Workkeys Call Center handled 11,271 scheduling calls.
 - ◆ Job Service continued strong local partnerships with a variety of workforce partners and school systems to continue operation of Wisconsin's National Career Readiness Certificate program.
 - ◆ Conduct regular weekly testing for several employers throughout Wisconsin.
 - ◆ Performed intensive job profile analyses for three Wisconsin companies.
 - ◆ 18,721 customers were granted access to KeyTrain, a pre-assessment online learning tool, an average of 156 unique users a week. These customers have passed 42,143 pretests and 15,917 skill lessons.
 - ◆ Scheduled, proctored, and monitored 15,579 WorkKeys tests in 2011-13, including 4,864 Reading, 4,792 Math, 5112 Locating Information, and 811 Other WorkKeys Tests.
- ◆ National Career Readiness Certificates (NCRC): Job Service awarded 4,745 work readiness NCRCs in 2011-13, including 639 Bronze, 2,612 Silver, 1,454 Gold, and 40 Platinum.
- ◆ One of our critical employers, Sargento Cheese, received an award for their active support/participation with the National Career Readiness Certificate program.
- ◆ Other Testing / Assessments
 - ◆ Ability Profiler: Job Service Career Counselors proctored and scored 602 ability profiler assessments.
 - ◆ Typing Test: Job Service staff administered 13,615 typing tests.
 - ◆ Career Cruising, Wiscareers, My Skills/My Future, and My Next Move assessments continue to be used by job seekers throughout the state to assist job seekers with Career Exploration

Staff Development

- ◆ Job Service staff planned and conducted numerous trainings and spoke at many conferences geared toward jobseekers, employers and workforce system staff. These events have included Career Expos, Job Center Roundtables, Labor Law Clinics, Friday Fundamental Info Calls, and through local membership events (i.e., Chambers of Commerce)
- ◆ Some staff training in the past year includes business services, KeyTrain, WorkKeys Proctoring, Promoting and Using Social Media, WorkKeys 101, TAA, RES/REA, numerous Call Center trainings and more.
- ◆ A Web Intelligence (WEBI) Workgroup was formed in July 2012, to bring together business staff and Workforce Development Board partners to address reporting needs, share tips for creating and using reports, and to investigate better ways to capture case management and performance data.

Notable Events/Activities

- ◆ Career Expos in Kenosha, Milwaukee and Green Bay. These were large-scale events including employers and job seekers. These events included prescreening of candidates as a condition of the customer getting a ‘ticket’ to attend the event.
- ◆ Several Job Service locations added new workshop content, including new computer literacy curricula, English and Spanish seminars to educate customers on our electronic labor exchange tool, resume review and mock Interview events.
- ◆ All Job Service staff participated in team building events via four regional staff visits, including our department trainers conducting the True Colors program.
- ◆ Several areas starting providing networking groups at public libraries.
- ◆ Job Service staff assisted with a variety of Rapid Response events throughout the State.
- ◆ Implemented enhanced strategies to serve the ex-offender population, including the development of new information and links through our state labor exchange system.
- ◆ Trained all Job Service TAA staff on the current adult apprenticeship program services in Wisconsin. TAA program currently allows funds to support eligible customers with their apprenticeship classroom training costs.
- ◆ Several areas have conducted high school workshops and informational programs to educate students about Workforce Development programs and services.
- ◆ Staff have improved the content and delivery methods for pre and post season meetings in support of our Statewide Migrant Seasonal Farmworker programs.
- ◆ One of our Job Service areas (Superior) conducted an Annual Career fair for the local high school students, with 50 employers participating. In this same region, two additional career fairs were conducted for Ladysmith and Phillips schools.
- ◆ Our JCW system implemented additional industry specific website pages focusing on agriculture, trucking and engine manufacturing.

- ◆ Job Service planned and implemented Labor Law clinics for employers, throughout the State, every month.
- ◆ Job Service is a partner with the Skills Wisconsin initiative under way in Wisconsin, working with the Wisconsin Economic Development Corporation and Workforce Development Boards.
- ◆ Job Service deployed approximately 600 new resource room customer computers in our Job Centers, with software upgrades, and new online TAPDANCE software to administer typing tests.

Upcoming Initiatives

- ◆ **UI / RES Integration / Enhancements:** Wisconsin Job Service is working closely with Unemployment Insurance to better integrate the two programs. There are several integration initiatives currently being planned that will better connect UI claimants with Job Service and re-employment services. These include the U2E initiatives, providing state-of-the-art labor market Information system information, Skill Explorer application, visual integration strategies and an overall RES redesign initiative that will allow all job seekers with a work search requirement to access new online services in addition to some being referred for additional in-person intensive assistance. This also includes expansion of social media tools for workforce development, creation of a real-time triage process and online RES tutorials. It also includes policy and programmatic changes to the way UI claimants in general and Re-employment Service claimants, in particular, are served.
- ◆ **Business Services:** Job Service is looking to transform the way business services are provided in Wisconsin by partnering with Wisconsin Economic Development Corporation (WEDC) and the 11 regional Workforce Development Boards. Goals include increased coordination, rapid response assistance to help new or expanding businesses address recruiting needs, more specialized recruitment assistance, enhanced use of JCW, the NCRC and other tools and more targeted outreach activities. This includes new initiatives under way in the trucking industry, and an overall layoff aversion/early warning network system to better serve targeted employers.
- ◆ **Job Center of Wisconsin Enhancements:** Job Service is looking to make substantial enhancements to the JCW website, including mandatory registration, skills matching, an enhanced “My JCW” feature, workshop scheduling, resume upload improvements and updated barrier assessment / analysis / triage processes.
- ◆ **WorkKeys / NCRC Enhancements:** Job Service is looking to continue building on the WorkKeys initiative. In addition to those already created, Job Service is working to create more partnerships with regional Workforce Development Boards, the statewide Corrections and Public Instruction (high school) programs, employers and the technical college system. Other initiatives include long term funding methodologies and better use of the system as an economic development tool.
- ◆ **Promotion / Outreach:** Job Service will continue to build on the new promotional materials to increase brand identification to more employers and partners throughout

the state. This will include presentations, mailings, web-based promotion, press releases and other techniques as well.

- ◆ **Social Media:** Job Service is already working to build upon its growing social media presence throughout the state. This includes not only a statewide network of social media sites, but also enhanced ways of communicating information to customers. Possible initiatives include social media for employers, more enhanced integration between job sites and social media feeds, more workshops about the use of social media in job searches (for jobseekers) and a stronger focus on using social media as a networking / virtual job club tool.
- ◆ **Translation:** Job Service is committed to ensuring equal access to services to clients with limited English proficiency. In addition to bilingual and bicultural services, and a trilingual call center (English, Hmong and Spanish) additional translated information will be available through JCW. The language accessibility enhancements to JCW will include a Spanish language registration and a translation widget to provide machine translation of job orders in JCW.
- ◆ **Computer Training:** Job Service is in the midst of rolling out additional mobile computer labs throughout the state. With these labs, Job Service will be able to conduct WorkKeys assessment testing, assist customers with JCW job searches and use new open source tools (such as the Khan Academy) and paid training tools (such as Typing Test and WisCareers) to teach basic computer and/or job search skills to customers.
- ◆ **Soft Skills Testing:** The division is exploring an initiative to develop a statewide program (funding, proctoring, training, communications, etc.) that offers a soft skills assessment tool.

Labor Market Information

Program Summary

The Labor Market Information (LMI) Section produces detailed, objective information on employment, unemployment, mass layoffs, job creation, wages and occupational wages. Fully funded by the federal government through the Employment and Training Administration and the Bureau of Labor Statistics, LMI provides information critical to the allocation of federal funds nationwide and provides the baseline information necessary to evaluate program outcomes in terms of job creation and a living wage. LMI also provides access to information on job creation, unemployment and wage information to the public, other governmental agencies and academic researchers. In the last two years, the LMI Section focused on improving the accuracy and timeliness of its data collection, added analytical capabilities and began outreach activities to enhance access to labor market information.

Accomplishments 2011-13

- ◆ The LMI Section completed the U.S. Department of Labor contract deliverables.
- ◆ LMI underwent an OIG review concerning “pre-release” information. Process developed prior to review has now been implemented into the national system used by the state partners and the Bureau of Labor Statistics.

- ◆ On a quarterly basis, establishments in Wisconsin report their employment. This information is then compiled and reported. In the first quarter of 2011, information from more than 156,000 organizations has been compiled and made available.
- ◆ Created a means of identifying and quantifying skills to help employers and job seekers find one another.
- ◆ Prepared and distributed the bi-annual report on the labor force characteristics of nurses to the elected leadership in the state.
- ◆ Worked closely with WHEDA to analyze the area in and around the “30 Corridor” of Milwaukee so that WHEDA could develop strategies to develop the local business communities.
- ◆ Worked closely with several entities within the Division and the agency to assist them quantify metrics as needed.
- ◆ Worked with the Secretary’s Office (OEA) and WDBs to integrate labor market information into WDB’s action plans.

Upcoming Initiatives

- ◆ We are reviewing our products in light of business needs and job seekers to help them in their efforts understand the availability of labor pools and job vacancies.
- ◆ Retooling LMI staff to increase analytical skills and statistical capability to improve accuracy of Labor Market Information and decrease response time to citizen inquiries.
- ◆ Recently upgrading our ability to work with large files and use a variety of technologies as we integrate LMI into the Bureau of Workforce Information and Technical Support to create new products and refresh those desired by our customers.

Migrant and Seasonal Farmworker Program

Program Summary

Through the Migrant Seasonal Farmworker (MSFW) program, DET provides a wide range of services and protections to Wisconsin’s agricultural community. The MSFW program assists agricultural employers to address labor shortages for seasonal planting and harvesting through jobcenterofwisconsin.com, the agricultural recruitment system and through the federal foreign labor certification programs. Farmworkers and jobseekers receive assistance in job placement in agricultural and non-agricultural jobs and to access training and other available resources. The MSFW program also oversees protections for migrant seasonal farmworkers under Wisconsin statutes.

Accomplishments 2011-13

- ◆ Provided 4,000 migrant and seasonal farmworkers with employment services and assistance with resolution of complaints.
- ◆ Continued implementation of the Memorandum of Understanding (MOU) with the United Migrant Opportunity Services (UMOS) which created a statewide committee to coordinate and streamline services to migrant seasonal farmworkers.
- ◆ Provided technical assistance and support to 72 employers using the federal H-2A and H-2B foreign labor certification programs.

- ◆ Issued more than 1,200 prevailing wage determinations for Wisconsin employers.
- ◆ Ensured that 7,493 migrant farmworkers had safe housing conditions, adequate field sanitation facilities, an appropriate wage, and were paid according to contracts.
- ◆ Assisted Lakeside Foods in developing plans for new housing facilities for migrant seasonal farmworker families in Reedsburg, Wisconsin.
- ◆ Assisted Seneca Foods in Gillett and Oakfield, Wisconsin, in developing construction plans for new housing facilities for migrant seasonal farmworker families.
- ◆ Lakeside Foods has decided to look for a pre-existing building for migrant seasonal farmworker families instead of building from the ground up in Reedsburg, WI.
- ◆ Wal-Mart will be purchasing canned goods from a canning plant in Belgium, Wisconsin that has two state-certified migrant labor camps. This was the only plant selected in Wisconsin and the migrant labor camps are inspected and certified each year by the State's Bureau of Program Management and Special Populations under the migrant housing code.
- ◆ Provided technical assistance to employers and recruiters of migrant seasonal farmworkers with a wide range of federal and state laws.
- ◆ Continued a collaborative partnership of the migrant seasonal farmworker programs in the Bureau of Job Service and the Bureau of Program Management and Special Populations to coordinate services to migrant seasonal farm workers and employers in Wisconsin.
- ◆ Maintain a database to track and ensure consistency of services to the migrant and seasonal farmworker program.
- ◆ We continue the process of establishing and implementing the complaint system required at all Job Centers
- ◆ Created an online MSFW data reporting and sharing site in June 2012, eliminating the need to create and route paper reports to the Central Office for entry.
- ◆ The Bureau of Program Management and Special Populations continues to be aware of employers' needs, such as housing for migrant seasonal farmworkers. Due to education provided by the migrant labor Inspectors, we have added nine additional migrant camps so that workers and their families are provided with safe and healthy housing.
- ◆ The Bureau of Program Management and Special Populations continues to ensure that employers are complying with the State Migrant Labor Law. Migrant Labor Inspectors continue to educate, maintain a good working relationship with employers, and maintain excellent relationships with the various partners in the field.
- ◆ The Bureau of Program Management and Special Populations has completed the 2011 and 2012 Wisconsin Migrant Population Report and the final 2011 and 2012 Camp Status Report, which were both submitted to the Governor's Council on Migrant Labor and our partners.

Upcoming Initiatives

- ◆ We will seek out new potential employers in the agriculture, horticulture and food processing industries.

- ◆ We will be implementing a new webinar series to address the critical needs of Migrant Seasonal Farmworkers in Wisconsin (MSFW) and to address the need for transitional, supportive and educational resources. As DET MSFW, our goals are to empower, educate, and expose the programs to our administrators, staff, partners, and others.
- ◆ We will focus on personal contact with our employers and get more direct feedback of our programs and the services we provide so that we can help our team provide better services to the employers.
- ◆ Implementation of the Visa Migrant Policy (Migrant Labor Law for H2A and H2B workers in the state of Wisconsin).

Program Management and IT Services

Program Summary

The Bureau manages the financial and technical services of division contracts and grants, including development, issuance, signature and reporting processes; financial monitoring requirements and on-site compliance reviews; financial policy development; single agency audit reviews; and request for proposal processes.

Accomplishments 2011-13

- ◆ Updated the WIA Financial Monitoring Plan.
- ◆ Conducted on-site monitoring of all WIA local areas.
- ◆ Prepared numerous grant actions. With the multitude of WIA formula and discretionary projects, the actions totaled as follows:
 - ◆ ARRA NEG – six grant actions for 16 grants
 - ◆ ARRA SAGE – 24 grant actions for 115 grants
 - ◆ DEI – two grant actions for 12 grants
 - ◆ GPR – 10 grant actions for 83 grants
 - ◆ WIA – 43 grant actions for 297 grants
 - ◆ WIA NEG – 13 grant actions for 53 grants
 - ◆ WIA SRR – 22 grant actions for 71 grants
 - ◆ RISE grants – five grant actions for 16 grants
 - ◆ Other funds – three grant actions for five grants
- ◆ Updated the division's Continuity of Operations Plan (COOP) and conducted team reviews of the revised plans.

Upcoming Initiatives

Work with Office of Skills Development to implement grant processing and reviews for the new Wisconsin Fast Forward initiative.

IT Services

Program Summary

The IT Coordination Section manages provision of technical services and equipment, web design and publishing, forms development and coordination, IT project management, and business analysis. The section also assures compliance with related division, department, state and federal reporting requirements.

Accomplishments 2011-2013

- ◆ Implemented programming to remove Social Security verification information from all records, as required by the Social Security Administration.
- ◆ Connected with Unemployment Insurance Division to mandate all unemployment claimants who are required to look for work to also register with JCW, and to capture the number of claimants who did as instructed.
- ◆ Made JCW available for smart phones and other hand-held devices.
- ◆ Initiated a Project Management Ladder, to prioritize IT projects.

Upcoming Initiatives

- ◆ Work to further integrate the Unemployment Insurance Division and the Employment and Training Division.

Career Pathways and Bridge Programs (RISE)

Program Summary

Wisconsin's effort to respond to workforce training needs has been supported through three separate grants from the Joyce Foundation. In 2007, the Department of Workforce Development (DWD) received its first grant of \$1 million to identify and implement systemic change across employment and training partners, ultimately transforming state education and training policies to increase economic opportunity for low-skilled adults. Partnering with the Wisconsin Technical College System (WTCS) and other stakeholders, Career Pathways and Bridge programs were developed and strategies put into place to stimulate industry engagement to support career pathway efforts.

In May 2009, a second Joyce Foundation grant was awarded to DWD totaling \$450,500. This grant focused on implementing career pathway and bridge programs and identifying ways to collaborate and remove barriers for adult participation.

In April 2012, a third round of funding was awarded to DWD in the amount of \$576,000 to promote career pathway and bridge programs and expand access and support for this type of training. The accomplishments below reflect only those from 7/1/11 – 6/30/13.

Accomplishments

- ◆ WIA state and local plans include Career Pathways and Sector Strategies. Workforce Development Board (WDBs) were required to identify how they intended to work with their local technical colleges to assure Career Pathway programs were

available. This includes using the WIA funds they control to support Career Pathways.

- ◆ WTCS created a streamlined process for local colleges to offer modularized credentials (embedded technical diplomas and career pathway certificates) within already approved applied associate degrees and technical diplomas.
- ◆ The Wisconsin Department of Public Instruction Executive Committee endorsed a proposal to grant a High School Equivalency Diploma (HSED) to adults when they complete a technical college postsecondary certificate and clearly demonstrate a required level of grade-level competencies in traditional academic areas.
- ◆ Shares of WTCS General Purpose Revenue (GPR, i.e., state tax revenue) grants were devoted to college Career Pathway activities.
- ◆ The technical colleges and WDBs are using Career Pathways as their platform for developing innovative approaches and new programs. All of the state's WDBs agreed to propose a Career Pathway based approach as part of their joint application for DOL Incentive Funds. The technical colleges chose to use the Career Pathway platform to base their 2012 mutual application for Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grant Program funds.
- ◆ A new Career Pathway website was launched providing more robust information to stakeholders, educators and the public. A testimonial video was produced and a new logo was introduced. In addition, the site offers a Community of Practice page to highlight progress, reports and best practices.
- ◆ Center on Wisconsin Strategy published their findings on Wisconsin sector strategy initiatives in their report *Employers Take the Lead: A Report on Wisconsin's Industry Partnership Project*, which highlights the Career Pathway and sector strategy work initiated through DWD's efforts.
- ◆ Mini-grants were awarded to ten technical colleges and WDBs to develop materials and stage events or communication campaigns to promote Career Pathway and Bridge strategies among businesses and partner agencies in their region.
- ◆ WTCS has identified 211 Career Pathways with stacked credentials. Of those identified pathways, 57 contain a bridge component which includes pairing occupational courses, often introductory, with basic skills preparation courses.
- ◆ In February 2012, a professional development conference was hosted by DWD, WTCS and the Wisconsin Economic Development Corporation (WEDC). The event was an opportunity to share Career Pathway and Sector Strategy Initiative successes to date. In addition, national experts were present to inform participants about national strategies that support career pathways and the positive outcomes other states have experienced.
- ◆ A cross collaboration team was created representing WIA, Trade Adjustment Act/Dislocated Workers, technical colleges, Perkins, Adult Basic Education, TANF,

and Vocational Rehabilitation. The committee focused on finding ways to braid resources for increasing enrollments in Career Pathway and Bridge programs across the state.

- ◆ To support collaboration across programs, regional discussion and training were hosted to discuss challenges and opportunities for working together. In addition Career Pathway guidance training was delivered for career advisors, counselors and case managers.
- ◆ DWD and WTCS worked with the Center on Law and Social Policy to solicit changes to the Pell Grant funding policies which did not allow Career Pathway education as an acceptable use of grant resources. As a result of our joint effort, the federal guidelines were modified to include Career Pathways as an acceptable training program for Pell Grant recipients.

Upcoming Initiatives

- ◆ The WTCS data system is being modified to begin tracking Career Pathway Bridges beginning in the 2013/2014 data collection year.
- ◆ A web-based road mapping tool has been developed to assist educators and stakeholders in developing new Career Pathway curriculums. The TAACCCT grantees are going to use it this year to create a standardized set of roadmaps in Manufacturing. That process will occur during fall 2013.

Office of Veterans Services

Overview of Program Staff

The Office of Veterans Services is currently staffed by 11 local veteran employment representatives (LVERs) and 23 disabled veteran outreach specialists (DVOPs).

LVER staff are the program lead workers/business service staff that provide support to employers and promote efforts to increase the level of entered employment for veterans. They organize and facilitate job fairs for veterans, and conduct individual job development activity for veterans. LVER staff work with Job Center partners to ensure that “Priority of Service” for veterans is maintained within the one-stop centers.

DVOP staff provide intensive services using a case-managed approach to help veterans overcome any barriers to employments and assist them to become job-ready. DVOP staff also conduct job placement and job development activity.

Accomplishments

A comparative analysis of services provided by LVER and DVOP staff from December 2011 to June 30, 2013 reveals the following information:

- ◆ 4,498 veterans received staff-assisted services by LVER and DVOP staff by December 30, 2011
- ◆ 6,789 veterans received staff-assisted services by LVER and DVOP staff by June 30, 2013.
- ◆ An increase of 2291 veterans received staff-assisted service.
- ◆ 2,371 veterans received intensive services by LVER or DVOP staff by the end of December 2011
- ◆ 3,543 veterans received intensive services by LVER or DVOP staff by the end of June 30, 2013.

- ◆ An increase of 1,172 veterans received intensive service.

Despite economic conditions during December 2011 and June 2013, an increase of five percent in the level of veteran-entered employment following staff-assisted services was recorded by June 30, 2013.

- ◆ 277 disabled veterans entered employment following staff-assisted services provided by LVER and DVOP staff by December 30, 2011
- ◆ 439 disabled veterans entered employment following staff-assisted services provided by LVER and DVOP staff by June 30, 2013
- ◆ An increase of 162 disabled veterans entered employment.

Job Fairs for Veterans

DWD's Office of Veterans Service, in collaboration with the Wisconsin Department of Veterans Affairs (DVA), Employment Support of the Guard and Reserve, and the assistance of the American Legion Department of Wisconsin conducted 27 veteran job fairs in Wisconsin during the period January 2012 to August 2013. By the end of August 2013, 4,551 veterans met with 1,234 Wisconsin employers. A noticeable increase in positive results was noted during 2013. Fifty-six percent of veterans attending the Veteran Job Fairs left the event with a job offer or a follow-up interview.

Veteran Dislocated Workers

DWD's Office of Veterans Services LVER staff conducted job development activity and created on-the-job training (OJT) opportunities for veterans dislocated from Wisconsin's workforce. Fifty-three individual OJT training programs were developed in 2012 and 2013. By October 2012, 43 OJT training contracts were developed with Wisconsin employers with an average wage of \$13.34 per hour. With the beginning of the new federal fiscal year on October 1, 2012, the Department of Labor provided additional dollars for dislocated workers. The veterans program used these funds to create an additional 10 OJT training opportunities for veteran dislocated workers. These contracts had an average wage of \$15.25 per hour.

Promoting Veterans to Wisconsin Employers

DWD's Office of Veterans Services staff again collaborated with the Wisconsin Department of Veterans Affairs, Employment Support of the Guard and Reserve, the Department of Military Affairs, and the American Legion to promote and facilitate 14 instructional seminars for Wisconsin employers. These events provided information on financial benefits for Wisconsin employers when hiring a veteran. The seminars also demonstrated the transitional skills and leadership military veterans can bring to the workforce. The impact of these events was evident when participating employers expressed plans to develop new recruitment strategies focused on veterans.

Services to Wisconsin Disabled Veterans

DVOP staff provides intensive services and follow-up using a case management approach for disabled veterans enrolled in the Veterans Administration's Vocational Rehabilitation Chapter 31 program. In addition, DVOP and LVER staff provide job referrals and conduct job developments once these individuals complete their training. DVOP works in collaborative efforts with VA's vocational rehabilitation counselors to provide employment and job search assistance. From December 30, 2011 to June 30, 2013, the Office of

Veterans Services served 221 disabled veterans within this program entered and retained employment with an average wage of \$15.65 per hour.

Veterans in Piping

DWD's Office of Veterans Services LVER and DVOP staff promoted opportunities to enter the Veterans in Piping training program coordinated by the DWD Bureau of Apprenticeship Standards. Through the efforts of LVER and DVOP staff, 40 veterans were recruited for union-sponsored welding training program. At the end of the training these veterans entered apprenticeship programs as second-year apprenticeship within the union-organized piping industry. The average starting wage was \$20.00 per hour.

Homeless Veterans

LVER and DVOP staff worked with community organizations to provide employment services to organized stand down events in Milwaukee and La Crosse in 2012 and 2013.

Veterans Benefit Fairs

By August 2013, LVER and DVOP staff provided employment services at our Veterans Benefit Expos organized by the Wisconsin Department of Veterans Affairs.

OVS Support of Demobilizations and Reintegration for Military Service Members

LVER and DVOP staff provided employment services at Yellow Ribbon events sponsored by the Wisconsin National Guard and Reserve military units that returned from deployment. In 2013, staff supported reintegration events in Madison on the following dates:

- Jan 12, 2013: 24 National Guard and Reserve participants
- February 9, 2013: 44 National Guard participants
- June 8, 2013: 400 Marine Corps service members and families
- July 13, 2013: 24 National Guard and Reserve participants
- August 10, 2013: 59 National Guard and Reserve participants

Employment Services Support for Native American Population

LVER and DVOP staff worked collaboratively with the Wisconsin Department of Veterans Affairs to provide outreach and employment service for Native American veterans. In both 2012 and 2013, OVS staff provided employment service support at large organized events held in Milwaukee at the Summerfest grounds.

Veteran Offender Populations

DVOP staff coordinated activities with the Wisconsin Department of Veterans Affairs and the Wisconsin Department of Corrections to provide employment services within six months of release from correctional facilities.

Workforce Information and Technical Support

Program Summary

The Labor Market Information (LMI) Section and the Office of Economic Advisors (OEA) were combined into one new bureau in 2013 called the Bureau of Workforce Information

and Technical Support (BWITS) and will take advantage of the data and analytical synergies of the two groups. The new bureau produces detailed data on employment, unemployment, mass layoffs, job creation, wages, occupational wages and objective analyses on the interaction of workforce development and economic development for Wisconsin.

Fully funded by the federal government through the Department of Labor's Employment and Training Administration and the Bureau of Labor Statistics, BWITS provides information critical to the allocation of federal funds nationwide and provides the baseline information necessary to evaluate program outcomes in terms of job creation and a living wage. BWITS also provides access to information on job creation, unemployment and wage information to the public, other governmental agencies and academic researchers. The new bureau will be focused on improving the accuracy and timeliness of its data collection and dissemination, added analytical capabilities and began outreach activities to enhance access to and use of labor market information.

Accomplishments 2013

- ◆ Outreach of labor market and economic data and analysis to numerous groups, such as workforce development boards, economic development corporations, secondary and post-secondary education institutions, businesses, elected officials, non-governmental organizations, and the general public.
- ◆ Expanded the geographic level of detail for occupations and wages, including labor market areas, counties and other locations.
- ◆ Reporting unemployment rates for micropolitan areas (communities less than 50,000).
- ◆ Created JCW metrics, a monthly report of job orders and deleted information for the Workforce Development Boards.

Upcoming Initiatives

- ◆ BWITS is developing new products and services to enhance and facilitate matching business needs with job seekers skills. The new Skills Explorer application is a web-based data access tool to allow businesses and job seekers to access a broad and dense data base of transferrable skills to allow for rapid job placements and re-employment.
- ◆ Continued integration of the data and analytical capabilities in the new bureau.
- ◆ Develop a deeper understanding and use of integrated databases across DWD to develop better and more targeted workforce development policies and more efficient job placement activities.

Workforce Investment Act (WIA)

Program Summary

WIA was implemented in 1999 with U.S. Department of Labor (DOL) approval of a five-year strategic plan to operate unified One-Stop Job Service/Job Center systems. WIA provides training, supportive assistance, and job placement services for youth, adults and dislocated workers through the statewide job centers overseen by local workforce development boards

comprised of a majority of private sector business members. Annual federal funds have been around \$48 million to carry out the state's workforce system efforts.

Accomplishments 2011-13

- ◆ Based on DOL's nine negotiated performance measure goals, the state exceeded seven of the measures and met the other two for program year 2012.
- ◆ Developed a more robust onsite and file monitoring program (an annual WIA requirement) of the workforce system, including reviews of the comprehensive job centers based on state policy standards and compliance with universal access, (physical, programmatic and communication accessibility) and equal opportunities/non-discrimination requirements.
- ◆ Conducted statewide one-stop workforce partner's roundtable, roundtable on youth workforce programs and technical assistance to improve performance of youth services.
- ◆ Submitted Wisconsin's Integrated State Plan and Waiver Plan for WIA, Wagner-Peyser and the Agricultural Outreach Program to receive federal funds for the workforce activities.

Examples of successful activities considered to be best practices of the Workforce Development Boards (WDB) that included multiple sources of funding:

- ◆ South Central Wisconsin WDBs nationally recognized Career Pathways that improved the rate of completion from 65 percent to 85 percent through the WIA Individual Training Accounts and set-aside funds, and state and private grants.
- ◆ North Central Wisconsin WDBs retraining in industry-driven local food processing manufacturers funded by WIA, technical colleges, foundations and the Workforce Central Advanced Manufacturing Partnership -- a 23-week certification program earning 20 technical college credits to update skills which is being replicated with other industries.
- ◆ Bay Area WDBs Mobile Manufacturing Technology Lab, a 44-foot truck and trailer equipped with computer numerical control manufacturing tools and 12 work stations with funding from the technical college. In addition to training, the mobile lab is used for career education at high schools.
- ◆ Northwest Wisconsin WDB's Manufacturing Outreach Center project for onsite training. The WDB also sponsored a Matching Employers and Participants Networking for Talent Event offering employers an opportunity to meet, review work samples, and interview trainees graduating from machine tool/CNC and production welding programs.

The following example details the myriad of efforts and partners needed for successful programs. During the past 18 months, West Central WDB has worked with regional partners, including the area technical colleges and other organizations, to establish the Workforce Resource Manufacturing Training Center. This Center houses a fully functional classroom and computer lab along with more than 2000 sq. ft. of industrial learning space for teaching hands-on manufacturing skills. Curricula were developed with significant input from local manufacturers to craft the content of the program. The program consists of 360 training hours during a 12-week period. Training instruction covers basic welding, OSHA standards, first aid, lean manufacturing, critical core manufacturing skills, computer literacy in the workplace, Microsoft basics, blueprint reading, industrial math, use of measurement equipment, and work readiness.

Employers Take the Lead: Evaluation of the WIA State Set-aside Sector Grants: DWD's Division of Employment and Training was responsible for the WIA state set-aside funded industry/sector partnerships grants. While federal funding has diminished in state set-aside activities in recent years, sector/industry partnership projects have made a positive impact for businesses and the workforce. This was reinforced by an independent report recently released on Wisconsin's industry partnership project, *Employers Take The Lead*. The University of Wisconsin-Madison Center on Wisconsin Strategy (COWS) summarized the accomplishments of the multifaceted industry partnership efforts between dozens of participating employers and the workforce system, increasing the skills of more than 6,000 workers throughout the state. Examples of successes through innovative private-sector partnering from the report include:

- ◆ Manufacturing power controls training in a module format with ten employers, the Waukesha-Ozaukee-Washington WDB and the area technical college that enabled participants to garner training in in-demand skills across various manufacturing settings and a pathway to formal credentials.
- ◆ The Bay Area Marinette Marine project trained large numbers of existing and prospective workers for that industry.
- ◆ Six employers in the health care industry worked with the North Central Wisconsin WDB to provide bridge curricula tailored to meet their needs along with instruction in soft skills, career exploration, etc.
- ◆ With braided funding, the (a) Wisconsin Rapids area has an 11-member CEO Peer Council that ensures that worker training aligns with the skill needs of the region's manufacturing employers, and (b) Wisconsin Regional Training Partnership, based in Milwaukee, responds directly to employers' requests or clearly identified labor market needs for typically short-term training with high success rates of employment placement, retention and wage levels.

WIA Set-aside funding for sector grants: In April 2012, through an application process, the WDBs were each awarded a \$25,000 WIA State Set-Aside Grant (Bay area contract amount was \$22,500), and a \$4,000 private sector Regional Industry Skills Education Grant (RISE) for continued infusion of Career Pathways into the workforce system.

The WDBs were charged with the two primary goals of:

- ◆ Furthering the development of an existing sector (e.g., expand stakeholder groups, build on Career Ladders or advanced opportunities, etc.) and/or
- ◆ Initiating convening activities to explore a new area sector (e.g., explore sector potential, perform gap analyses, form stakeholder groups, etc.)

The total number of participants at 261 convening events was:

1,223	employers
121	economic development agencies
69	workforce development agencies
187	educational institutions (12 specific to RISE)
4	union participants
75	other (e.g., community-based organizations)

Upcoming Major Initiatives:

Congress is proceeding with a bipartisan WIA Reauthorization bill that will make substantial changes to previous WIA requirements to provide more flexibility to states. The legislation also focuses on sector strategies.

Work Opportunity Tax Credit Program (WOTC)

Program Summary

This is a federal program that offers businesses tax incentives to hire individuals with barriers to employment.

Accomplishments 2011–13

- ◆ WOTC was renewed by Congress on January 3, 2013.
- ◆ WOTC is continuing a close relationship with the Office of Veterans Services to promote hiring veterans to employers around the state.
- ◆ New system enhancements have been completed for the WOTC Program.

Upcoming Initiatives

- ◆ Continually promote WOTC to employers and partner agencies throughout the state.

Youth Apprenticeship

Program Summary

The Wisconsin Youth Apprenticeship (YA) program, first authorized in 1991 by the Wisconsin State Legislature, provides high school juniors and seniors the opportunity to explore their chosen career while still in high school. Students receive occupational instruction and on-the-job training as part of their regular high school schedule. With successful demonstration of occupational competencies, YA students leave high school with a state skill certificate and valuable career-related work experience. The program prepares students for an array of options after high school, from successfully transitioning directly into the workforce to pursuing higher educational training at a technical college or university. Since its inception in 1991, more than 19,000 Wisconsin students have successfully completed the YA program.

Accomplishments 2011-13

- ◆ Provided Youth Apprenticeship (YA) program outreach through employer site visits, group presentations and conference workshops. Roughly 20 to 30 group and conference presentations were provided annually.
- ◆ YA led collaborative effort to revise and update DWD Equal Rights Child Labor Guide and established linkages to publication on YA website. The update added information on risk assessment for work-based learning programs and Worker's Compensation for minors. Collaborative effort included internal DWD divisions as well as external partners including Department of Public Instruction, U.S. Department of Labor Wage and Hour Division, and independent risk assessment professionals.
http://dwd.wisconsin.gov/dwd/publications/erd/pdf/erd_17231_p.pdf
- ◆ Developed a comprehensive report outlining new development options for consideration of future program expansion in employer-driven demand occupations for youth work-based learning programs.

- ◆ Partnered with the Wisconsin Trucking Consortia, Wisconsin Economic Development Corp and WTCS Office on the development of a YA transportation, distribution, logistics (TDL) diesel mechanic unit curriculum.
- ◆ DWD initiated YA policy enhancements to strengthen collaborations, support innovative ideas and promote best practices. The state agency will monitor the impacts of these enhancements during the grant period.
- ◆ Wisconsin's YA program was recognized in the 2011 "Pathways to Prosperity" report issued by the Harvard Graduate School of Education. The report heralded the YA program as an "Exemplar of Employee Engagement" due to the high number of students who enter and complete post-secondary education or enter the workforce after completing the YA program.
- ◆ Initiated a Milwaukee Public Schools (MPS) YA Expansion Pilot program with the objective to seek creative recruitment strategies to engage and employ more MPS juniors and seniors in YA. The primary goal is to double the most recent MPS-wide annual YA enrollment, from 27 (2011-12 school year) to 54 students by the end of the 2013-14 fiscal year. Other outcome goals include:
 - diversification of the types of programs and career clusters within the piloted high school(s),
 - expansion and diversification of the employer industrial sectors actively mentoring YA students in the local YA work-and-learn environment, and
 - expansion of the efforts to other MPS high schools after piloting new and creative strategies for increased YA success in the entire MPS district
- ◆ Enrolled more than 2,871 students, representing 225 public and private school districts. More than 1,650 employers participated in the program.
- ◆ Issued annual Request for Proposals for 2011-12 and 2012-13 for \$1,600,800 and \$1,858,500 to 36 (2011 – 12) and 33 (2012 – 13) partnerships for the two years.
- ◆ Completed Youth Apprenticeship Program Area Revision and Career Pathway Alignment Project. DWD developed 22 "industry specific" programs (and curricula) for YA. The curriculum is based on state and national skill standards. The skill standards checklist for each area must be updated to address the changes in the particular industry. To address this, DWD began a project to revise and expand the current 22 programs and to align them within their appropriate Career Cluster and Pathway. Wisconsin now offers 10 of 16 Career Cluster YA Programs, offering on-the-job (OJT) training in 43 career options. All units are one year in length except in hospitality & transportation.
- ◆ Planned and facilitated annual YA forums in 2011, 2012 and 2013 for statewide YA coordinators and regional consortia staff. These forums served as technical assistance and training events and networking opportunities for the YA consortia staff and their partnering agencies.
- ◆ Conducted tribal outreach through YA working with Native American tribes' representatives from the College of Menominee Nation, Lac Courte Oreilles Ojibwa Community College and Ho-Chunk Nation's Education Department to discuss tribal youth programs and services. The goal is to understand how youth services and programs are being defined, to assess what is currently being done to help prepare young people, to identify collaborative relationships/partnerships that have proven

beneficial with efforts to help tribal youth, and to understand what barriers/challenges have hindered efforts to serve tribal youth.

- ◆ YA program outreach key group events and conferences provided include:
 - Adult Career Pathways and Bridges Conference
 - Alliance Steering Committee
 - Greater Milwaukee GMC Talent Dividend Initiative Annual Meeting
 - Greater Milwaukee Talent Dividend My Life, My Plan! session
 - MPS STEM Partners Luncheon
 - National At-Risk Education Network
 - UW Center on Education and Work (CEW) Conference
 - Waukesha County Manufacturing
 - WI Dept. of Public Instruction, Career and Technical Education, STEM
 - WI Department of Tourism meeting
 - WI Jobs for American Graduates (JAG) Student Annual Meeting
 - WI Manufacturing Extension Partnership Lunch and Learn
 - WI Auto and Truck Dealers Association meetings
 - WI CWI Youth Subcommittee meeting
 - WI Manufacturing and Commerce Conference
 - WI Rural Water Association
 - WI State Education Subcommittee
 - WI Technical Education meeting
- ◆ Youth Apprenticeship program curriculum development, update, and revise the graphic arts/printing, welding, manufacturing, and health services curriculums creating curricula for four new career pathways including water technician, diesel mechanic, dental assistant and advanced manufacturing completed.
- ◆ Initiated an electronic filing system and registration upload for processing the statewide YA program student registrations, Employment and Training Agreements and award Certificates of Occupational Proficiency. This system, along with a procedural protocol was enabled to reduce upload times and provide users with a direct connection to student information within the user's consortium. This includes migrating to an electronic file keeping structure to reduce the need for physical storage resources and create a more robust system that will increase the ease of access for DWD users.
- ◆ Web page enhancements include: Career Cluster Video Training Resources video explaining the components and use of the Youth Apprenticeship curriculum in your consortium, with your instructors, and with employers at the worksite.

<http://dwd.wisconsin.gov/youthapprenticeship/training/default.htm#curric>

Workforce Investment Act Youth

- ◆ Provided specialized and individual technical assistance and training to 115 providers representing seven Workforce Development Boards that failed one or more WIA youth performance measures.
- ◆ Partnered with staff from the Waukesha-Ozaukee-Washington Counties Workforce Development Board and Waukesha County Youth Apprenticeship Consortium to develop a guide to enroll Youth Apprentices into the WIA Youth Program.

Workforce Investment Act Performance

- ◆ Met or exceeded all nine of the U.S. DOL Performance Standards for WIA service and program delivery in Program Year 2011 and seven of the nine in Program Year 2012.

Upcoming Initiatives

- ◆ Establishing YA consortium monthly “Promising Practices” report requirement. Draft report template is being reviewed for approval.
- ◆ Developing youth metrics for YA program:
 - Assessing current metrics collected (60% student offered employment requirement report; 75% program completers requirement report; high school graduation rates; number of schools participating annually by consortium and total; number of annual YA employers by consortium and total; number of YA program enrollees by consortium and total; and YA student demographics by gender and ethnicity)
 - Exploring new YA metrics to collect (YA cluster program breakout; demographics (expanding to include student diverseness: at-risk, disabled and non-traditional gender program enrollment; and industry certifications earned (CNA, CPR, MSSC, NATEF-ASE, forklift training, phlebotomy, tractor safety, etc.)
- ◆ Interactive, online employer and student training modules being developed by CESA 5. The online training includes a communications module, professionalism module, mentor module and safety and security module. Workshop presentation on these modules, under development, was provided at the 2012 YA Forum.
- ◆ Collaborating with the Wisconsin Financial Services Association and Wisconsin Economic Development Corp. on connecting youth with financial services employers for YA expansion within accounting, banking and insurance industries.

Division of Vocational Rehabilitation

Mission

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

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

DVR's primary services in support of an employment goal are:

- ◆ Career guidance and counseling
- ◆ Disability and employment assessment
- ◆ Job search and placement assistance
- ◆ Information and referral services
- ◆ Transition to work services for students with disabilities in high school
- ◆ Employment service support for persons with severe disabilities; includes time-limited, on-the-job supports
- ◆ Vocational and other training
- ◆ Rehabilitation technology
- ◆ Occupational licenses, tools, and other equipment
- ◆ Assistance in small-business plan development

Program Summary

Collaborative partnerships with persons with disabilities seeking employment

More than 188 DVR licensed vocational rehabilitation counselors provide services in partnership with 69 consumer case coordinators. DVR services are located in 21 Comprehensive Job Centers with 20 additional service locations 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 job seeker with a disability and written into an Individualized Plan for Employment. At any given time, more than 17,000 individuals with disabilities are actively participating in an employment plan 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 job seeker with a disability.

Supporting businesses that recruit, hire, and retain persons with disabilities

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

- ◆ Wisconsin DVR recently established twenty new Business Services Consultants, who will help Wisconsin businesses recruit, hire and retain qualified personnel, including people with disabilities.

- ◆ In the Walgreens Retail Employees with Disabilities Initiative (REDI), DVR refers job seekers with significant disabilities to participate in a training program that prepares them for a customer service job with Walgreens or other retail settings. DVR-funded, on-site job coaches participate in a Walgreens-designed training and provide the support the externs need while they are learning their various job duties. There are currently 16 sites, with statewide expansion planned in 2013. This “place and train” model provides the needed supports and training for DVR jobseekers to succeed.
- ◆ The success of the Walgreens REDI model has led to DVR exploring the place and train model with other businesses. DVR is currently working with Froedtert Health Systems and with Wisconsin’s tribal entities to implement this model at their various locations.
- ◆ Through a partnership with the Council of State Administrators of Vocational Rehabilitation (CSAVR), DVR is an active partner in a National Employment Team (NET). The NET offers a coordinated vocational rehabilitation agency approach to serving multi-state and national businesses by providing employer development, employee recruiting assistance and business consulting in support of hiring and retaining qualified employees with disabilities.
- ◆ DVR staff are a part of business services teams in all of Wisconsin’s 21 Comprehensive Job Centers. Along with DVR staff, these teams include partner agencies who work toward the common goal of connecting businesses with qualified job candidates.

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

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

- ◆ *Family Care* – DVR is collaborating with DHS to support Wisconsin’s Family Care program expansion and the effort to maximize community-based work options for persons with disabilities who need long-term employment supports.
- ◆ *Supported Employment* – For those areas of the state that are not yet involved in Family Care services, DVR collaborates with county human service agencies to increase employment opportunities for people with severe disabilities by working with the job seeker and a business to find a job suited to the applicant’s specific skills and abilities. DVR collaborates with county partners to provide the longer-term supports that may be required to maintain employment.
- ◆ *High School Transition Services* – In partnership with DPI and DHS, 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.
 - ◆ DVR partners with the Department of Health Services, the Department of Public Instruction and the Board for People with Developmental Disabilities to implement **Let’s Get to Work** grants in nine school districts throughout the state. These grants examine interventions to improve employment outcomes for youth with developmental disabilities in Wisconsin

- ◆ Building on the Let's Get to Work project, DVR will reimburse an employer for the costs associated with training a youth in a job at up to 100% of wages for up to 500 hours through the **Youth On the Job Training** initiative. DVR transition consumers can work these hours either during school or summer breaks.
- ◆ **Project SEARCH** is a 9-12 month program for students with disabilities in their last year of high school. It provides training and education that lead to integrated employment for individuals with disabilities. The program occurs on-site at a high status community business. There are currently seven active Project SEARCH sites in Wisconsin.
- ◆ *Wisconsin Works (W-2)* – DVR collaborates with Wisconsin Department of Children and Families (DCF) to maximize the employability of DVR/TANF participants by increasing service collaboration and reducing duplicative efforts. DVR's agreement with DCF establishes communication and a common understanding regarding the roles, policies and procedures of each agency to improve services to common customers.
- ◆ *Native Americans with Disabilities* – DVR works closely with the Great Lakes Intertribal Council (GLITC) to improve employment outcomes for Native Americans with disabilities. The partnership focuses on addressing cross-cultural needs and increasing coordination between DVR and tribal VR agencies common customers.
- ◆ *Institutions of Higher Education* – Agreements with the University of Wisconsin System and the Wisconsin Technical College Systems Board allow DVR and Wisconsin's Institutions of Higher Education (IHE) to share information regarding financial aid so that individuals are able to make maximum effort to secure financial aids.

Accomplishments 2011-2013

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

	SFY 2012	SFY 2013
Successful Employment outcomes	3,306	3,520
Wages per hour of those employed	\$12.31	\$12.26
Applicants for services	17,640	18,530

- ◆ 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 2013, DVR invested \$29.2 million in the 3,520 DVR participants who successfully reached their employment goal. The estimated annual earning for that group was \$59.6 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 2013.

State Fiscal Year 2013

<i>County</i>	<i>Cost of DVR Services</i>	<i>Annual Income of DVR Successes</i>	<i>Successful employment outcomes</i>
Adams	\$2,931.89	\$7,072.00	1
Ashland	\$218,573.89	\$451,152.00	22
Barron	\$412,350.44	\$617,500.00	38
Bayfield	\$22,597.31	\$85,904.00	8
Brown	\$928,770.50	\$2,210,854.36	142
Buffalo	\$4,081.01	\$36,400.00	2
Burnett	\$11,881.68	\$59,904.00	3
Calumet	\$129,545.18	\$374,693.28	16
Chippewa	\$156,980.05	\$387,088.00	29
Clark	\$342,582.12	\$294,268.00	19
Columbia	\$535,054.87	\$803,207.60	59
Crawford	\$203,422.76	\$205,088.00	7
Dane	\$3,570,087.94	\$5,606,415.36	376
Dodge	\$681,752.79	\$1,024,526.36	59
Door	\$78,287.05	\$166,647.00	9
Douglas	\$229,267.37	\$477,308.00	34
Dunn	\$270,191.06	\$530,836.80	21
Eau Claire	\$357,786.27	\$815,925.76	66
Florence	\$37,348.62	\$68,120.00	4
Fond Du Lac	\$808,220.32	\$1,692,260.44	104
Grant	\$411,612.24	\$856,670.88	24
Green	\$15,654.82	\$163,160.40	8
Green Lake	\$59,212.74	\$113,064.12	7
Iowa	\$40,219.17	\$182,312.00	11
Jackson	\$132,730.63	\$161,206.76	14
Jefferson	\$328,135.36	\$722,724.08	39
Juneau	\$185,489.77	\$314,444.00	20
Kenosha	\$601,214.73	\$1,426,482.20	99
Kewaunee	\$58,489.38	\$87,308.00	6
La Crosse	\$1,051,609.46	\$1,383,213.00	96
Lafayette	\$6,431.56	\$27,976.00	3
Langlade	\$71,136.31	\$87,798.88	8
Lincoln	\$55,122.27	\$80,860.00	6
Manitowoc	\$285,906.66	\$819,166.40	53
Marathon	\$982,069.12	\$1,714,888.24	92
Marinette	\$151,606.10	\$365,385.28	25
Marquette	\$23,218.73	\$41,522.00	6
Menominee	\$17,276.99	\$156,812.76	8
Milwaukee	\$3,909,653.29	\$10,032,598.16	559
Monroe	\$200,906.69	\$529,647.04	29
Oconto	\$48,472.43	\$368,478.76	16
Oneida	\$258,864.96	\$497,140.80	26
Outagamie	\$923,548.73	\$1,668,290.52	108
Ozaukee	\$806,844.08	\$1,234,656.28	66
Pepin	\$35,186.78	\$48,620.00	4
Pierce	\$138,485.96	\$364,650.00	13
Polk	\$302,682.09	\$324,794.60	23
Portage	\$219,029.11	\$249,951.52	22
Price	\$114,090.85	\$213,262.40	15

<i>County</i>	<i>Cost of DVR Services</i>	<i>Annual Income of DVR Successes</i>	<i>Successful employment outcomes</i>
Racine	\$880,086.01	\$1,788,633.08	111
Richland	\$162,671.39	\$490,066.20	23
Rock	\$1,054,848.91	\$2,296,260.72	147
Rusk	\$138,567.38	\$292,045.00	11
St. Croix	\$531,955.80	\$500,622.20	37
Sauk	\$145,697.83	\$228,644.00	14
Sawyer	\$86,869.46	\$255,138.00	9
Shawano	\$147,226.08	\$718,163.68	17
Sheboygan	\$490,530.89	\$1,495,069.16	82
Taylor	\$258,793.69	\$200,844.80	8
Trempealeau	\$78,950.61	\$134,693.52	12
Vernon	\$443,241.45	\$632,791.12	29
Vilas	\$6,407.60	\$42,094.00	2
Walworth	\$432,185.21	\$932,460.88	57
Washburn	\$33,098.73	\$81,494.40	7
Washington	\$768,787.64	\$1,771,980.08	107
Waukesha	\$1,839,032.97	\$4,373,140.20	228
Waupaca	\$61,993.53	\$191,640.80	9
Waushara	\$89,286.75	\$196,456.00	15
Winnebago	\$676,692.28	\$2,202,627.44	120
Wood	\$449,998.99	\$662,732.20	50
Totals	\$29,213,537.33	\$59,639,853.52	3,520

- ◆ DVR staff provide vocational rehabilitation services to people with disabilities through a system of team-based service delivery. This approach allows DVR to serve job seekers with disabilities more efficiently by utilizing the strengths and talents of all team members.
- ◆ When a DVR consumer who receives Social Security disability benefits works above a level known as substantial gainful activity, DVR receives reimbursement from the Social Security Administration for the cost of that person's case with DVR. In State Fiscal Years 2012 and 2013, Wisconsin received more than \$7.5 million in reimbursements for the Social Security Administration. Reimbursed funds are folded back into the program to offer additional job seeker and business services.
- ◆ Wisconsin DVR is regarded as a national leader in the field of vocational rehabilitation. DVR senior managers and staff have been invited to several national events to share Wisconsin's best practices in several subject areas.
 - National Governor's Association to discuss vocational rehabilitation services for business and innovative service delivery that connects youth with disabilities to employment.
 - Consortia of Administrators for Native American Rehabilitation (CANAR) to discuss best practices for serving Native Americans with disabilities.
- ◆ DVR developed a streamlined On-the-Job Training (OJT) program. This individualized training program is conducted at the actual work site where a job applicant receives specific training required to secure employment. Fifty percent of the salary and fringe expenses of a DVR candidate hired by the company will be covered by DVR for up to

90 days. Since its beginning in February 2009, DVR has placed more than 1,700 individuals in on the job training experiences, with a 83% job retention rate.

Upcoming Initiatives

- ◆ In SFY 2014, DVR anticipates maintaining for a seventh consecutive year, no wait for employment plan services for eligible applicants with the most significant disabilities (Order of Selection Category 1), a wait period of no longer than six months for those with significant disabilities (OOS Category 2), and an indeterminate wait for services for individuals determined to have non-significant disabilities (OOS Category 3).
- ◆ To improve employment success for individuals with a mental health diagnosis, the largest DVR disability group, DVR has partnered with the Department of Health Services, Division of Mental Health and Substance Abuse Services to establish Individualized Placements Supports (IPS) pilots in ten Wisconsin counties as part of a grant with Dartmouth College and Johnson and Johnson.
- ◆ IPS is an evidenced based practice model of supported employment for individuals with severe and significant mental illness utilizing a team of professionals who focus on employment as a treatment tool for mental health services. DVR anticipates that IPS programs will be available statewide within five years.

Division of Unemployment Insurance

Mission

Providing economic support for unemployed workers and stabilizing of the economy.

Program Summary

- ◆ Determines eligibility and pays benefits to claimants under state and federal programs and requirements.
- ◆ Manages the Unemployment Insurance (UI) Trust Fund.
- ◆ Collects Unemployment Insurance taxes from approximately 135,000 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 UI 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 2011-2013

- ◆ Distributed more than \$3.27 billion in UI benefits to 517,748 claimants over two years.

	CY 2011	CY 2012
Number of Claimants Paid	446,988	371,618
Amount of Benefits Paid	\$ 2,076,361,652.51	\$ 1,599,338,625.50
Number of UI Initial Applications	730,661	905,732
Number of weekly claims processed	8,995,230	6,974,052
Number of disputed issues resolved	357,173	363,353

- ◆ Issued 706,126 written initial determinations of benefit eligibility during the biennium.
- ◆ Implemented new law in October 2012 which increased the penalties for acts of fraud and added a 15% penalty on overpayments resulting from fraud.
- ◆ Secured a renewal of a federal grant to continue, in partnership with DET, to conduct Reviews of Eligibility Assessments (REAs) for UI claimants.
- ◆ Continued to participate in a Federal initiative for "high impact states" to develop strategies to reduce improper payments. Wisconsin continued the use of some strategies focused on reducing errors due to improper reporting of benefit year earnings, including implementing a new cross match for addresses and phone numbers and sending educational flyers to employers and claimants regarding their responsibilities for reporting accurate and complete information

- ◆ In 2012, UI continued to implement the standard operating procedures, as recommended by USDOL, to process matches from the State and National Directories of New Hires (SDNH/NDNH). This process stops benefit payments and mails a letter to claimants directing them to contact UI and provide information regarding their hire status. This reduces the potential for fraudulent overpayment of benefits. Conducted a value stream mapping of adjudication, program integrity and non-automated claims to streamline our processes and allow more time for value added tasks. Held 21 labor law clinics and 18 Friday Fundamentals to teach employers about their rights and responsibilities under Wisconsin law. Clinics are offered in all areas of the state and average more than 100 employers attending each clinic.
- ◆ Participated in rapid response sessions and provided speakers to 115 employer groups, human resource groups, and business associations upon request. The four adjudication centers gave 204 presentations to 7520 participants.
- ◆ Presented information on UI fraud at the District Attorneys' conference in 2012 to solicit help in the prosecution unemployment fraud. Prepared and issued the 2012 Report on Detection and Prosecution of Fraud to the UI Advisory Council, including details on recovery of over \$ 50 million in overpayments in 2012.
- ◆ Established \$ 63,430,652 in overpayments in 2012; including \$ 31,505,810 due to fraudulent activities.
- ◆ Recovered over \$ 50 million in overpayments in 2012; including \$9,023,810 due to fraudulent activities.
- ◆ Assessed \$ 39,469,232 in penalties for fraudulent claims in 2012 and collected \$ 9,366,384.
- ◆ Referred 56 cases for prosecution and received 14 convictions in 2012.

Bureau of Legal Affairs

The UID led passage of the UI Bills, 2011 Wisconsin Act 198 and 236 with testimony, technical legal and fiscal analysis and other support before legislative committees.

Provisions of the bill include:

- Increasing the forfeiture for concealment to two times, four times and eight times the claimant's weekly benefit rate;
- Amending ineligibility of claimants for benefit year earnings for claimants for a particular week if for 32 hours or more they perform work, have ascribed wages, or received holiday pay, vacation pay, termination pay or sick leave when treated as compensation;
- Tightening the benefit eligibility requirement of availability for work when the claimant is located outside of the U.S. for 48 hours or more;
- Assessing a 15% penalty on benefit overpayments resulting from fraud; and
- Offsetting Department of Treasury payments to recover benefit overpayments resulting from claimants' erroneous wage reports

The UID presented law change proposals to the UIAC in November 2012 and February 2013. The UIAC approved the proposals which included changes to work search and participation in RES services. Ultimately, the Governor included the department's proposal to increase the number of work search actions required for UI benefit eligibility from 2 to at least 4 in the budget bill and the law change became effective July 7, 2013. 2012 Wisconsin Act 36 included the department's proposed statutory change requiring claimants

to submit additional information to the department to facilitate reemployment and the law became effective July 7, 2013. Rules are in process to implement this provision which will require claimants to complete online questionnaires and training modules, and participate in RES as directed by the Department.

Other law changes passed in summer 2012 that are projected to have a positive effect on the UI Trust Fund include:

- Clarifying the misconduct standard for disqualification from benefit eligibility and addition of substantial fault as a disqualification from benefit eligibility;
- Elimination and amendment of a number of quit exceptions;
- Discontinuation of extended training benefits;
- Providing an increase in collection of erroneous benefit overpayments through narrowing the definition of departmental error and allowing the department to bring legal actions to collect erroneous benefit overpayments to third parties.
- Increased collection tools of delinquent tax and erroneous benefit payments through financial cross matches with financial institutions, entering into data sharing agreements with DOT Division of Motor Vehicles, suspending a license of an employer delinquent in paying taxes.

In addition, the UID provided information and technical assistance to the legislature on new laws which provide GPR funding to pay interest on the federal loans to the UI Trust Fund in 2013 and 2014 and providing an interest-free loan to the UI Trust Fund so that the Fund may have a positive balance in November 2014 and thereby avoiding a FUTA credit reduction for WI employers.

Bureau of Tax & Accounting

The Bureau worked to extend the implementation of the United States Treasury Tax Offset Program (TOP) of federal tax refund interceptions. In 2011 and 2012, Wisconsin has collected \$14.9 million in overpayments through TOP federal tax refund interceptions and \$11.6 million through state tax refunds from the Department of Revenue. Through July 31, 2013, UI has collected \$27.9 million through TOP since the program began in 2011.

General Accounting

- ◆ Implemented electronic payment system in the State Unemployment Insurance Tax Enterprise System (SUITES) which has collected \$500 million in 2011 and 2012, and has collected Special Assessment for Interest (SAFI) of \$61 million in 2011 and \$25 million in 2012.
- ◆ Suites new projects implemented during 2011 and 2012 include 15% penalty assessment on fraudulent overpayments, claimant 1099-G automation, benefits Debit Card programming, expanding criteria for TOP federal tax intercepts, employer portal security enhancement, and payment agreement installment Electronic Funds Transfer payments.
- ◆ Accounting has provided extensive analysis for Trust Fund solvency with fiscal estimates.

Employer Service Team

- ◆ Employer Service Team new status determinations for 2011 12,684 and for 2012 13,271.
- ◆ Business transfer determinations for 2011 1,785 and for 2012 1,936.
- ◆ Telephone calls answered in 2011 57,000 and 52,805 in 2012.

Collections

- ◆ Benefit Overpayment collections in in 2011 of \$44 million and in 2012 of \$50 million. Collected \$3 million in TOP and \$4.6 million in state tax intercepts in 2011. Increased collection from tax intercepts for 2012 to \$11.8 million from TOP and \$7.0 million from state taxes.
- ◆ Employer delinquent taxes collected in 2011 of \$28.9 million and in 2012 of \$34.3 million.
- ◆ Claimant benefit overpayment collectors answered 50,000 phone calls in 2011 and over 60,000 in 2012.
- ◆ Employer delinquent tax collectors answered over 30,000 telephone calls in 2011 and over 40,000 calls in 2012.

Audit

- ◆ Additional taxes assessed by BTA audits were \$1.8 million in 2011 and \$2.4 million in 2012.
- ◆ Number of new workers identified in 2011 was 9,336 and an additional 5,850 were identified in 2012.
- ◆ Total audits completed in 2011 were 1,999 and in 2012, 1,523.

Upcoming Initiatives

- ◆ Modernize Unemployment Insurance Benefits, Appeals, and Program Integrity Automated System to improve functionality, increase efficiencies, reduce support costs, and decrease risk and vulnerabilities
- ◆ Connect UI claimants to DET services.
- ◆ Create a common registration for UI and DET customers.
- ◆ Continue and expand work with the IRS Governmental Liaison Data Exchange Program (GLDEP) to receive additional extracts which will help our collection efforts in the future. Extracts such as Corporate Affiliations will allow us to identify non-filers and potential transfers. The Federal Employer Identification Number extract will allow us to gather bank account information for collection purposes. Create additional cross matches to identify fraudulent claims and fictitious employers.
- ◆ Improve the employer's handbook to include useful information including employee's eligibility for benefits.
- ◆ Create an online portal for employers to make complaints.
- ◆ Clarify communications with employers by designing more informative statements of reserve fund balances.

- ◆ Several new collections tools were included in 2013 Wisconsin Act 36 to continue the aggressive collection of benefit overpayments and of delinquent tax debt: the ability to revoke professional and some business licenses for failure to pay taxes after other legal actions have been exhausted, a financial cross match to identify assets eligible for levies, and an improved cross match with the Wisconsin Department of Motor Vehicles to find current addresses.
- ◆ DWD will support the Unemployment Insurance Advisory Council in its role in advising the legislature and the department regarding changes in UI law.
- ◆ DWD has been granted an SBR for \$1,450,536 to fund various program integrity initiatives including the implementation and maintenance for SIDES and the phase one development of a claimant portal.
- ◆ Convert legacy mainframe database to modern relational database platform.
- ◆ Implement a data exchange system to communicate with large employers and employer agents electronically

Bureau of Management Information and Services

The Bureau of Management and Information Services (BMIS) is a new shared service bureau, in the Division of Unemployment Insurance. It has brought together individuals with diverse talents from both within and outside UI to provide more efficient and focused back office services to the customer facing bureaus of the division. Key central services provided by this bureau include:

- ◆ business analysis and technical system support,
- ◆ data warehousing and reporting along with data sharing with other outside agencies,
- ◆ planning and forecasting of economic and policy changes,
- ◆ communications and web publishing,
- ◆ centralization of purchasing.

Some of the accomplishments of this bureau in partnership with other UI bureaus include:

Virtual Hold for Claimants

During periods of heavy call volume, UI customers have experienced long wait times leading to abandoned calls, repeat attempts and customer dissatisfaction. In July of 2013, UI implemented Virtual Hold, which informs customers of the estimated wait time and allows the customer of the choice of remaining on the line and continuing to wait or to receive a call back when they reach the front of the call queue. The queuing system monitors the call queue and then automatically places the outbound call when an agent is available. This saves customers actual wait time and provides them with the service they are requesting.

Pre-Paid Debit Cards for UI Benefit Payments

Previously, claimants could receive UI benefit payments via direct deposit or paper checks. In July 2013, the department began phasing out the use of paper checks. Claimants filing a new claim or to re-opening an inactive claim now have the option of receiving their UI benefit payment by either direct deposit or pre-paid debit card. This initiative is estimated to provide significant savings to UI in printing and mailing costs of UI benefit checks. Additionally, some of the benefits to claimants include faster payment with money automatically deposited to their card accounts, improved security with no need to carry large amounts of cash and cost savings, with no more check cashing fees.

UI Claimant Portal

The new Benefit Services Home Page, the UI Claimant Portal was implemented in September of 2012, giving claimants a single point of entry for all UI services enhancing user security and improving program integrity.

Data Warehousing

We have begun to expand the use of the UI data warehouse by beginning to move UI Benefits data to the data warehouse. This will allow UI to proceed with required federal data validation. In addition, it will allow much greater availability and access to the data which will allow for a greater scope, accuracy, and celerity when responding to data requests.

Planning and Forecasting

- ◆ The Planning and Forecasting staff led the preparation of the 103 biennial report to the Governor and Legislature, the UI Financial Outlook, which focused on the UI reserve fund status, projections and current problems facing the trust fund.
- ◆ This team was also instrumental in preparing fiscal analysis in support of recent UI legislative reforms passed in the Budget bill and Act 36.

Worker Classification Website

In partnership with BOLA, we developed a new Worker Classification Internet site, to assist employers in determining if their workers are employees or independent contractors.

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 2011-2013

Bureau of Insurance Programs

The Bureau of Insurance Programs reports the Uninsured Employer Fund (UEF) remains strong with a \$10.4 million balance as of June 30, 2013. Accomplishments from July 1, 2011 to June 30, 2013 include:

- ◆ Completed 41,105 Wisconsin employer investigations.
- ◆ Assessed penalties on 3,490 employers for operating without worker's compensation insurance.
- ◆ Collected penalty assessments of \$ 4.7million from illegally uninsured employers.
- ◆ Estimated new insurance coverage resulted for 84,000 Wisconsin employees based on these efforts.
- ◆ Investigated and processed 105 claims for the Uninsured Employers Fund (UEF).
- ◆ Paid \$6.0 million through the UEF to or on behalf of workers injured while working for illegally uninsured employers.
- ◆ Monitored 170 private and 55 public self-insured Wisconsin employers as a part of our self-insurance program.
- ◆ Two new wrap up projects were approved. Currently there are five active wrap-up projects being monitored. Wrap-up projects are large construction projects with a single

policy covering all contractors. Wrap-up projects are designed to provide a coordinated project safety program. To qualify as a wrap-up project, the estimated project cost of completion must equal at least \$25 million and the estimated standard worker's compensation manual premium must be \$250,000 or more.

Bureau of Claims Management

The Bureau of Claims Management used information technology to improve customer service and streamline claims processing, as well as ensure prompt and accurate payment of benefits due and compliance with department reporting requirements. Accomplishments from July 1, 2011, to June 30, 2013, include:

- ◆ Monitored and processed over 74,400 non-litigated claims for accuracy, actions and prompt payments of over \$603 million.
- ◆ Created over 4,600 claims for applications, third parties, and hearing loss.
- ◆ Calculated Permanent Partial Disability (PPD) estimates for over 21,700 litigated and non-litigated claims.
- ◆ Verified and processed over 14,170 litigated and non-litigated claims for wage information.
- ◆ Processed over 217,000 pieces of litigated mail, paper reports and claim-related emails.
- ◆ Processed and verified over 9,750 claims for compromise and finding of fact orders.
- ◆ Received and processed, through the Kofax Fax Importation application, over 51,200 batches of responses to claim information requests. Kofax allows the faxed information to remain electronic while claim entries are made and the information is sent to other staff through workflow. Prior to Kofax the faxed information was printed, claim entries made, the faxed information scanned and then sent to other staff through workflow.
- ◆ Received over 336,200 electronic transmissions of claim-related information by users of the division's pending reports Internet application. This is a secure login, real time application for both the viewing of claim information/status as well as the submission of reports required by the division.
- ◆ Reviewed over 780 claims, many of them on an ongoing monthly basis, for the purposes of fulfilling the division's federal Medicare Secondary Payer Mandatory Reporting requirement as laid out in Section 111 of the Medicare, Medicaid, and SCHIP Extension Act (MMSEA) of 2007. Necessary claim entries were made and further information was reported to the Centers for Medicare and Medicaid Services when applicable.
- ◆ Published Indicators quarterly to help insurance companies and self-insured employers view their performance in eight various areas of compliance. Of the eight indicators, six of them are at or above the standard and two of them are improving.
- ◆ Issued an average of \$6.3 million per SFY over the biennium in special work injury benefits, including a biennium total of \$471,832 in death benefits to dependents of fatally-injured workers, and over \$758,200 in benefits paid to injured workers with permanent total disability.

Bureau of 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. Accomplishments include:

- ◆ Scheduled 10,166 hearings, and conducted 1,251 formal hearings.
- ◆ Issued 12,754 judicial orders to resolve injury claim disputes.
- ◆ Processed 11,041 hearing requests.
- ◆ Conducted 1,898 pre-hearing and settlement conferences to resolve contested cases.
- ◆ Approved 9,414 settlements to resolve contested cases.
- ◆ Resolved 7,464 health care service fee and necessity of treatment dispute cases through alternative dispute resolution.

Initiatives Accomplished

- ◆ Underwent a VSM on the WC Application for Hearing process. The VSM led to a streamlined procedure that has resulted in a one-day turnaround from the point at which the hearing application is received to the point at which the hearing application is processed and then sent to the legal services staff for further handling.
- ◆ Assisted in the implementation and utilization of the Worker's Compensation Division computer assisted scheduling program within the Unemployment Insurance Bureau of Legal Affairs
- ◆ Updated the certified data bases and forms necessary for the health care services reasonableness of fee dispute resolution process required by a recent statutory change reducing the formula amount from 1.4 standard deviations above the mean to 1.2 standard deviations above the mean

Upcoming Initiatives

- ◆ Provide assistance and staff support for the Worker's Compensation Advisory Council to finalize the "Agreed Upon Bill" for this biennium.
- ◆ Work with the Worker's Compensation Advisory Council and other stakeholders to strengthen the solvency of the Work Injury Supplemental Benefit Fund.
- ◆ Consult with the Health Care Provider Advisory Committee to develop parameters for the use of opioids and narcotics for the treatment of injured employees.
- ◆ Develop and implement a new view on the Payments Window in ICMS. This will allow the WC Division to fine tune its ability to track claim specific payments out of the Work Injury Supplemental Benefit Fund.
- ◆ Finalize beta testing of the .NET rewrite of ICMS. When this is moved to production there will be no more applications in the WC Division written in PowerBuilder.
- ◆ Review and commence initial planning of the rewrite of the Uninsured Employers Fund Collections database.
- ◆ Continue to completion the successful safety results of the Forest County Potawatomi Community and Milwaukee Metropolitan Sewerage District wrap-up construction projects.

Equal Rights Division

Mission

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

Program Summary

The Equal Rights Division's Bureau of Civil Rights is responsible for enforcing the Fair Employment, Fair Housing, Public Accommodations, Whistleblower, and Family and Medical Leave laws. The Bureau of Labor Standards enforces all Labor Standards Laws, including Hours of Work and Overtime, Minimum Wage, Wage Payment and Collection, Child Labor, and Business Closing, and sets and enforces the Prevailing Wage rates for state 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 using outreach and education as a means to eliminate discrimination and inadvertent violations of laws the division enforces. Division personnel participate in over 50 presentations and seminars each year in support of this effort.

Accomplishments 2011-2013

- ◆ Investigated 7,193 civil rights cases.
- ◆ Resolved 5,348 unpaid wage complaints and recovered over \$4.274 million for workers.
- ◆ Resolved 185 construction wage complaints and recovered over \$540,000 for construction workers.
- ◆ Implemented mechanisms that will help the Division enforce the Traveling Sales Crew licensing requirements passed in 2010, including ongoing communication with local law enforcement and a "Wisconsin Door-to-Door" Facebook page aimed at disseminating information regarding the law and its requirements.
- ◆ Settled a lawsuit with Satton Marketing over its failure to properly register as a "traveling sales crew" in Wisconsin.
- ◆ Maintained a successful Early Referral Mediation Program in the Civil Rights Bureau to allow parties to reach early resolution of discrimination complaints *prior to* investigation. This saves the parties the costs associated with investigations and administrative hearings. The Bureau held 261 Early Referral Mediation sessions, 178 of which were successful--68% success rate.
- ◆ Continued to successfully employ a diverse workforce while absorbing many retirements.

Administrative Services Division

Mission

Reduce department costs and improve service delivery by providing responsive, efficient, transparent, and high quality administrative support services.

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 following bureaus:

Financial Services

- ◆ Accounts Payable
- ◆ Accounting
- ◆ Financial Reporting

Human Resources

- ◆ Classification and Compensation
- ◆ Staffing
- ◆ Payroll and Benefits
- ◆ Employee Development and Training
- ◆ AA/EEO
- ◆ Employee Relations

Information Technology

- ◆ Office of Chief Information Officer
- ◆ Application Development
- ◆ Service Desk
- ◆ Computer Production and Operation Services

General Services

- ◆ Facilities Management
- ◆ Telecommunications Services
- ◆ Central Support Services

Procurement

- ◆ Provide counsel in all procurement activities under Chapters 16 and 35 of the Wisconsin Statutes
- ◆ Provide project management for all official sealed bids and Request for Proposals (RFP)

- ◆ Development and review of contracts
- ◆ Conduct contract and pricing negotiations

Administrative Support

- ◆ Division Management and Planning
- ◆ Lead Quality Steering Committee (QST) Efforts for the Department
- ◆ Continuity of Operations (COOP) and Continuity of Government (COG)
- ◆ Health, Safety and Wellness Program Management
- ◆ Intranet and Internet Websites Web Accessibility and Usability
- ◆ DWD Policy Manual and Organization Charts
- ◆ Grant Administration
 - ◆ Maintenance of DWD Grants
 - ◆ Division support for grant application submission
 - ◆ Grant application process governance

Accomplishments 2011-2013

- ◆ The Bureau of Financial Management was reorganized into the Bureau of Finance, Office of Policy, Planning and Budget and the Office of Procurement. The Bureau of Finance was reorganized into the Accounting and Accounts Payable sections.

- ◆ The State of Wisconsin FY 2011-12 Single Audit Report was released without any audit findings for the department.
- ◆ Reported a 15 % Minority Business Enterprise (MBE) spend for SFY 2013, exceeding the State goal of 5%.
- ◆ The time distribution process was rewritten to better summarize the records. This will save an estimated \$182,000 per year in processing costs.
- ◆ Provided project leadership for several high profile, complex projects including:
 - ◆ Unemployment to Employment (U2E)
 - ◆ Mandatory JCW Registration
 - ◆ Wisconsin Fast Forward
- ◆ Implemented J-TRAC, the agency's first automated dashboard to align the DWD Strategic Plan with strategic goals and metrics for the department.
- ◆ Led the formation and efforts of DWD's Business Analysis Center of Excellence (BA CoE). The BA CoE provides a knowledge base to the department for BA work through regular sessions that focus on key BA topic areas. Led and coordinated over a year of BA monthly sessions that have been highly rated by participants. Participant assessments indicate that the sessions have increased the agency's overall BA competency.
- ◆ The CIO Office is now leading and coordinating Value Stream Mapping (VSM) process improvement efforts for the department, saving significant staff time and money, while adding more value to our customers and stakeholders.
- ◆ Provided leadership for DWD's Application Portfolio Management (APM) process. This process involves assigning values for the technical condition and business value of all DWD applications on an ongoing basis to ensure data driven decisions are made about our IT investments.
- ◆ Provided leadership for DWD's Business Intelligence (BI) efforts. We have successfully adopted a central technical and business liaison group that is operating under a "think globally, act locally" model that ensure consistency across the department without losing agility.
- ◆ Implemented and phased out various federally mandated unemployment extensions as required during the year.
- ◆ Implemented processing for Federal Additional Compensation (FAC) overpayments in UI.
- ◆ Modified JobCenterofWisconsin.com to be mobile device compatible for Job Seekers.
- ◆ Enhanced DVR's case management system with new functionality.
- ◆ Implemented Electronic Funds Transfer (EFT) for Voluntary Contributions for UI.
- ◆ Created an updated Security Awareness Course for all DWD staff to complete as part of annual security awareness training.
- ◆ Implemented a new search engine to dramatically improve search results on DWD's external facing website.

- ◆ Provided project leadership to further enhance DWD's video conferencing technology including adding a new site.
- ◆ Took over 50,000 Service Desk calls.
- ◆ Implemented about 18,000 security changes.
- ◆ The time distribution process was rewritten to better summarize the records. This will save an estimated \$182,000 per year in processing costs.
- ◆ The PAL process was modified to allow receipts to be scanned and saved in PAL. This has resulted in the ability to process PAL statement completely electronically.
- ◆ Initiated a Rapids Value Stream Mapping process. The action items that have currently been completed have improved the process for requesting W-9 forms from vendors and allowing these vendors to be paid faster.
- ◆ Tested the OpenBook Wisconsin website that is in development for DOA. Developed a process for reviewing the data on the website for accuracy when the website is put into production.
- ◆ Reorganized the Internal Control Manual to make it more useful for the department.
- ◆ Reorganized the Indirect Cost Proposal that is submitted to the Department of Labor to provide better information that is submitted faster.
- ◆ Improved written procedures and provided more cross training of positions.
- ◆ Archived records from Rapids for state fiscal years 1998 through 2006.
- ◆ Successfully implemented Incident Management activities including conducting severe weather and fire drills in all DWD locations; providing training in Esponder, Suspicious Package and Mail Handling, and Safety in the Workplace (Active Shooter); establishing an alternate site for the DWD Incident Command Center; and obtaining Government Emergency Telecommunications (GETS) cards for COOP staff.
- ◆ DWD received the 2012 Annual AA/EEO Program Achievement Award from the State Council on Affirmative Action and the Office of State Employment Relations (OSER) for our efforts to increase diversity in DWD especially regarding persons with disabilities through the use of on-the-job training opportunities through the Division of Vocational Rehabilitation.
- ◆ DWD maintained a diverse workforce: almost 11% of staff self-report having a disability; and the percentage of minority employees is over 17%.
- ◆ Recruitment efforts to hire qualified minority attorneys have resulted in a rate of 16.25% for minority attorneys.
- ◆ The minority representation among DWD management information professionals and supervisors has increased from 9.3 to 11%.
- ◆ Developed and/or updated human resource policies including Transfers, Limited Term Job Announcements, Discretionary Merit Compensation; Overtime, Job Search as an Accommodation, and Absenteeism.
- ◆ Implemented a Discretionary Merit Compensation program to recognize the meritorious service of numerous department employees.

- ◆ Conducted a Value Stream Mapping project to reengineer the hiring process, resulting in a reduction in the number of steps in the process of 48%. Process changes are projected to reduce the time to fill a position by 50% - 74%. Changes included the development of new tools and reports such as customer satisfaction surveys; modifications to the approval processes for filling positions and recommending hires; a Staffing Agreement as a communication tool to better serve our hiring managers during the recruitment process; a Position Prioritization Tool in an effort to focus staffing resources on high priority recruitments; and improved Vacancy Management Reports.
- ◆ Revised policy and developed new online system for performance evaluation including electronic signatures, tracking, alerts, and reports. OSER considered the DWD policy a model for other agencies.
- ◆ Coordinated 275 employee training sessions with 4,152 participants.
- ◆ Automated the processes for updating insurance records during Open Enrollment and the sabbatical process.
- ◆ Launched jointly created and delivered AA/EEO training course with Department of Corrections (DOC) staff (training was created by DWD and DOC staff and is jointly taught to classes of both DWD and DOC staff), in an effort to more efficiently/effectively utilize state resources.
- ◆ Restacking of GEF 1 to reduce lease space for DET and DVR and gain needed space for UI FY13.
- ◆ Consolidation of UI and WC hearing offices in Oshkosh, shared resources FY12.
- ◆ Relocated DVR Oshkosh and Baraboo to a safer and cleaner space FY13.
- ◆ Relocated DVR Ladysmith and Mequon FY13.
- ◆ Relocation of Equal Rights in the Milwaukee State office.
- ◆ Completed the cafeteria redesign and upgrade FY13.
- ◆ Relocation of ER in Milwaukee State Office Building (MSOB) FY12.
- ◆ Developed Facilities SharePoint Site.
- ◆ Developed Asset Management Share Point site for ASD Inventory.
- ◆ Developed Asset management schedule delivery and pick up of Monitors for the entire DVR Division.
- ◆ On 7/1/11 total leases cost for DWD = \$3,769,047.42 per year; on 7/1/13 total leases cost for DWD = \$3,431,087.74 per year; equating in a cost reduction of \$337,959.68 per year.
- ◆ Central Support Services has scanned in excess of 220,811 documents consisting of 914,819 pages. These numbers consist of work from Division of Vocational Rehabilitation, Division of Employment and Training and Division of Workers Compensation.
- ◆ Working with the UI Division to print centrally, here at GEF-1 approximately 15,000 images monthly which were previously printed and mailed in local call centers. This enables the UI staff to spend more time on the telephone and less processing mail. This saves the department \$9,000 annually in postage.

- ◆ Processed approximately 7.7 million pieces of outgoing mail, 1.1 million pieces of incoming mail, and 6,268 UPS packages in the central office annually. This volume is down from the last report primarily due to the non-mailing of DWD and DCF pay check stubs.
- ◆ Created agency's first responsive website, <http://wisconsincareerexpo.com>, utilizing online registration. The ASD Web Team collaborated with the SO and DET to assist Wisconsin employers with recruitment.
- ◆ Developed and implemented DWD's Web Management Plan, which formalized the web HTML5 / CSS3 upgrade process for the DWD Website, <http://dwd.wisconsin.gov/>, plus incorporated a robust search engine, the Google Search Appliance.
- ◆ Designed and built grant application file repository, *DWD Grants* (SharePoint site), still under refinement; includes a resources section for grant writers; moves us closer to paperless operations for incoming grant funding and application records.
- ◆ Incorporated digitized signature procedures into *DWD Grants*. This supports efforts in paperless operations in the grants area.
- ◆ Established Grant Process Team to streamline grant development, application, and submission processes; membership is cross-divisional and includes Procurement, BITS. Changes help to standardize for DWD, the grant process utilizing a SharePoint site for administration.
- ◆ Contracted with professional grant writers to support division grant writing.
- ◆ Implemented a department-wide Quality Steering Team (QST) to further develop employee ownership in facilitating DWD into becoming a great place to work. Five quality steering committees were formed: Health, Safety and Wellness; Employee Recognition; Quality Assurance (formally waste fraud and abuse); Social (includes community service); and Affirmative Action Advisory.
- ◆ Reestablished a Health, Safety and Wellness Committee with DWD employees from around the state serving as members. This Quality Steering Team (QST) Committee sponsors and presents Brown Bag Luncheons, Wellness Fairs, Wellness Assessment events and other activities. Other Health, Safety and Wellness activities include establishing division Ergonomic Coordinators and providing training on CPR/AED, CCR, and Evacuation Stair Chairs.
- ◆ Received internal review by DWD auditors and received no findings.
- ◆ Completed 46 procurement projects during FY2013.
- ◆ Key procurement accomplishments:
 - ◆ Negotiated additional savings for purchase of the new Learning Management System (LMS) for Human Resource Services (HRS)
 - ◆ Completed Business Process Analysis for UI, which enabled UI to seek future Federal funding
 - ◆ Wisconsin Workers Win (W3) – DET
 - ◆ Drafted and received approval for two Grant Waivers;
 - Wisconsin Fast Forward
 - Waukesha County Technical College.

- ◆ Negotiated over \$265,000 in savings.
- ◆ Participated in three Value Stream Mapping (VSM) exercises;
 - ◆ VSM – BITS BUYIT Process; reduced overall process time by over 97%
 - ◆ VSM – Rapids; identified need for improved training & updated approval process
 - ◆ VSM – DWD Logon Process; identified need for improved request form and clean-up of user groups.
- ◆ Maintained an MBE usage level over 15% for FY 2013, far exceeding state-wide goal of 5%.

Upcoming Initiatives

- ◆ DWD Strategic Plan dashboard - This involves creating a newly updated automated dashboard, known within DWD as J-TRAC, that uses metrics to measure our progress against our strategic goals in the newest version of the DWD Strategic Plan.
- ◆ DWD Unemployment to Employment (U2E) projects - Over the next few years, DWD will dramatically change the way it delivers Employment and Training (DET) and Unemployment Insurance (UI) services. The following projects outline DWD's plan for moving forward:
 - ◆ WI Fast Forward - The newly formed DWD Office of Skills Development (OSD) has a four person staff that will administer the receiving of proposals and the administering of funds for the workforce training grants. The recipients of the training grants are required by law to report certain metrics back to the OSD. The system used currently at DWD for WIA federal reporting will be used for measuring and reporting the metrics for Wisconsin Fast Forward workforce training grants. The current DWD system will need to be updated to enable the support of the mandatory reporting metrics. These metrics are currently being developed.
 - ◆ Labor Market Information System (LMIS) - DWD will implement and sustain a streamlined user experience that is customer focused so that internal program boundaries are invisible to the customer. To do this, the agency will utilize systems which facilitate self-service and personal responsibility. DWD would like to enhance job matching capabilities to match jobseekers with jobs more efficiently and more rapidly. We would also like to provide employers with better quality job candidates. The project will utilize the following modules that will be developed as part of this project: Assisted Job Search, Self-Service Job Search, Job Matching Analytics, Referral to External Training, Referrals to Other Services, and Job Referrals.
 - ◆ RES Service Redesign - To increase self-service functionality for UI Claimants using reemployment services (RES) services, DWD needs to revamp its current assessment model to provide services on the Internet. This system will facilitate self-service and personal responsibility, including the robust assessment tools to identify the appropriate level of service intervention for reemployment services. RES will also be available through the current in-person model when needed to serve individuals unable to access RES services by computer.

- ◆ UI Initial Claims rewrite - Rewrite of the UI Initial Claims internet application to modernize the technology and allow more claimants to complete initial claims without requiring staff intervention. This is part of the overall UI modernization project plan.
- ◆ Skills Explorer - Currently, job search works by using occupational titles to identify job opportunities. The limitation of this approach is that job seekers miss out on job opportunities they have the skills for. The purpose of the skill explorer project is to provide an application that informs job seekers about what occupations share what skills and where skill sharing job orders are.
- ◆ Visual Integration - This project will focus on the comfortable transition from one U2E application to the next in a user-friendly manner through the utilization of standard navigation and application design. The purpose of this project is to make the web design similar, recognizable to the user, and identifiable as part of DWD's suite of products.
- ◆ Enterprise mapping capability - As DWD works through our U2E projects, we will be looking for ways to make our systems more intuitive and high value to our customers. We are currently working with DOA/DET to assess business use cases for enterprise mapping capability.
- ◆ Mobile Application strategy, guidelines and procedures - This effort will research, document and prioritize best practices for making current DWD applications mobile friendly. It will also identify and prioritize which of DWD's suite of applications are most appropriate to become native mobile applications.
- ◆ UI Internet Inquiries Rewrite and Expansion - Rewrite of the UI Inquiry application to modernize the technology and provide claimants more information about their claims to enhance self-service and reduce calls to the UI Call Centers. This is part of the overall UI modernization project plan.
- ◆ eProcurement System replacement (replacement of DWD RAPIDS system) – several divisions are working with the enterprise, to replace DWD's legacy procurement system known as RAPIDS, with a web enabled COTS application for all DWD procurement. A new system will provide standardized procurement to provide efficiencies and cost savings for all procurement.
- ◆ Uninsured Employers Fund (UEF) Rewrite - To replace legacy mainframe system with a new web enabled, thin client application. This will include Value Stream Mapping to improve the processes that manage this work. This new system will streamline and standardize the processing of warrants and levies against employers that have not purchased Workers Compensation Insurance.
- ◆ Longitudinal Database System (scope) - Participate in interagency team including the Department of Public Instruction (DPI), The Department of Children & Families (DCF) and others to interface agency database information that provides a more comprehensive view of education, skills development and career history.
- ◆ Learning Management System implementation (replacement of DWD Campus system) - Replace legacy COTS system (CAMPUS) with a web enabled, COTS LMS for all DWD training. Develop just-in-time training course options.
- ◆ Telecom Expense Management System (TEM) - An automated system that proactively manages our telecom expenses at DWD, ensuring that overcharges, errors, etc. are

kept to a minimum and that we are only paying for the telecom services that we are using.

- ◆ Launch the ACCELAPAY program to transmit wages electronically to employees who do not have direct deposit, thereby eliminating the need for a printed check.
- ◆ Develop an agency specific supervisory and leadership training track.
- ◆ Continue systems and process improvements, including implementation of 'lean' projects, such as using imaging technologies to further eliminate paper files to improve the timeliness and efficiency of Human Resource Services (HRS).
- ◆ Finalize policy development/revisions for: Reasonable Accommodation, Family and Medical Leave Act (FMLA), Harassment/Discrimination/Retaliation, Medical Separation, Telecommuting, and other policies.
- ◆ Improve the training for managers on using WISWEB for understanding financial data.
- ◆ Make DWD Grants fully functional and revise as appropriate. Expand "Resources" section to include standardized checklists for writing competitive grants.
- ◆ Revise Record Disposition and Disposal Authorities for grant series to reflect updated processes due to changes in technology.
- ◆ Write handbooks for grant administrator to document process for continued administrative guidelines.
- ◆ Finish first edition of database of private & corporate foundations that fund projects in Wisconsin.
- ◆ Expand training for grant management.
- ◆ Revise current policy and procedures on rewriting policies to ensure proper retention and archiving. Procedures will build in accountability for timely revision and "ownership" of policies.
- ◆ Establish COOP SharePoint site to replace LDRPS.
- ◆ Developed a Risk Management program for DWD.
- ◆ Completed the Workforce Availability and Contingency Work Planning projects.
- ◆ Planned and conducted a department-wide nutrition event, sponsored by the Health, Safety and Wellness Committee.
- ◆ Continued to negotiate savings on leased terms to increase savings on 63 offices.
- ◆ Developed publication of new ergonomics purchase policy.
- ◆ Increase scanning services to reduce filing footprint and increase savings.
- ◆ Work with UI to adapt to new US Postal Service (USPS) mailing schedules.
- ◆ Relocate UI Teutonia call center to Transform Milwaukee area.
- ◆ Relocate Oshkosh and La Crosse Job Centers.
- ◆ Initiated stricter security policies for access to GEF-1 to accommodate Federal Regulations.
- ◆ Initiate call centers using Centurion CARES software for DVR and ERD.



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