



**WISCONSIN**

Department of Workforce  
Development

***BIENNIAL REPORT***  
2013 - 2015



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





October 15, 2015

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, 2015. DWD plays a key role in implementing your talent development agenda, and we have risen to the challenge to assist both Wisconsin job seekers and employers to be successful. Some of the key highlights from DWD's 2013-15 Biennial Agency Report include:

**Addressing the Skills Gap:** The 2013-15 budget invested over \$100 million in worker training to develop talent and address the skills gap through initiatives such as Registered Apprenticeship, Youth Apprenticeship, and Wisconsin Fast Forward, which help equip our workforce with the skills they need to succeed. These initiatives focus especially on workforce readiness in high-demand job sectors like manufacturing.

**Helping Workers with Disabilities Achieve Employment Goals:** 4,875 individuals with disabilities successfully reached their employment goals and entered the workforce. The waiting list for DVR services for people with significant disabilities was eliminated at the end of 2014 through the assistance of Act 58, which you signed in late 2013. Prior to this time, the wait time for these individuals was approximately 5 months.

**Connecting Veterans with Job Opportunities:** DWD's Office of Veterans Services (OVS) was in the top 10 states nationally with a 65% Entered Employment Rate for Veterans served by OVS. Wisconsin was tied for 2<sup>nd</sup> place nationally with an Employment Retention Rate of 83%. Both measurements are reflective of the state's strong commitment to help veterans find family-supporting jobs and strengthen our state's economy.

**Unemployment Insurance:** After inheriting a UI Trust Fund deficit of \$1.4 billion, the Trust Fund now has a positive balance through a combination of common-sense reforms and the improving economy. The Unemployment Division has implemented an enhanced online initial claims-taking application since November 2014, which allows nearly 90% of all applicants to complete their initial claim without staff assistance.

DWD remains focused on equipping the workers of Wisconsin with the training and skills they need to find jobs in the workforce, as well as assisting the employers of this state in finding the workers needed to expand their businesses.

Sincerely,

Reggie Newson  
Secretary

**Department of Workforce Development  
Biennial Report 2013-2015  
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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.

Staff at DWD are committed to ensuring training and employment opportunities are aligned to high-wage, high-growth jobs, and encouraging active and engaged participation from the private sector in developing Wisconsin's workforce to meet current and future talent demands.

The Department is led by Secretary Reggie Newson, appointed by Governor Scott Walker in 2011. During the 2013-15 biennium, DWD's annual operating budget was over \$500 million each fiscal year and the authorized staffing levels were approximately 1,700 full-time equivalent positions. DWD consists of five program divisions and an administrative services division.

### DWD's achievements in the 2013-15 Biennium:

- ◆ 2013 Wisconsin Act 36 requires the Department to conduct random work search audits on UI claimants. In 2014, UI conducted 11,394 random audits and found 4,780 instances of individuals not complying with mandatory job search requirements. Wisconsin increased its work search audits averaging over 1,000 per week since January 2015 to improve program integrity and reduce payment errors.
- ◆ The Division of Unemployment Training (UI) implemented an enhanced online initial claims-taking application in November 2014, which allows nearly 90% of applicants who make a claim online to complete the initial claim without staff assistance.
- ◆ UI prepared and issued the 2014 Report on Detection and Prosecution of Fraud to the UI Advisory Council. The Department recovered nearly **\$40.5 million** of fraud and non-fraud overpayments in 2014, including \$2.5 million of debts 5 years and older utilizing various mechanisms.
- ◆ UI accounting staff worked with Systems & Processing to successfully implement payment of benefits by prepaid debit cards in 2013. By the end of 2014, 99.4% of claimants were receiving payments electronically, either by EFT or by prepaid debit card. This has saved the postage and handling on over 2.5 million transactions during 2014.
- ◆ In 2013 UI electronic payments from employers totaling \$1.1 billion were processed, and in 2014 \$1.0 billion payments were processed. Electronic payments are less expensive to process and employers appreciate the added convenience of the e-payment system.
- ◆ The Division of Vocational Rehabilitation (DVR) implemented the provisions of 2013 Wisconsin Act 58 that added \$2.1 million of state General Purpose Revenue (GPR) matching funds

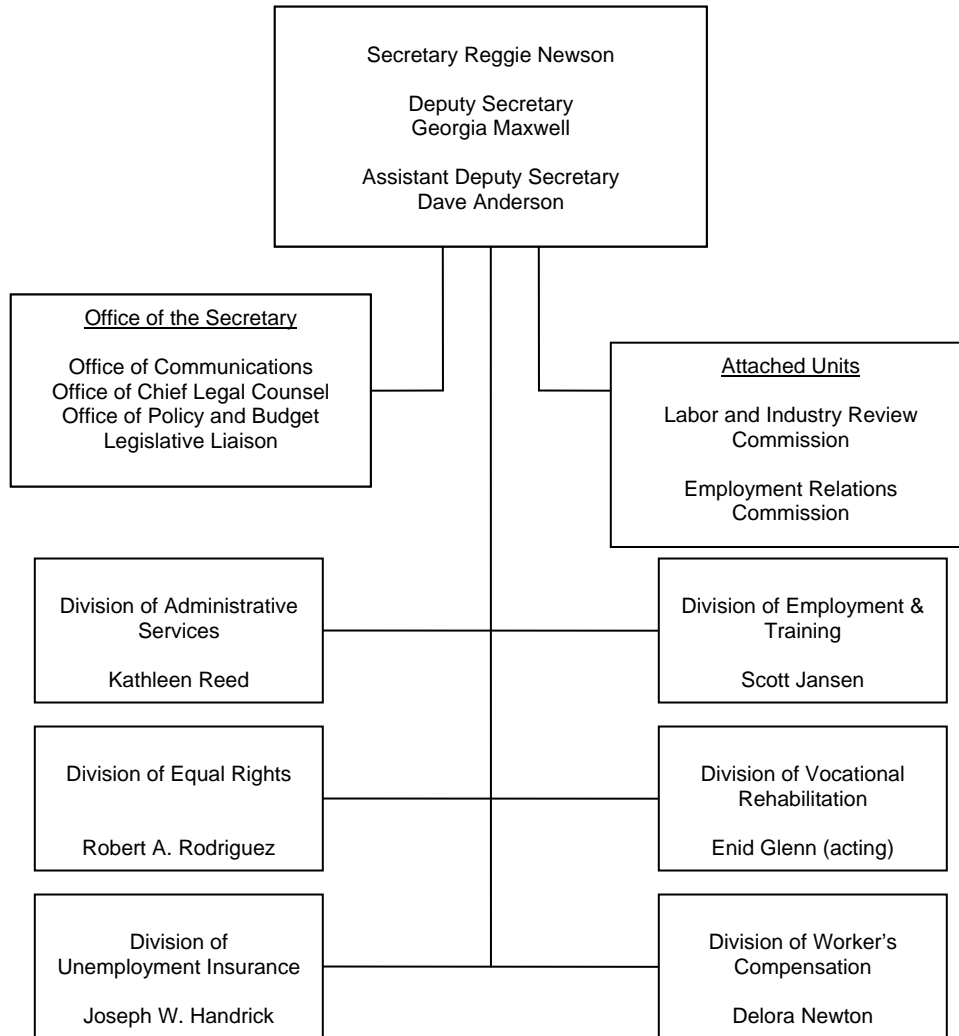
annually to the program and created 9.0 FTE new direct service staff. The GPR matching funds were used to draw an additional \$7.8 million federal funding annually and allowed DVR to assist additional job seekers with disabilities to achieve independence and self-sufficiency through employment.

- ◆ The waiting list for DVR services for people with significant disabilities was eliminated at the end of the 2014 calendar year. Prior to Act 58, the wait time for these individuals was approximately 5 months.
- ◆ The new 9.0 FTE direct service DVR staff positions were able to serve an additional 900 job seekers with disabilities during the biennium.
- ◆ Wisconsin, with DVR as the lead applicant, was selected by the US Department of Education as one of six recipients nationwide for the federally funded pilot program called Promoting the Readiness Of Minors in Supplemental Security Income (PROMISE) Initiative. Wisconsin Promise is a five year, \$32.5 million demonstration grant aimed at improving the education and career outcomes of low-income children with disabilities who receive a Supplemental Security Income benefit from the Social Security Administration. DVR is partnering with several other state agencies and other partners to coordinate services to youth and their families. Since April 2014, almost 1,200 youth and their families have enrolled in the PROMISE initiative, with a total enrollment goal of 2,000 with half of the enrollees in PROMISE and the other half in DVR services.
- ◆ The Division of Employment and Training's Office of Skills Development (OSD) has issued letters of intent to award over \$12.5 million in Wisconsin Fast Forward (WFF) grants through the biennium ending June 30, 2015. These funds will be used to assist 145 workforce training projects that will increase high-demand job skills for nearly 13,800 trainees at more than 300 businesses.
- ◆ In March of 2014, the Blueprint for Prosperity initiative was signed into law under 2013 Wisconsin Act 139. The legislation provided \$35.4 million in one-time funding to the Wisconsin Fast Forward program for the purpose of targeting three distinct populations for skill training: college students, high school pupils and persons with disabilities. DET staff application procedures, reviews and ultimately awarded contracts that have obligated over \$34.0 million of the one-time funding.
- ◆ DET's Job Service Bureau staff continued strong local partnerships with a variety of workforce partners and school systems to continue operation of Wisconsin's National Career Readiness Certificate program. Job Service efforts included:
  - 21,541 new customers getting access to KeyTrain, a pre-assessment online learning tool. These customers have passed 31,435 pretests.
  - 1,671 customers passed various ACT Career Ready 101 soft skill assessments.
  - Scheduled, proctored, and monitored 11,932 WorkKeys tests in 2013-15, including 4,115 Reading, 3,495 Math, 3,590 Locating Information, and 732 Other WorkKeys Tests.
  - National Career Readiness Certificates (NCRC): Job Service awarded 3,361 work readiness NCRCs in 2013-15, including 567 Bronze, 1,871 Silver, 905 Gold, and 18 Platinum.

- ◆ During PY 2014 DWD's Office of Veterans Services in collaboration with OSER, started a pilot program ([WiscJobsForVets.wi.gov](http://WiscJobsForVets.wi.gov)) at DWD designed to increase state employment of disabled veterans with a service connected disability of 30% or more. A DWD veteran employee was assigned to central office to promote the program to state agencies and match disabled veterans to state employment. To date, 34 disabled veterans started state employment with an average wage of \$19.00 per hour.
- ◆ On July 22, 2014, President Obama signed the Workforce Innovation and Opportunity Act (WIOA), which supersedes provisions of the 1999 Workforce Investment Act. A two-year phased implementation began at that time. DWD is Wisconsin's lead agency for WIOA implementation.
- ◆ DET's Youth Apprenticeship staff administered funding that provided direct service to 2,530 students in 2013-14 and 2,559 students in 2014-15, across 246 public and private school districts. More than 1,791 employers participated in the program.
- ◆ The Youth Apprenticeship program issued \$4,467,400 in grants over two years to 33 local partnerships.
- ◆ DET staff created five new Youth Apprenticeship Pathways in the Architecture and Construction Cluster. The new pathways, in Carpentry, Electrical, Masonry/Concrete, Plumbing, and HVAC, provide universal fundamentals for working in the skilled trades along with certain components of each specific trade. Each pathway functions as a one year Youth Apprenticeship program.
- ◆ In March 2015, DWD implemented the Re-Employment Services project (RES), an online series of assessments and tutorials for UI claimants who are required to search for work to complete.
- ◆ WC staff monitored and processed 71,147 non-litigated worker's compensation claims for accuracy, actions and prompt payments of over \$469 million.
- ◆ WC staff calculated Permanent Partial Disability (PPD) estimates for more than 18,000 litigated and non-litigated claims.
- ◆ WC staff collected penalty assessments of \$6.6 million from illegally uninsured employers.
- ◆ WC staff administered payments of \$5.2 million through the Uninsured Employer Fund to or on behalf of workers injured while working for illegally uninsured employers.
- ◆ Division of Equal Rights (ER) staff investigated 7,610 civil rights cases.
- ◆ ER staff resolved 5,152 unpaid wage complaints and recovered over \$4.03 million for workers.
- ◆ ER staff resolved 299 construction wage complaints and recovered over \$2.11 million for construction workers.
- ◆ DWD's lean government strategy is to deliver VSM events, which identify and eliminate waste in the processes staff use in their daily work. To date, 27 events have been held and 11 additional employees have been trained to facilitate VSMS. VSM events that have been completed and improvements fully implemented have shown dramatic work place improvements. Results include the elimination of 116 process steps and 2,012 hours of process time. These changes directly impact customers offering timely customer service and staff, providing higher value-added work assignments.



# 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. The Labor and Industry Review Commission was administratively attached to DWD until July 1, 2015, when it was transferred to the Department of Administration (DOA) in the 2015-17 biennial budget.

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

## PROGRAMS, GOALS, OBJECTIVES AND ACTIVITIES

### Program 1: Workforce Development

**Goal:** Provide job applicants with 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 orders posted on the Job Center of Wisconsin website: [jobcenterofwisconsin.com](http://jobcenterofwisconsin.com).

**Goal:** Provide high school students with school-based and work-based instruction to assist them to directly enter the workforce with occupational skills needed by Wisconsin employers.

**Objective/Activity:** Increase the employability of high school graduates through youth apprenticeship.

**Goal:** Prepare individuals for skilled occupations through apprenticeship participation that combines on-the-job training under the supervision of experienced journey workers with related classroom instruction.

**Objective/Activity:** Improve access to quality training and family-supporting careers by increasing the number of new apprenticeship contracts each year through new program development and program expansion.

**Goal:** Maintain the efficiency of Worker's Compensation programs.

**Objective/Activity:** Schedule and conduct 85% of Worker's Compensation hearings within 6 months of ready date.

**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 within 14/21 days will meet or 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 and improve employment outcomes for people with disabilities.

**GOALS AND ACTUALS 2013 AND 2014**

<b>Program No.</b>	<b>Performance Measure</b>	<b>Goal 2012-13</b>	<b>Actual 2012-13</b>	<b>Goal 2013-14</b>	<b>Actual 2013-14</b>
1	Number of new jobs posted on www.JobCenterofWisconsin.com.	191,000	202,147	191,000	252,529
1	Number of students enrolled in Youth Apprenticeship program.	1,850	1,868	1,900	2,364
1	Number of new Registered Apprentice contracts.	2,640	2,943	2,900	3,190
1	Percentage of Worker's Compensation hearings scheduled within 6 months from 'ready date'.	85.0%	94.2%	85.0%	96.7%
1	Federal Performance Metric for Intrastate Unemployment Insurance First Payment.	87.0% Federal Standard= 87.0%	84.0%	87.0% Federal Standard= 87.0%	84.6%
5	Number of employment outcomes for job seekers with disabilities.	3,400	3,520	3,500	4,352

**PERFORMANCE GOALS**

<b>Program No.</b>	<b>Performance Measure</b>	<b>Goal 2014-15</b>	<b>Goal 2015-16</b>	<b>Goal 2016-17</b>
1	Number of new jobs posted on www.JobCenterofWisconsin.com.	277,780	305,500	336,000
1	Number of students enrolled in Youth Apprenticeship program.	2,482	2,532	2,582
1	Number of new Registered Apprentice contracts.	3,200	3,300	3,400
1	Percentage of Worker's Compensation hearings scheduled w/in 6 months from 'ready date'.	85.0%	85.0%	85.0%
1	Federal Performance Metric for Intrastate Unemployment Insurance First Payment.	87.0%	87.0%	87.0%
5	Number of employment outcomes for job seekers with disabilities.	3,600	3,700	3,800

**REPORT ON DEVELOPMENT AND IMPLEMENTATION OF NONSTANDARD AND/OR  
FLEXTIME WORK HOUR SCHEDULES, PERMANENT PART-TIME POSITIONS; AND OTHER  
ALTERNATIVE WORK PATTERNS**

The Department of Workforce Development policy manual outlines options available to employees regarding the use of nonstandard work schedules. These policies are: Hours of Work (Policy 429), Permanent Part-Time & Job Sharing positions (Policy 430), and Telecommuting (Policy 431). Each policy provides employees options for making long-term on-going changes and for meeting short-term needs on an ad hoc basis. The Department continues to support creating flexible-time work schedules and alternative work schedules.

For state fiscal years 2014 and 2015, the department was authorized 1,727.76 FTE and 1,722.76 FTE, respectively. Position control records show that in December of 2013 the department staff complement consisted of 1,608 people in full-time positions, which includes permanent, project, and unclassified positions, and an additional 56 people were employed in part-time positions, ranging from 0.50 FTE to 0.90 FTE. In December of 2014 the department employed 1,603 people in full-time positions and 48 people in part-time positions.

## 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) which has been superseded by the Workforce Innovation Opportunities Act (WIOA). The division manages the state labor exchange system, monitors migrant worker services and operates the state youth apprenticeship and registered apprenticeship programs. The division also administers a comprehensive interdepartmental employment and training system through public-private partnerships and a statewide network of job centers. The division also administers the Wisconsin Fast Forward worker training grant program through the Office of Skills Development (OSD).

### 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 42 offices around the state, work in partnership with qualified individuals who want to obtain, retain, regain or improve their employment. DVR serves nearly 17,000 people with disabilities each year 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. Staff in UI also collect employment information for use in the national and Wisconsin New Hire Directory databases as well as collecting and reporting quarterly wage information on Wisconsin's three million workers.

### Worker's Compensation Division

The Worker's Compensation Division (WC) 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 (ER) enforces state laws that prohibit discrimination and regulate labor standards in the workplace. 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

There is created a Labor and Industry Review Commission which the administration is attached to the department of workforce development under s. [15.03](#), except the budget of the labor and industry review commission shall be transmitted by the department to the governor without change or modification by the department, unless agreed to by the labor and industry review commission.

Note: Beginning July 1, 2015, the Labor and Industry Review Commission will be administratively attached to the Department of Administration.

### Employment Relations Commission

There is created an employment relations commission which is attached to the department of workforce development under s. [15.03](#), except the budget of the employment relations commission shall be transmitted by the department to the governor without change or modification by the department, unless agreed to by the employment relations commission.

## Internal Structure and Department Management

### **Office of the Secretary**

The Office of the Secretary is responsible for day-to-day management of the 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.

The Office of the Secretary includes:

#### Secretary

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 Georgia Maxwell 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. She oversees external relations for the agency and is the chief policy advisor to the Secretary.

#### Assistant Deputy Secretary

Assistant Deputy Secretary Dave Anderson 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.

#### Legislative Liaison

Legislative Liaison B.J. Dernbach responds to legislative inquiries made on behalf of citizens from Wisconsin. He tracks legislation that has the potential to impact the agency and he 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 build awareness of 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. OPB 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 annual operating budget, monitoring federal funding, preparing legislative fiscal notes, providing policy analysis and developing budget projections.

## Division of Employment and Training

The Division of Employment and Training (DET) serves as the state's primary convener of workforce boards, economic development agencies, technical education and workforce program service providers as well as other state agencies responsible for program management and delivery to connect job seekers with employers. DET builds and manages collaborative networks to deliver registered and youth apprenticeship programs, Workforce Innovation and Opportunity Act (WIOA) adult, dislocated worker, other youth employment services and veteran's employment services. DET also conducts labor market information research and produces reports pertaining to employment and wage data. The research includes employment projections by region and occupation, and high-demand occupation and skill set forecasts that are used by researchers, workforce agencies, educators and economic development practitioners.

### Mission

DET will provide transformational talent development solutions to advance Wisconsin's employment and economic development opportunities.

### Vision

DET will create the operating environment that supports talent development partners and creates a ready, talented and sustainable workforce.

### Programs and Services

- ◆ Apprenticeship
- ◆ Civil Rights Compliance
- ◆ Council on Workforce Investment
- ◆ Dislocated Worker Services
- ◆ Job Service and Job Center of Wisconsin
- ◆ Migrant and Seasonal Farmworker Services
- ◆ Labor Market Research and Data Analysis
- ◆ Project Management and IT Services
- ◆ Veterans Services
- ◆ Wisconsin Fast Forward
- ◆ Workforce Investment Act (WIA)
- ◆ Youth Apprenticeship

### Apprenticeship

#### **Program Summary**

Wisconsin's Apprenticeship program continues to expand to include additional occupations and sectors while aggressively recruiting new employers and potential apprentices to existing programs. The Bureau of Apprenticeship Standards (BAS) administers and regulates Wisconsin's Apprenticeship program emphasizing strong partnerships with industry, labor, education and Wisconsin's workforce development system in order to produce highly skilled and trained apprentice graduates.

[The Apprenticeship Completion Award program \(ACAP\)](#) was established in November 2013 to provide awards up to \$1,000 to apprentices, sponsors or employers as reimbursement for certain related instructional expenses (2013 WI Act 57). The program was renewed for the 2015-17 biennium with a \$225,000 annual appropriation.

### **Accomplishments 2013-2015**

- ◆ A total of 1,955 apprentices graduated or completed their apprenticeship program and 6,122 new apprentices were registered. As of July 2015, Wisconsin had 7,755 apprentices.
- ◆ In 2013, the Bureau of Apprenticeship Standards launched an outreach campaign to increase the number of apprenticeship sponsors in the Industrial/Manufacturing Sector. As of April 1, 2015, the number of sponsors has increased by 38% from SFY12.
- ◆ The 26<sup>th</sup> Biennial Apprenticeship Conference was held in Wisconsin Dells on January 27-28, 2014. The conference was hosted by the Department of Workforce Development and the WI Apprenticeship Advisory Council with over 450 attendees and participation from Governor Walker as a keynote speaker. The conference focused on three main themes:
  - Wisconsin's changing workforce
  - Building partnerships to support the Wisconsin workforce system and
  - Raising awareness of apprenticeship's value in meeting Wisconsin's skilled worker shortages.
- ◆ The first WI Apprenticeship Summit was held on January 28-30, 2015 in Racine as part of a partnership with the Johnson Foundation. Forty participants from industry, labor, Wisconsin's Workforce System, Economic Development, the Wisconsin Technical College System and the Department of Public Instruction attended the summit to evaluate and discuss current apprenticeship research and operating models. An [Action Plan](#) to improve and modernize the Wisconsin Apprenticeship System that addresses Wisconsin's changing economy was developed and endorsed by the Summit participants.
- ◆ The Bureau of Apprenticeship Standards, in partnership with the WI Apprenticeship Advisory Council, has developed a number of products for apprenticeship improvements including:
  - Cultural Competency Course: Developed for construction contractors to use as a resource for foremen and superintendents to assist in dealing with diversity on mega job sites.
  - Mentoring Program: Created for an apprentice who would benefit from mentoring beyond the traditional journey worker-apprentice role. Tool Kit for K-12 System: An informational packet for teachers and guidance counselors to help educate students on apprenticeship programs and assist in developing a school course.
- ◆ The Bureau of Apprenticeship Standards has been partnering with stakeholders to provide assistance to veterans in both apprenticeship preparation programs and the regular apprenticeship program.
  - Helmets to Hardhats: Presentations were made to all Construction State Committees to discuss the possibility of direct entrance requirements to returning

veterans in local apprenticeship programs. Many programs updated their standards to allow for priority placement of veterans.

- Combat to Construction: This program provides assistance to veterans who may be interested in working as an Operating Engineer. The program is administered in partnership with WI Operating Engineers. DWD performs outreach, manages the application process and provides technical assistance while participants are in the training program. Eleven trainees were placed as apprentices.
- US Department of Veterans Affairs (DVA) Grant: The Bureau of Apprenticeship Standards administers a US DVA grant to approve applications of entities seeking to become a GI Bill training establishment for apprenticeship purposes. Wisconsin has 79 active GI Bill Training Establishments and over 250 active apprentices collecting the GI Bill.
- Veteran's In Piping Program: Administered in partnership with the Wisconsin Pipe Trades and signatory employers. BAS provides technical assistance, outreach and case management for the program. Twenty-two trainees were placed as apprentices.

### **Upcoming Initiatives**

- ◆ Youth Apprentices to Registered Apprentices Bridge - The Department of Workforce Development/Division of Employment and Training has formed a Wisconsin Apprenticeship Career Pathway sub-committee to develop a bridge program between youth apprenticeship and the registered apprenticeship program. The bridge creates a seamless pathway between the two programs and employment. Work began with the Machine Tools trades and in the future we will implement the program into the other apprenticeable occupations.
- ◆ Implementation of Summit Activities-Five key strategies were identified in the Action Plan as a result of the 2015 WI Apprenticeship Summit. These five strategies will be implemented and include:
  - Expand Outreach, Education and Advocacy
  - Align Workforce, Economic Development Systems and Resources
  - Engage Employers and Sponsors
  - Improve the Career Pathways from K-12 to apprenticeship
  - Recruit and Retain High Potential Applicants and Apprentices

### 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 2013-2015**

- ◆ Hired an Equal Opportunity Officer
- ◆ Submitted Methods of Administration report 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 report was submitted in December 2014 and is in effect through December of 2016
- ◆ Completed one on-site Civil Rights Compliance Monitoring Review for a Workforce Development Board and WIA Section 188 Disability Checklist/Assessment Review
- ◆ Updated the 2014 DET Limited English Proficiency Plan

### Council on Workforce Investment

#### **Program Summary**

The Council on Workforce Investment (CWI) is the Workforce Investment Act's federally mandated state-level advisory board to the Governor on the state's workforce activities. In 2014, four subcommittees were formed to review the workforce-economic development-education systems and outcomes and to recommend strategic actions to advance talent development in Wisconsin. In 2015, the CWI embarked upon the creation of the state's plan for implementing the Workforce Innovation and Opportunity Act (WIOA).

The CWI's Executive Committee is the standing committee overseeing the subcommittees for strategic planning and the coordination and effective use of resources by local workforce boards and partners. The leadership of the four strategic planning subcommittees were included in Executive Committee meetings to advance the development of the 2014-2018 Strategic Plan.

#### **Accomplishments 2013-2015**

- ◆ Strengthening Partnerships - A Memorandum of Understanding (MOU) was created with the Department of Workforce Development, the CWI and the eleven workforce development boards (WDBs) aimed at strengthening Wisconsin's integrated workforce development system. The objective was to establish a set of guiding principles that would aid in moving the workforce system forward in an integrated fashion. The resulting MOU consists of 11 guiding principles that were unanimously approved.
- ◆ 2014-2018 Strategic Plan: In the fall of 2013, the CWI undertook a major strategic planning process to develop a vision for Wisconsin's future workforce and talent development system. CWI leadership established four strategic planning subcommittees, naming co-chairs to lead each subcommittee through the development of recommendations for the strategic plan. The strategic planning subcommittees were:
  - ◆ Alignment of Workforce Programs
  - ◆ Development of Sustainable Partnerships
  - ◆ Education for Workforce and Talent Development
  - ◆ Talent Development, Attraction, and Retention

- ◆ The strategic plan completed in late 2014 included 21 strategic action recommendations that will provide short-term and long-term sustainable talent development activities that are aligned with and support Wisconsin's economic development and growth plans.
- ◆ In February of 2014, the DWD Secretary Newson welcomed Garrett Groves, Senior Policy Analyst at the National Governors Association, Center for Best Practices, to speak to members of the CWI, WDB leadership, and DWD staff about the America Works: Education and Training for Tomorrow's Jobs Initiative. Mr. Groves shared a framework for bringing together industry partnership approaches such as sector strategy initiatives and the development of career pathway programs in education and training institutions.

Dislocated Worker Subcommittee: The committee met with DET staff throughout the period to review policies, worker dislocation events and program outcomes. The subcommittee advised the CWI on State special response (SR) funding and the various programs and outcomes.

Reconstitution of the State Workforce Board: Governor Scott Walker issued Executive Order #152 in March of 2015. The Executive Order established a new state workforce board in compliance with the Workforce Innovation and Opportunity Act (WIOA). In addition to carrying out all duties and functions required by WIOA, the Council is required to:

- ◆ Recommend strategies that align workforce development resources to support economic development, encouraging the development of career pathways that support high-demand industry sectors;
- ◆ Identify and implement best practices that will strengthen the Wisconsin Job Center system to support employer-driven training needs and encourage individual self-reliance;
- ◆ And promote programs that increase the number of skilled workers and provide resources to all Wisconsin workers seeking work, including persons with disabilities and youth.

The 35-person Council was formally established on July 1, 2015 as required by WIOA. Training of the members was scheduled for August with the first meeting scheduled for September. DWD is also establishing two new Committees under the CWI Council:

1. ***Talent Development & Planning Committee*** – primary responsibilities include oversight of WIOA implementation and ongoing administration of the 2014-2018 Strategic Plan
2. ***Partnership Development and Resource Alignment Committee*** – primary responsibilities include growth of collaborative workforce networks and alignment of agency and program resources to build integrated talent development networks and solutions

Governor's Task Force on Minority Unemployment Subcommittee -The Task Force on Minority Unemployment was established in 2012 as subcommittee of the CWI by Governor Walker to coordinate efforts across agencies and programs with the goal of reducing minority unemployment in the Milwaukee area. The task force is co-chaired by Lieutenant Governor Kleefisch and State Senator Lena Taylor. During FY 2013, the Task Force continued to develop and execute solutions to Wisconsin's minority unemployment challenges. The FY 2013 work included:

- ◆ Continuing work with the *My Life! My Plan!* Program, a Milwaukee Talent Dividend-sponsored workshop geared toward exposing high school youth to a variety of large and small group activities that will help them connect the dots between education and career pathways. In the last two years:
  - 171 workshops have been conducted,
  - 1,289 volunteers have served as coaches, and
  - 4,556 Milwaukee-area students have graduated from the program,
- ◆ Creating an inventory of re-entry programs serving individuals returning to the Milwaukee Area after incarceration adding it to the CWI's website with information about how providers of re-entry programs and services can be added to the inventory,
- ◆ Providing members with updates on public/private partnerships and
- ◆ Hearing from local employers about workforce needs and successful employment practices.

During FY 2014, the Task Force continued to develop and execute solutions to Wisconsin's minority unemployment problem. The Task Force efforts included:

- ◆ Supporting pathways to employment in growing sectors, including urban forestry, urban agriculture, community health, information technology, and energy
- ◆ Bringing private sector and community-based partners into growing collaborations between DWD and the Wisconsin Department of Corrections and
- ◆ Aligning labor market information with Academic and Career Planning (ACP), designed to empower students to travel career pathways into adulthood through education and training.

### Dislocated Worker Services

#### **Program Summary**

The Workforce Investment Act (WIA) Dislocated Worker Program provides services to dislocated 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.

#### **Accomplishments 2013-2015**

- ◆ Provided the Trade Adjustment Assistance (TAA) Program services to dislocated workers. Services were provided to 2,777 individuals in SFY2014 and to 1,869 individuals in SFY2015.
- ◆ Achieved 7,943 successful employment outcomes for adult and dislocated worker participants during the biennium through the Title 1 WIA Program administered by DET.
- ◆ Administered and managed \$7.84 million in National Emergency Grants awarded to DWD in SFY2014-2015.

- ◆ Secured \$2,789,142 in new National Emergency Grant funding from the U.S. Department of Labor.
- ◆ Managed the Special Rapid Response Grant program providing the WDBs with funds to assist dislocated workers affected by mass layoffs. During the biennium approximately \$6.2 million in grants was disbursed.
- ◆ Provided rapid response assistance to dislocated workers from over 160 employers.
- ◆ Continued the implementation of the Worker Survey. Survey data contributes 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. The Worker Survey has now been translated into the Spanish language; it was printed and is now available throughout the state.
- ◆ Implemented statewide 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 (including resume development, labor market information, financial planning, and job search resources); customized labor market information; staffed onsite transition centers; and targeted job fairs to connect affected employees with area employers.
- ◆ Forged increased coordination between the TAA program and the Wisconsin Technical College system through the Regional Industry Skills Education (RISE) Project, in promotion of using Career Pathways in our retraining strategies.
- ◆ Supported Wisconsin's various TAA Community College Career Training (TAACCCT) grant efforts. Information was provided to support grant proposals, promote new targeted training programs, and support development of websites through survey participation and design feedback.
- ◆ Developed new processes and forms to implement "Reversion 2014" , the TAA program's services and benefits package, while maintaining 2009 Law and 2011 Law versions.

### 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 26 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 ):
  - Job Center resource room assistance and job readiness workshops
  - Career counseling and development
  - Assessment testing and skills analysis
    - Hard skill testing through WorkKeys
    - Work readiness certification through the National Career Readiness Certificate (NCRC)
    - Career exploration
    - Soft skills
  - Business services
    - Specialized recruitment assistance
    - Job order assistance
    - Call center-based assistance
    - Job fairs and Career Expos
  - Migrant Seasonal Farm Worker (MSFW) outreach
  - Re-employment Services (RES) and Re-employment Eligibility Assessments (REA), which provide specialized services for unemployment insurance (UI) claimants to help them 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 2013-2015**

Business Services – During the 2013 – 2015 biennium, DWD actively engaged in the development of an updated, refreshed version of the Job Center of Wisconsin.com website,(scheduled for implementation in September, 2015). As planning and development of the new system was underway, the existing jobs database continued to serve large numbers of employers and job seekers, helping to match quality jobs with Wisconsin talent. Some statistical data from that time period included the following:

- More than 2,800 new employer registrations that included at least one job posting,
- At least 300,000 job orders posted
- More than 600,000 job openings associated with job orders were posted,

Additional business services provided during this period included:

- ◆ In-depth WorkKeys / National Career Readiness Certificate testing for business customers

- ◆ ACT job profiling services for business customers
- ◆ Coordination of a wide range of specialized services to businesses, including assistance with registration, job order processing, career fair/expo involvement, tax credit assistance, OJT, on-site recruitment facilities and applicant-pre-screening services
- ◆ Continuation of the State's Commercial Driver initiative. During PY 2014, 784 applicants applied for the program with the goal to work toward attainment of CDL licensure and employment in the transportation industry
- ◆ Development of an Energy Industries page that will be released in PY 2015

Jobseeker Services – The 2013 – 2015 biennium was also a very active time for job seekers.

- ◆ Job seeker registrations totaled 592,199.
- ◆ Job Service coordinated job fairs and career expos throughout the State. Four large-scale Career Expos were held each year. These Career Expos included applicant pre-screen ticketing for event admission. Dozens of additional large and medium scale job fairs were held throughout the State, as well as hundreds of individualized employer recruitments held at Job Centers.
- ◆ Job Service continued to provide a vast array of job seeking workshops throughout the State, with topics that ranged from computer literacy, social media, resume development, and application / interviewing skills, to in-depth Career Counseling activities and events.

Job Service Social Media

- ◆ The JCW Facebook page has many active users and 4,600 “likes,”
- ◆ JCW has 768 Twitter followers and
- ◆ 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 (Trade Readjustment Allowance -TRA)program), DET/Bureau of Workforce Training (Dislocated Worker and Rapid Response programs), and local workforce boards to improve coordination, training, communications, reporting and co-enrollment.

- ◆ Worked with the Technical College System to support Wisconsin's various TAA Community College Career Training grant efforts (TAACCCT). Job Service promoted their new targeted training programs, and supported development of their websites through survey participation and design feedback.
- ◆ Developed new processes and forms to implement "Reversion 2014" of the TAA program's services and benefits package, while maintaining 2009 Law and 2011 Law versions.
- ◆ Certified 24 new companies as trade-eligible for PY13 and PY14. Job Service staff routinely assist customers affected by 160 different trade-certified companies.
- ◆ Continued to service participants from 2009, 2011 and Reversion 2014 law versions of the TAA Program service and benefit packages.
- ◆ Wisconsin mirrors the nationwide trend of decreased petitions being submitted and approved as 2014 program sunset provisions reduced the eligible target group to the manufacturing sector only. As of June 30, 2015, statewide active caseloads were at 1,402 customers.

Reemployment Services (RES) Program – The 2013 – 2015 biennium was a time of great innovation for the Re-Employment Services (RES) program. The RES program was re-designed to provide greater efficiencies, and some highlights included:

- ◆ All eligible claimants completed an assessment and viewed online orientation materials that provided an overview of various services and resources available.
- ◆ Claimants began to be referred to appropriate services based on assessment results.
- ◆ Claimants required to participate for in-person services accessed new functionality that allowed them to self-schedule for these services at a convenient location, date and time.

DWD entered into a study sponsored by the US Department of Labor with its Re-Employment Eligibility Assessment (REA) program, which began in April 2015. The study is being conducted over a 12 month interval, and is looking at re-employment successes in individuals who receive services in a full-service model versus a partial-service model or non-staff-based service model.

#### 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, 1,513 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 participants do get referred down multiple paths.
- ◆ Of the 23,862 participant 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 2013-15 specifically for the RES program, serving 7,768 UI claimants.

#### Assessment Testing – KeyTrain / WorkKeys / National Career Readiness Certificates

- ◆ 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.
- ◆ Conducted regular weekly testing for several employers throughout Wisconsin.
- ◆ Performed intensive job profile analyses for two Wisconsin companies.
- ◆ 21,541 new customers were granted access to KeyTrain, a pre-assessment online learning tool. These customers have passed 31,435 pretests.
- ◆ 1,671 customers passed various ACT Career Ready 101 soft skill assessments.
- ◆ Scheduled, proctored, and monitored 11,932 WorkKeys tests in 2013-15, including 4,115 Reading, 3,495 Math, 3,590 Locating Information, and 732 Other WorkKeys Tests.
- ◆ National Career Readiness Certificates (NCRC): Job Service awarded 3,361 work readiness NCRCs in 2013-15, including 567 Bronze, 1,871 Silver, 905 Gold, and 18 Platinum.

### Other Testing / Assessments

The comprehensive career exploration sites; WISCareers and Career Cruising each had over 9,000 active logins during 2013-15.

- ◆ Job Service staff administered thousands of various assessments (including typing proficiency and basic aptitude of Microsoft software) using TapDance Live.
- ◆ Skill Explorer, My Skills/My Future, and My Next Move assessments continue to be used by job seekers throughout the state for career and education exploration.

### Cross Agency Partnerships

- ◆ The Bureau of Job Service has partnered with Wisconsin Department of Corrections to allow inmates nearing release the ability to access various assessment and career exploration tools to better prepare them for the job market.
- ◆ It is the intention of both DWD and DOC to see this project expand to all of Wisconsin's state correctional facilities. The work on this partnership with DOC has created interest with DOC's Division of Juvenile Corrections to create a similar program in nature and scope. Meetings with the Division of Juvenile Corrections have taken place and discussions are ongoing.

Staff Development – Job Service staff planned and conducted numerous trainings and spoke at conferences geared toward jobseekers, employers and workforce system staff. These events have included career expos, Job Center roundtables, labor law clinics, Friday Fundamental information calls, and presentation at membership events (e.g., Chambers of Commerce)

- ◆ Some staff training in the past year included business services, KeyTrain, WorkKeys proctoring, promoting and using social media, WorkKeys 101, TAA, RES/REA, numerous call center trainings and more.

### Notable Events/Activities

- ◆ Career Expos in Milwaukee, Eau Claire, Fox Valley, 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.
- ◆ Job Service has participated locally and statewide in a variety of Tribal meetings, outreach activities and planning events.
- ◆ Job Service continues to do DVR placement activities in WDAs 5 and 6.
- ◆ 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.
- ◆ 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.

### *Migrant and Seasonal Farmworker Program*

#### **Program Summary**

Through the Migrant Seasonal Farmworker (MSFW) Services, DET provides a wide range of services and protections to Wisconsin's agricultural community. The MSFW staff assists agricultural employers in addressing labor shortages for seasonal planting, harvesting and food processing through [jobcenterofwisconsin.com](http://jobcenterofwisconsin.com), the agricultural recruitment system and through the federal Foreign Labor Certification programs.

As required by federal regulations, staff conduct outreach to MSFWs across the State to connect with workers who are not being reached by normal intake activities conducted by local job center offices. Farmworkers receive assistance in finding agricultural or non-agricultural jobs and are given information to access training and other available resources.

The Wisconsin Migrant Labor Law, enacted in 1977, protects individuals who come to Wisconsin for 10 months or less and work in agriculture, horticulture or food processing. The law provides standards for certification and inspection of migrant labor camps, wages, work hours, working conditions, recruitment and hiring of migrant workers and guarantees the right of access to migrant camps to ensure that the workers and their families are aware of their rights and have access to services to which they are entitled to.

#### **Accomplishments 2013-2015**

- ◆ Signed a Memorandum of Understanding (MOU) for a data sharing agreement with the United Migrant Opportunity Services (UMOS), National Farmworker Jobs Program (NFJP) grantee.
- ◆ Provided outreach services to 6,304 migrant and seasonal farmworkers.

- ◆ Inspected and certified 133 migrant labor camps.
- ◆ Completed and distributed the 2013 and 2014 Camp Status Reports.
- ◆ Completed and distributed the 2013 and 2014 Wisconsin Migrant Population Report.
- ◆ Provided technical assistance and support to 53 employers using the federal H-2A and H-2B Foreign Labor Certification programs.
- ◆ Ensured that 7,658 migrant farmworkers and their families had safe housing conditions, adequate field sanitation facilities, and were paid according to their contracts.
- ◆ Held Pre and Post Season meetings in Madison and five other locations across the state to engage local partners, in collaboration with UMOS – our NFJP grantee.
- ◆ Provided technical assistance to 226 employers and recruiters of migrant seasonal farmworkers.
- ◆ Migrant Labor Inspectors continue to educate, maintain a good working relationship with employers, and maintain positive relationships with the various partners in the field while ensuring that employers are complying with the State Migrant Labor Law.

Career Pathways and Bridge Programs -- Regional Industry Skills Education (RISE)

**Program Summary**

Wisconsin Career Pathways

In April of 2012, the Wisconsin DWD and the Wisconsin Technical College System (WTCS) received a third 2-year grant award, RISE 3.0, from the Joyce Foundation to further expand Career Pathway and Bridge program offerings. Joining DWD and the WTCS in strengthening Wisconsin's career pathway system are the Wisconsin Economic Development Corporation (WEDC), the Wisconsin Department of Public Instruction (DPI), and the Wisconsin Workforce Development Association (WWDA). The RISE 3.0 grant was completed in November 2014.

DWD assisted in professional development training sessions for workforce partners, including WDB staff and contractors, staff of Titles I, III, and IV, and OVS staff to facilitate their understanding of how to tap into Wisconsin's robust career pathway system. An information session showcasing the new Wisconsin Career Pathways website, [www.wicareerpathways.org](http://www.wicareerpathways.org), was attended by over 120 workforce development professionals around the state.

The Wisconsin Career Pathways Steering Committee, formerly the RISE 3 Steering Committee, is comprised of key staff from WTCS, DWD, the WEDC, the DPI, and the statewide association of Workforce Development Boards and Executives (WWDA) and will continue to collaborate to create systemic change at the state and regional levels.

**Accomplishments 2013-2015**

<b>RISE 3 Outcomes</b>	<b>Proposed</b>	<b>Actual</b>
<b>Create Embedded Technical Diplomas or Career Pathway Certificates</b>	80 to 100	167 Embedded Technical Diplomas approved 26 Career Pathway Certificates approved
<b>Create Career Pathway Bridges</b>	80 overall	89
<b>Enroll adults in the Innovative Strategies to Increase Self-Sufficiency evaluation of Career Pathway Bridges</b>	250	251
<b>Bridge learners credential completion with at least 2 post-secondary credits</b>	800	1,015 completed a Bridge, 467 earned 1 additional credit beyond those earned in the Bridge, 254 enrolled in 12 additional credits beyond the Bridge
<b>Serve adult learners in a Career Pathway Bridge</b>	1,000	1,370 (in 12 of 16 Colleges)

Office of Veterans Services

**Program Summary**

The mission of DWD's Office of Veterans Services (OVS) is to "Advance Veterans into the workforce through targeted business engagement and effective employment services." The organization is comprised of two distinct groups of staff, the Local Veteran Employment Representatives (LVERs) and the Disabled Veteran Outreach Program (DVOPs) Employment Specialists.

In PY 2014, the roles of LVER and DVOP changed dramatically with the implementation of new guidance from the Department of Labor Veterans Employment and Training Service. The LVERs are now fully engaged within the Job Center Business Services team as members of the business service teams and promote veteran hiring to Wisconsin employers. They assist in the organization of veteran job fairs and the facilitate employer workshops that describe the value veterans bring to the workforce. The DVOPs meet individually with veterans, conduct comprehensive assessments and develop individualized employment plans for each veteran. Using a case management approach, the DVOPs track the veteran's progress toward employment.

**Accomplishments 2013-2015**

- ◆ During PY 2014 3,142 Veterans with a significant barrier to employment (SBE) received staff assisted services by DVOP staff.
  - 1,320 SBE veterans had campaign badges
  - 1,165 SBE veterans were Disabled veterans
  - 792 SBE veterans were Special Disabled
  - 369 SBE were recently separated from military service within 3 years
  - 410 were female veterans

- 126 were homeless veterans
  - 1,124 were post 9-11 veterans
  - 2,506 veterans received intensive services and case management follow-up services
  - 1,368 veterans were referred to employment
  - 1,920 veterans entered employment following staff assisted services
  - 1,340 veterans entered employment following intensive service
  - Average starting wage was \$15.34 per hour.
- ◆ At the end of PY 2014, OVS met or exceeded 12 DOL negotiated performance standards set by the Department of Labor Veterans Employment and Training Service.

OVS Partnerships – DWD/OVS DVOP staff provides case management support to veterans completing training sponsored by the Veterans Administration Vocational Rehabilitation Chapter 31 program. An OVS/DVOP intensive service coordinator is stationed at the VA Regional Office in Milwaukee to coordinate referrals to DVOPs in the field. Once the disabled veteran is near the completion of the training a referral is made to the DVOP and the intensive services necessary are provided. By the end of PY 2014, 30 special disabled veterans entered employment following DVOP services.

Within the program year, additional Memorandums of Understanding (MOU) were established in order to secure the case management assistance of OVS/DVOPs.

- ◆ A MOU was developed with the NE Milwaukee Job Center staff and DWD/OVS to ensure homeless veterans receive intensive employment services provided by DVOPs.
- ◆ A MOU is in development to ensure incarcerated veterans being released receive DVOP intensive employment services.

During PY 2014 DWD/OVS, in collaboration with the state Office of State Employment Relations (OSER), started a pilot program (WiscJobs forVets) at DWD designed to increase state employment of disabled veterans with a service connected disability of 30% or more. One LVER was assigned to central office to promote the program to state agencies and match disabled veterans to state employment. To date, 34 disabled veterans started state employment with an average wage of \$19.00 per hour.

DWD/OVS provided employment support to 270 Wisconsin National Guard members at yellow ribbon reintegration event held in Madison and Rothschild. OVS staff provided support to DWD Career Fairs and assisted in the facilitation of veteran job fairs held at the Milwaukee War Memorial.

OVS partnered with the DWD/Apprenticeship Bureau and actively recruit training candidates for the Veteran's in Piping and Helmets to Construction program. Both are training paths that can lead veterans to successful careers.



## Wisconsin Fast Forward

### **Program Summary**

The Wisconsin Fast Forward (WFF) initiative was signed into law in March of 2013. WFF addresses the skills gap through reimbursement grants that assist Wisconsin employers and their partners with customized skills training to fill current job openings and ongoing skill requirements. Program goals include:

- To increase high-demand skills attainment in the local and regional workforce,
- To influence the number of new jobs created,
- To reduce layoffs due to skilled labor shortages,
- To help unemployed and underemployed individuals gain full-time employment and
- To provide incumbent workers with wage increases and job security.

The WFF program provides demand-driven worker training grants to employers in collaboration with training providers and their local workforce and economic development partners. The program accepts grant proposals for customized, short and medium-term skilled worker training projects. Qualified proposals must be supported by current and projected labor market information, demonstrate the need for training, and state the intent to hire trainees or raise incumbent worker wages. The Wisconsin Department of Workforce Development (DWD) – Office of Skills Development (OSD) administers the WFF program.

WFF grant opportunities are available to any public or private organization with documented workforce training needs in the industry sectors and occupational areas identified by OSD and its Technical Review Committee. The committee is comprised of economic advisors and industry experts from DWD, Department of Revenue, Wisconsin Technical College System (WTCS), and Wisconsin Economic Development Corporation (WEDC). In the biennium, grants were released in the following occupational areas:

- Agriculture and Related Occupations
- Construction Trades and Related Occupations
- Customer Service Occupations
- Financial Services Occupations
- Health Care and Related Occupations
- Information Technology Occupations
- Manufacturing Occupations
- Transportation, Logistics, and Distribution Occupations
- Wisconsin Small Businesses with 50 or fewer full-time employees

### **Accomplishments 2013-2015**

OSD has issued letters of intent to award over \$12.5 million in WFF grants through the biennium ending June 30, 2015. These funds will be used to assist 145 workforce training projects with increasing high-demand job skills for nearly 13,800 trainees at more than 300 businesses.

	<b>Applicant Requested</b>	<b>Intent to Award Funds</b>	<b>Intent to Award Trainees</b>
<b>Round 1</b>	<b>\$4,071,700</b>	<b>\$2,604,943</b>	<b>2,244</b>
<b>Round 2</b>	<b>\$5,622,313</b>	<b>\$3,429,005</b>	<b>4,716</b>
<b>Round 3</b>	<b>\$11,048,041</b>	<b>\$6,472,005</b>	<b>6,826</b>
<b>TOTAL</b>	<b>\$20,742,054</b>	<b>\$12,505,953</b>	<b>13,786</b>

In March of 2014, the Blueprint for Prosperity initiative was signed into law under 2013 Wisconsin Act 139. The legislation provides \$35.4 million in additional funding to expand the Wisconsin Fast Forward program and target three distinct populations for skill training: college students, high school pupils and persons with disabilities. The Blueprint for Prosperity initiative builds on program successes by engaging businesses to develop and deliver training programs and commit to hire individuals who acquire the targeted in-demand skill sets. The OSD worked in partnership with WEDC, WTCS, the Department of Public Instruction, the DWD Division of Vocational Rehabilitation and other stakeholders to:

1. Award \$28,021,052 to 16 technical colleges to reduce Wisconsin Technical College System waiting lists across 100 programs in high-demand fields for 4,908 college students,
2. Award \$4,651,112 to 75 projects that bring together school districts, technical colleges and businesses to provide over 2,000 high school pupils with industry-recognized certifications in high-demand fields,
3. Award \$622,340 to enhance employment opportunities by providing employer-driven training for 210 persons with disabilities, including service-disabled veterans and
4. Invest \$850,000 to expand Project SEARCH for assisting students with disabilities as they transition into the workforce.

Workforce Information and Technical Support

**Program Summary**

The Workforce Information and Technical Support Bureau (WITS) consists of two sections – the Labor Market Information Section (LMI) and the Office of Economic Advisors Section (OEA). The two sections work hand-in-hand to provide workforce and economic data and analytics to a whole host of users, both internal and external.

Fully funded by the federal government through the Employment and Training Administration and the Bureau of Labor Statistics, WITS produces detailed, objective information on employment, unemployment, job creation, and projections of industry and occupational jobs by titles. WITS provides information that is critical to the allocation of federal funds nationwide and locally. The information also provides a baseline necessary to evaluate workforce development program outcomes.

In the last two years, WITS 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 2013-2015

In this biennium, several WITS projects were undertaken to meet the needs of and align with the Wisconsin Department of Workforce Development strategic plan and assist its partners in progressing the state's workforce development system. Highlights of these projects are listed below:

- ◆ Presented LMI information at a wide range of events, requested by partners, employers, associations, etc.
- ◆ Worked closely with Department to implement a new LMI landing page on the new JCW system.
- ◆ Worked closely with the Wisconsin Housing and Economic Development Authority (WHEDA) to analyze an urban redevelopment area so that WHEDA could develop strategies to develop the local business communities.
- ◆ Held conference with workforce development stakeholders (WDA, Educators, Private businesses) to demonstrate the uses of WITS capabilities.
- ◆ Participated in community outreach activities to identify needs to better serve the business community of Wisconsin.
- ◆ Collaborated with Wisconsin Fast Forward and Blueprint for Prosperity jobs training grant programs to provide qualifying criteria for workforce training grants.
- ◆ Coordinated efforts with Wisconsin Fast Forward staff to assist grant recipients to meet reporting guidelines.
- ◆ Collaborated with Job Service to assess worker skill sets and highlight specific careers and related occupations using LMI data.
- ◆ Worked with WDB to identify industry trends as a result of WDB funding decisions.
- ◆ Provided data for the use in various internal and external research projects such as the Milwaukee County Transportation Study, UI analysis, Department of Revenue financial modeling, dislocated worker service provision, and other data requests.
- ◆ Designated Targeted Employment Areas and provided certification letters to potential new businesses and development grants.
- ◆ Provided demographic and workforce characteristics to help existing Wisconsin businesses and new businesses considering expanding and locating in Wisconsin.
- ◆ Provided data to Rapid Response program to assist with re-employment of at-risk employees.
- ◆ Provided monthly Veterans employment information to the Office of Veterans Affairs.
- ◆ Provided Employer mailing lists to the UI Labor Law Clinics
- ◆ Assisted the Wisconsin Youth Apprenticeship Program in identification of industries that may benefit from participation in the Apprenticeship Program.
- ◆ Provided analytical and technical support for and authored the Wisconsin 2014 LPN and 2015 RN Workforce Report to the legislature.
- ◆ Produced local wage information using Electronic Data Systems software to meet the needs of employers and job seekers.
- ◆ Conducted value stream mapping for data unit.

## 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 whose membership comprised mostly of private sector businesses. Annual federal funds have been around \$48 million to carry out the state's workforce system efforts.

On July 22, 2014, President Obama signed the Workforce Innovation and Opportunity Act (WIOA), which supersedes WIA. A two-year phased implementation began at that time.

### DWD Leadership on WIOA Implementation

Charged with leading Wisconsin's transition from WIA to WIOA, DWD Secretary Newson tasked the Division of Employment and Training (DET), which administers Title I of WIA and WIOA, with implementation. Of the core programs now under WIOA, Wagner-Peyser and Vocational Rehabilitation services are administered by DWD, and Title II services are administered by the Wisconsin Technical College System (WTCS). A WIOA Executive Committee was formed, and its members included DWD Secretary Newson, WTCS President Morna Foy, Administrators from the DWD Divisions of Employment and Training, Vocational Rehabilitation, and Unemployment Insurance, and the WTCS Provost. As of June 30, 2015, Wisconsin was working on a combined state plan for WIOA that will be submitted in 2016.

### **Accomplishments 2013-2015**

- ◆ Exceeded or met all of DOL's nine negotiated performance measure goals for Program years 2013 and 2014.
- ◆ Refined the data warehouse and created a user-friendly web-based reporting tool called JCS Management Reports to make reports more useful and easier to understand, providing the state with better ways to manage outcomes of program dollars.
- ◆ Received approval from the US Department of Labor for 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.

## 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 2013-2015**

- ◆ WOTC received FFY 2015 funding for activities through September 30, 2015.
- ◆ WOTC processed 82,972 applications, including 49,614 certifications.

### 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 20,000 Wisconsin students have successfully completed the YA program.

#### **Accomplishments 2013-2015**

- ◆ Served 2,530 students in 2013-14 and 2,559 students in 2014-15, across 246 public and private school districts. More than 1,791 employers participated in the program.
- ◆ Issued \$4,467,400 in grants over two years to 33 local partnerships. Students served by those grants earned an estimated \$23,372,244 in wages over the two years, providing a 500% return on investment.
- ◆ Created five new Youth Apprenticeship Pathways in the Architecture and Construction Cluster. The new pathways, in Carpentry, Electrical, Masonry/Concrete, Plumbing, and HVAC, provide universal fundamentals for working in the skilled trades along with certain components of each specific trade. Each pathway functions as a one year Youth Apprenticeship program.
- ◆ Began a statewide strategic partnership between the Youth and Registered Apprenticeship Programs. Meeting through the Career Pathways Advisory Subcommittee, staff and employers from both programs developed a vision for bridging the programs. High school youth can use the Youth Apprenticeship program as an introductory experience to the skilled occupational training styles delivered in the Registered Apprenticeship program, without the formal commitment of an indenture agreement. The Subcommittee created crosswalks between several Youth Apprenticeship programs and corresponding Registered Apprenticeship programs to determine training overlap. Youth who complete those overlapping Youth Apprenticeships will be recommended for advanced credit in the Registered Apprenticeship program for some percentage of their hours worked.
- ◆ Provided Youth Apprenticeship (YA) outreach through numerous employer site visits, regional consortia meetings, industry association and trade council meetings, YA

coordinators meetings, and conference workshops. Each year, staff delivered around 20 group and conference presentations.

- Collaborated with the Wisconsin DWD Equal Rights Division on the development of industry equipment and Wisconsin's Child Labor Law guides. (See WI YA website posting of Manufacturing & Construction Equipment & Wisconsin's Child Labor Laws at [http://dwd.wisconsin.gov/dwd/publications/erd/pdf/erd\\_17607\\_p.pdf](http://dwd.wisconsin.gov/dwd/publications/erd/pdf/erd_17607_p.pdf).)
- ◆ Delivered technical assistance and training for statewide YA consortia staff and program partner agencies at the annual YA forums held in 2013, 2014 and 2015. Also provided orientation and data system training for new coordinators and support staff at the YA regional consortiums.

Workforce Investment Act Youth Program – The Bureau of Workforce Training staff provided specialized and individual technical assistance and training to staff at five workforce development boards and 18 youth service providers.

Governor Walker's Summer Youth Employment Program – As part of the Governor Walker's Summer Youth Employment Program in Program Year (PY) 2013, the Milwaukee Area Workforce Investment Board (MAWIB) placed 193 youth at 55 community based work experience agencies and 50 youth at 19 private sector companies. In PY 2014, MAWIB placed 220 youth at 60 community based work experience agencies and 50 youth at 25 private sector companies.

## Division of Vocational Rehabilitation

### ***Mission***

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

DVR serves:

- ◆ Individuals with disabilities, assisting them to maximize their employment opportunities by helping them develop the skills that today's businesses are seeking in the workforce of the future.; and,
- ◆ Business owners, providing the talent of qualified job seekers with disabilities and helping them achieve a better bottom line.

### ***We Value***

- ◆ Enabling the individual with a disability to increase their self-sufficiency through education and employment;
- ◆ Community partners and collaborators who share the expectation to increase individual self-sufficiency through education and employment;
- ◆ Competent employees and colleagues who are knowledgeable in rehabilitation and committed to serving individuals with disabilities to increase their self-sufficiency and employment;
- ◆ DVR leaders who demonstrate the commitment, knowledge and experience to lead the program and employees to increase education and employment opportunities with persons with disabilities; and
- ◆ Sound fiscal and administrative practices that support all DVR personnel, community partners and individuals with disabilities to achieve self-sufficiency and employment.

### ***Program Summary***

DVR operations are located throughout Wisconsin, including in many Job Centers, as well as in our central administrative office in Madison.

DVR's primary services for job-seekers with disabilities are:

- ◆ Career guidance and counseling
- ◆ Disability and employment assessment

- ◆ Job search and placement assistance
- ◆ Information and referral services
- ◆ Transition to work services for students with disabilities in high school
- ◆ Employment service support for persons with 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

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 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. 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.

DVR's primary services for businesses are:

- ◆ Recruitment of pre-screened and qualified applicants
- ◆ Retention strategies for employees with disabilities
- ◆ Access to financial incentives for hiring qualified applicants with disabilities
- ◆ Assistance to increase accessibility of the businesses' products and services for both employees and customers
- ◆ Education for managers and staff related to disability and employment

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

- ◆ Wisconsin DVR hired 20 new Business Services consultants in 2013. These individuals develop relationships with Wisconsin businesses and help them recruit, hire and retain people with disabilities.
- ◆ DVR partnered with the Walgreens Retail Employees with Disabilities Initiative (REDI) to provide training for individuals with disabilities in a retail setting. This national program began its pilot in Milwaukee-area Walgreens retail locations in 2012. One-hundred and two



DVR consumers who completed REDI training have been hired in permanent positions by Walgreens and 28 consumers have been hired by other retail employers. This “place and train” model provides the needed supports and training for DVR job-seekers to succeed. The success of the Walgreens REDI model has led to DVR exploring the place and train model with other businesses.

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

Accomplishments 2014-2015

Thousands of job-seekers with disabilities in Wisconsin became employed as a result of DVR services and thousands more applied for DVR services, as illustrated in the table below.

	<i>SFY</i> 2014	<i>SFY</i> 2015
Successful Employment outcomes	4,352	4,644
Wages per hour of those employed	\$12.54	\$12.58
Applicants for services	13,806	13,793

Additional GPR matching funds and the creation of 9.0 FTE new direct service staff by Wisconsin Act 58, along with the associated annual increase in federal funding for DVR, allowed DVR to assist additional job seekers with disabilities to achieve independence and self-sufficiency through employment.

- ◆ The waiting list for DVR services for people with significant disabilities was eliminated at the end of the 2014 calendar year. Prior to Act 58, the wait time for these individuals was approximately 5 months.
- ◆ The 9 direct service staff positions are able to serve an additional 900 job seekers with disabilities.

Wisconsin was selected by the US Department of Education for a 5-year, \$32.5 million federally funded pilot program called Wisconsin Promise, which is aimed at improving the education and career outcomes of low-income children with disabilities who receive a Supplemental Security Income benefit from the Social Security Administration. DVR is partnering with several other state agencies and other partners to coordinate services to youth and their families. Since April 2014, almost 1,200 youth and their families have enrolled in the PROMISE initiative, with a total enrollment goal of 2,000 during the multi-year project. Half of the 2,000 enrollees will receive PROMISE services and the other half will receive DVR services.

DVR is also focused on meeting the need of Wisconsin businesses. Since February 2013, DVR Business Services Consultants have:

- ◆ Been involved in 1,196 direct hires of DVR job seekers
- ◆ Arranged 517 On-the-Job (OJT) experiences for DVR job seekers
- ◆ Arranged 742 internships and temporary work experiences for DVR job seekers
- ◆ Had contact with 8,163 businesses in Wisconsin to discuss recruiting and hiring job seekers with disabilities

Relationships with Wisconsin tribes have been an important component of vocational rehabilitation services for job seekers with disabilities who are also tribal members. Wisconsin has four federally funded Tribal Vocational Rehabilitation programs; Great Lakes Inter-Tribal Council, Oneida, Lac Courte Oreilles, and Menominee. DVR has cooperative agreements and close collaborative working relationships with these programs. DVR conducts joint training with Tribal VR and Tribal members with disabilities are able to receive services from DVR, Tribal VR or both programs to increase opportunities for vocational success and economic self-sufficiency.

## 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 (UIAC) to update state Unemployment Insurance statutes every two years.

### Accomplishments 2013-2015

- ◆ Distributed nearly \$2 billion in UI benefits to 435,257 claimants over two years. A summary of this activity is shown in the table below

*\* The number of disputed issues resolved only includes the department staff workload. In CY 2013/2014 the department staff also processed 103,847 informal decisions and 53,136 system generated decisions.*

*Note: The CY 2013 claimants and benefits paid include extended federal benefits programs. The federal programs ended in December 2013. The CY 2013/2014 initial applications, weekly claims, and disputed issued numbers include only the Regular UI program.*

	CY 2013	CY 2014
Number of Claimants Paid	343,473	262,427
Amount of Benefits Paid	\$1,283,637,388	\$716,258,465
Number of UI Initial Applications	555,624	498,433
Number of weekly claims processed	3,928,156	3,245,067
Number of disputed issues resolved*	327,489	276,075

- ◆ The UI Trust Fund had a positive balance in portions of May and June 2014. All loans were paid by the end of July 2014.

### **Benefits Operation Bureau**

- ◆ Issued 576,356 written initial determinations of benefit eligibility during the biennium.
- ◆ Selected as participant in a federal grant, in partnership with DET, to conduct Reemployment Services Reviews of Eligibility Assessments (RESREAs) for UI claimants.
- ◆ Implemented several strategies to reduce improper payments. Wisconsin shortened the wait time for Wage Record Cross Match reviews and investigations by 3 months.
- ◆ 2013 Wisconsin Act 36 requires the Department to conduct random work search audits on UI claimants. In 2014, the Department conducted 11,394 random audits and found 4,780 instances of individuals not complying with mandatory job search requirements. Wisconsin increased its work search audits averaging over 1,000 per week since January 2015 to improve program integrity and reduce payment errors.
- ◆ Wisconsin implemented a new cross match for inmates utilizing Appriss software that provides booking and release data from 95% of the incarceration facilities in Wisconsin in near real-time.
- ◆ Wisconsin continues to recruit and hire former law enforcement personnel to conduct special investigations related to fraud schemes, ID theft and worker misclassifications.
- ◆ Wisconsin partnered with several states and the USDOL-OIG to combat organized identity thieves and UI scams. Wisconsin implemented several strategies to authenticate claimant identities and eliminate fraud.
- ◆ In 2014/2015, 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 letters to claimants directing them to contact UI and provide information regarding their hire status. This reduces the potential for fraudulent overpayment of benefits.
- ◆ Conducted 23 labor law clinics and 19 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 70 employers attending each clinic.
- ◆ The UI program participated in Rapid Response sessions and provided speakers to 62 employer groups, human resource groups, and business associations upon request. The four adjudication centers gave 98 presentations to 3,148 participants. Also, UI staff made 14 presentations attended by 506 small employers
- ◆ UI implemented an enhanced online initial claims-taking application in November 2014, which allows nearly 90% of applicants to complete the initial claim without staff assistance.

- ◆ Prepared and issued the 2014 Report on Detection and Prosecution of Fraud to the UI Advisory Council. The Department recovered nearly **\$40.5 million** of fraud and non-fraud overpayments in 2014, including \$2.5 million of debts 5 years and older utilizing various mechanisms.
- ◆ Established \$ 37,347,057 in overpayments in 2014; including \$ 20,455,759 due to fraudulent activities.

**Forfeiture Assessment and Collection, Benefit Reduction Amount and Forfeiture, Benefit Reductions, and Overpayment Penalties**

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Forfeitures Assessed*	\$40,775,475	\$39,469,232	\$11,949,972	\$2,073,555
Benefit Amount Reduction (BAR)	\$0	\$7,582,891	\$32,690,125	\$43,264,146
Penalties assessed**	\$0	\$20,768	\$2,202,840	\$2,823,964
<b>Recovered for all years Assessed</b>				
Forfeitures Collected	\$11,454,179	\$9,366,384	\$8,592,250	\$3,309,935
BAR Satisfied	\$0	\$50,632	\$3,102,731	\$5,133,741
Penalties collected**	\$0	\$603	\$327,106	\$1,774,331
<b>Overpayments Collected</b>				
Fraud	\$15,597,067	\$25,223,873	\$23,990,550	\$21,773,656
Non-fraud	\$28,099,276	\$24,945,202	\$25,112,055	\$18,686,386
Total	\$43,696,343	\$50,169,075	\$49,102,605	\$40,460,042

\* For benefit weeks before 10/12/2012 forfeitures (penalties) were assessed and future UI benefits were withheld to satisfy the assessment. With 2011 Act 198, the forfeiture concept was changed to Benefit Amount Reduction (BAR) or ineligibility for benefits in the amounts of two times the weekly benefit rate for the first act of fraud, four times the weekly benefit rate for the second act of fraud and eight times the weekly benefit rate for each act subsequent to the second determination.

\*\*In November 2011, the federal government enacted a mandate that states impose a 15% penalty on fraud overpayments by October 21, 2013, to be placed in states' unemployment reserve funds.

- ◆ The Department participates in the United States Treasury's Tax Offset Program (TOP) to intercept federal tax refunds. By utilizing the tools available through TOP, the Department was able to recover \$8.2 million in fraud overpayments, \$1 million in non-fraud overpayments and \$400,000 in fraud penalties in 2014.
- ◆ During 2014, the Department's Field Audit Section conducted 2,101 audits of employers, resulting in assessments totaling nearly \$1.3 million due to misclassified workers.
- ◆ The worker classification website has had *184,508* hits from unique internet protocol addresses during 2014. The website has yielded 39 tips in 2014 which have resulted in 21 misclassification investigations. The investigative staff has conducted 76 field investigations resulting in 46 referrals to the Field Audit Section. On average, an audit conducted by the Department resulting from a referral by investigators has yielded 12 misclassified workers and an additional \$4,722.00 in unpaid UI taxes.

- ◆ UI cooperated with the Legislative Audit Bureau during its audit of the financial statements of the UI Reserve Fund conducted in 2014/2015. The Bureau's report 15-8 issued in July 2015 "did not identify any internal control, compliance, or other matters required to be reported under *Government Auditing Standards*"

## **Bureau of Legal Affairs**

The Division of Unemployment Insurance's (UI) Bureau of Legal Affairs (BOLA) has three primary functions:

- ◆ Provide legal advice and services to the UI Administrator, Deputy Administrator, UI bureaus, and the UI Advisory Council. BOLA attorneys represent the UI Division in court cases involving unemployment insurance tax issues and are involved in legal proceedings to collect delinquent UI taxes, benefit overpayments, and to represent the department's position on statutory interpretation.
- ◆ Administer the UI appeal and hearing process. BOLA operates four hearing offices in Madison, Milwaukee, Appleton, and Eau Claire; Each office has a staff of Administrative Law Judges (ALJ's) that hold hearings on appeals from unemployment benefit and tax determinations.
- ◆ Conduct policy research and analysis on significant issues affecting the UI program and determine the effect of proposed UI law changes on the UI Trust Fund and program administration.

In addition to the three core functions, BOLA also works closely with the Unemployment Insurance Advisory Council, with the BOLA Director serving as the non-voting chairperson. The ten member council, appointed by the Secretary of the Department of Workforce Development, considers proposed law changes and sends an agreed-upon bill to the Wisconsin State Legislature each legislative cycle.

## *Accomplishments*

- ◆ Over 190 Worker Misclassification investigations were conducted during the biennium, leading to over 550 workers properly reclassified as employees. Over \$275,000 in tax and interest was assessed and deposited into the UI Trust Fund.
- ◆ The Department successfully implemented a myriad of UI related provisions passed in 2013 Wisconsin Act 20 and 2013 Wisconsin Act 36. Examples include:
  - Substantially reducing the number of statutorily allowed quit exceptions
  - Creating a tiered standard for discharge for misconduct
  - Creating a disqualification standard for substantial fault
  - Increasing a claimant's required work search actions from two to at least four
  - Conducting random audits of claimants' work search actions
  - Providing GPR funding to cover employers' interest payments on the federal loan to the state UI Trust Fund

- ◆ Through the 2013-2015 biennium, over 62 UI fraud cases were referred for prosecution, of which 12 individuals were charged with over 60 counts of UI fraud. This has led to over \$110,000.00 in restitution collected.
- ◆ The Unemployment Insurance Bureau of Legal Affairs defended appeals by employers and shareholders liable for delinquent unemployment insurance taxes. The Department received 483 appeals in 2013 and 337 appeals in 2014, nearly all of which were fully disposed of within the biennium. The Department dramatically reduced the number of pending tax appeals, from 641 on July 1, 2013 to 280 on June 30, 2015.
- ◆ The Unemployment Insurance Bureau of Legal Affairs pursued collection of fraudulently obtained unemployment benefits in the United States Bankruptcy Court in approximately 400 separate cases in each year of the biennium. The number of pending cases has ranged from 47 to 111 during the biennium, which fluctuates in response to the number of bankruptcy filings by debtors. The Department filed adversary proceedings in the bankruptcy court in nearly all cases in which perpetrators of unemployment fraud filed for a bankruptcy discharge of the fraudulent debt to the Department. In nearly all such cases the Department obtained an order of nondischargeability and in many cases also obtained an agreed plan for payment of the debt.

*Lower Level Appeal Timeliness*

<b>Appeal Timeliness Standard</b>	<b>Total Caseload</b>	<b>Decisions Issued Within 30 Days</b>	<b>Decisions Issued Within 45 Days</b>
<b>State Fiscal Year 2013</b>	21,667	63%	99%
<b>State Fiscal Year 2014</b>	19,387	86.10%	98.90%
<b>Federal Standard</b>		<b>60%</b>	<b>80%</b>

**Bureau of Tax & Accounting**

The Bureau has successfully implemented a program to send benefit payments to a prepaid debit card reducing paper checks. The Bureau has also implemented systems to accept Electronic Funds Transfers (EFT) for both taxes and overpayments.

*General Accounting*

- ◆ Accounting worked with Systems & Processing to successfully implement payment of benefits by prepaid debit cards in 2013. By the end of 2014, 99.4% of claimants were receiving payments electronically, either by EFT or by prepaid debit card. This has saved the postage and handling on over 2.5 million transactions during 2014.
- ◆ In 2013 electronic payments from employers totaling \$1.1 billion were processed, and in 2014 \$1.0 billion. Electronic payments are less expensive to process and employers appreciated the convenience. Employers also pay approximately \$4.3 million each year in installment payments

for delinquent taxes.

- ◆ Overpaid claimants now have the ability to create installment plans with an EFT from their bank account. In 2013, claimants made \$2 million of EFT installment payments, in 2014 claimants paid \$3 million in this manner.
- ◆ In 2014 85% of employers filed quarterly tax reports online. In addition 93% of wage records were filed on line. The continued reduction of paperwork shows that employers value the online portal for transactions.
- ◆ Accounting has provided the UIAC extensive financial analysis for Trust Fund solvency.
- ◆ UI received an "unmodified opinion" from the Wisconsin Legislative Audit Bureau on the Unemployment Reserve Fund's financial statements for fiscal years 2012-2014. An "unmodified opinion" is a "clean" opinion and indicates our financial systems and accounting records are accurate and in accordance with generally accepted account principles.

#### *Employer Service Team*

- ◆ Employer Service Team new status determinations for 2013: 13,061 and for 2014: 13,476.
- ◆ Business transfer determinations for 2013: 1,829 and for 2014: 1,872.
- ◆ Updated the web portal and the employer's handbook to make it easier to use.

#### *Collections*

- ◆ Benefit Overpayment collections for 2013 and 2014 was \$49.9 million and \$42.7 million, respectively.
- ◆ Benefit Overpayment collections has been using tax intercepts as an effective collection tool. In 2013 the federal tax intercept, known as the Treasury Offset Program (TOP), resulted in over \$13.0 million and in 2014 nearly \$9.6 million in collections. A similar program with the Department of Revenue resulted in over \$6.1 million in 2013 and over \$5.2 million in 2014. Since the beginning of the TOP in 2011, UI has collected over \$47.8 million.
- ◆ Claimant benefit overpayment collectors answered over 66,000 telephone calls in 2013 and 64,000 in 2014
- ◆ Employer delinquent taxes collected in 2013: over \$34.9 million and in 2014: over \$40.9 million.
- ◆ Employer delinquent tax collectors answered over 43,000 telephone calls from employers in 2013 and over 35,000 in 2014.



### *Audit*

- ◆ Audit determined that taxable wages of \$33.8 million and \$27.9 million were underreported in 2013 and 2014 respectively. This finding resulted in additional taxes of \$1.5 million and \$1.3 million.
- ◆ Number of new workers identified as misclassified in 2013 was 5,354 and in 2014 there were 4,709.
- ◆ Total audits completed in 2013 and 2014 were each over 2,100.

## 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 2013-2015**

#### ***Bureau of Insurance Programs***

The Bureau of Insurance Programs reports the Uninsured Employer Fund (UEF) remains strong with a \$12.9 million balance as of June 30, 2015. During this biennium, a third Collector position enabled the UEF to collect a greater proportion of balances due. In combination with fewer claims submitted, this allowed the Fund to improve its financial condition and ability to satisfy existing and future claims. Accomplishments from July 1, 2013 to June 30, 2015 include:

- ◆ Completed 46,056 Wisconsin employer investigations.
- ◆ Assessed penalties on 3,516 employers for operating without worker's compensation insurance.
- ◆ Collected penalty assessments of \$6.6 million from illegally uninsured employers.
- ◆ Estimated new insurance coverage resulted for 90,000 Wisconsin employees based on these efforts.
- ◆ Investigated and processed 86 claims for the Uninsured Employers Fund (UEF).
- ◆ Paid \$5.2 million through the UEF to or on behalf of workers injured while working for illegally uninsured employers.

- ◆ Monitored 200 private and 56 public self-insured Wisconsin employers as a part of our self-insurance program.
- ◆ One new wrap-up project was approved. Currently there are three 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, 2013, to June 30, 2015, include:

- ◆ Monitored and processed 71,147 non-litigated claims for accuracy, actions and prompt payments of over \$469 million.
- ◆ Created 4,251 claims for applications, third parties, and hearing loss.
- ◆ Calculated Permanent Partial Disability (PPD) estimates for more than 18,000 litigated and non-litigated claims.
- ◆ Verified and processed 13,993 litigated and non-litigated claims for wage information.
- ◆ Processed 178,900 pieces of litigated mail, electronic and paper responses to claim information requests, and claim-related emails.
- ◆ Processed and verified over 10,000 claims for compromise and finding of fact orders.
- ◆ Received and processed, through the Kofax Fax Importation application, 61,800 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 333,800 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 1,120 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 six various areas of compliance. Of the six indicators, five of them are at or above the standard and the one indicator below the standard is so by a single percentage.

- ◆ Issued an average of \$1.9 million per SFY over the biennium in special work injury benefits, including a biennium total of \$378,975 in death benefits to dependents of fatally-injured workers, and over \$499,500 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 from July 1, 2013, to June 30, 2015, include:

- ◆ Scheduled 9,395 hearings, and conducted 1,220 formal hearings.
- ◆ Issued 12,631 judicial orders to resolve injury claim disputes.
- ◆ Processed 10,594 hearing requests.
- ◆ Conducted 1,380 pre-hearing and settlement conferences to resolve contested cases.
- ◆ Approved 9,661 settlements to resolve contested cases.
- ◆ Resolved 7,611 health care service fee and necessity of treatment dispute cases through alternative dispute resolution.

### ***Initiatives Accomplished***

- ◆ Implemented the 2nd Injury Fund and Childrens Fund pieces of the State Fund Tracking (SFT) project, the WC Division's first Agile IT project. Upon implementation a standalone application was eliminated and its functions integrated with the WC Division's injury claim database. The first two pieces of the SFT project were the catalyst for developing a Windows Communication Foundation service for communicating with the STAR Transaction Editor (TES) database. This WCF service will be employed enterprise wide, so other divisions in DWD will be able to use what the WC Division has developed.
- ◆ Implemented the .NET version of the Integrated Claims Management System. Upon implementation the WC Division no longer had any IT applications written in PowerBuilder.
- ◆ Implemented the Phillips SpeechExec dictation system for the Madison, Appleton, and Milwaukee offices, which is a first for DWD. This system is enterprise capable. As a result, it can be used by other divisions in DWD as well as the Department of Administration's Division of Hearings & Appeals.
- ◆ Updated the certified data bases and forms necessary for the health care services reasonableness of fee dispute resolution process.
- ◆ Worked with the Worker's Compensation Advisory Council and other stakeholders to strengthen the solvency of the Work Injury Supplemental Benefit Fund and the Uninsured Employers Fund through legislation successfully passed in 2015 WISCONSIN ACT 55.

## Equal Rights Division

### Mission

- ◆ To protect the rights of all people in Wisconsin under civil rights and labor standards laws.
- ◆ To achieve compliance through education, outreach, and enforcement.
- ◆ 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 2013-2015

- ◆ Investigated 7,610 civil rights cases.
- ◆ Resolved 5,152 unpaid wage complaints and recovered over \$4.03 million for workers.
- ◆ Resolved 299 construction wage complaints and recovered over \$2.11 million for construction workers.
- ◆ 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 approximately 250 Early Referral Mediation sessions, 175 of which were successful—a 70% success rate.
- ◆ Reduced case processing time in both bureaus. In the Civil Rights Bureau, the number of "over-age" complaints under investigation was reduced from 55% of total inventory to 31% of total inventory (this includes complaints that have been under investigation for more than 180 days). In the Labor Standards Bureau, the number of "over-age" complaints under investigation (those under investigation for more than 240 days) was reduced from 18% to 11% of total inventory.
- ◆ Reduced number of cases awaiting assignment to an Administrative Law Judge (ALJ) from 168 to 33.
- ◆ Reduced number of cases in which a decision from the ALJ was still pending more than 90 days after receipt of all materials after hearing from 52 to 4.

## Administrative Services Division

### Mission

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

### Business Services

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

### Accomplishments 2013-2015

#### **STAR**

**Prepared Release 1 Implementation Date Oct 1, 2015 for Finance, Procurement and Business Intelligence**

**Anticipated Deployment Date Jan 1, 2016 for Budget, Human Resources and Payroll**

- ◆ DWD remains fully committed to the development and implementation of the STAR project.
- ◆ DWD staff in the Finance, Procurement, Human Resources, Payroll, Information Technology, Budget and Business Intelligence areas have been instrumental in meeting STAR deliverables including conversions, validation, and end-to-end testing.

#### **DOA IT Consolidation**

DWD's consolidation project started in August 2013. DWD is on track to complete the elements of consolidation and is actively engaged with DOA/DET to develop and refine practices and procedures to realize the benefits to the state and DWD of this consolidation project.

#### **Computer Room Clean-Up/Relocation to Femrite Data Center**

**Completed March 31, 2015**

The elimination of the computer room in GEF1 (and associated costs) was identified as a deliverable in the original DOA/DET consolidation project. Precipitated by the GEF-1 fire, aggressive work began in June 2014 to relocate servers and services from the GEF1 computer room to the Femrite Data Center. The project is expected to be complete by mid-October 2015. Potential annual cost savings to DWD will be approximately \$75,000- \$100,000 in computer room floor space rent and \$45,000 in electricity charges.

#### **Development for a One Stop Business Portal**

**Planning Underway 2015**

The portal currently includes registration for DFI (to register a business in Wisconsin), registration with DOR, and a set of questions designed to help a business determine if it needs to engage with UI, and if so, a link to the DWD UI Employer Portal. The broader concept is eventually to be a one stop shop for businesses to connect with all agencies they may need to interact with. The governor's office has convened a governance committee for future phases of the One Stop Business Portal that includes representatives from DWD, DFI, DSPS, WEDC, WHEDA, DOR and DNR

## **IT Program Integrity Enhancements Implemented 2015**

- ◆ Inmate cross match to identify incarcerated individuals nationwide who are claiming UI in Wisconsin (APPRISS).
- ◆ Four cross matches available from the IRS for use in pursuing collections (FEIN, Corporate Affiliations, Levy, BMF/BTRF).
- ◆ National Directory of New Hire (NDNH) Wage Cross match to identify claimants with Federal wages.
- ◆ Enhanced access to benefit data to support fraud investigation.
- ◆ Quarterly Wage Cross match changed processing for quarterly wage cross match to happen two weeks after the end of the filing quarter in order to identify work and wage fraud sooner, reduce overpayments, and simplify investigations.
- ◆ Financial Record Matching to identify claimant and employer bank account assets that may be available to leverage for collections of over \$500 that have been delinquent for more than 60 days.
- ◆ Wage Universe, initiated in the pursuit of "Fictitious Employers". DWD uses the data to look for anomalies in wage reporting that might indicate fraudulent employers. For economic development purposes, this same data can be used to analyze wages before and after a claimant is on UI, to see if RES or other employment/training programs are having an impact on claimant earnings.

## **DWD Performance Scorecard Introduced May 2015**

In May 2015, ASD published the DWD Performance Scorecard for the remainder of the 2015-17 Biennium, coordinated by the CIO Office and Business Intelligence team. The Performance Scorecard is an agency-wide effort that demonstrates the increasing maturity of DWD's strategic execution capability. DWD's Strategic Execution capability and the Performance Scorecard architecture places a primary focus on improving our ability to connect job seekers to jobs and build a skilled Wisconsin workforce through market-driven talent development initiatives.

## **Critical Incident Management 2014**

### **GEF-1 Fire Response:**

On May 16, 2014, just before the Memorial Day Holiday, the entire GEF-1 building suffered a fire and its occupants were evacuated for several months with staff deployed to several locations around the city:

- ◆ The fire prompted the activation of DWD's Continuity of Operations (COOP) Plan.
- ◆ At the time of the fire, DWD had a total personnel count of 945 employees and contractors located in GEF-1.
- ◆ Over Memorial Day weekend 110 BITS staff packed and delivered over 700 PCs to alternate work locations.
- ◆ Temporary work locations were in place for all GEF-1 employees by Tuesday, May 27
- ◆ Thousands of critical work files were delivered to employees so they could continue to serve the citizens of Wisconsin, and

- ◆ DWD's mission essential functions, programs and services operated without interruption, including online products, and all non-GEF-1 locations continued to operate normally, including the Unemployment Insurance Call Centers and Wisconsin Job Service centers.

### **Internet Claims Redesign (ICR) and Internet Inquiries (IIQ)**

#### **Deployed October and November 2014**

BITS and the CIO worked with our UI business partners to deliver improved functionality for online filing for unemployment insurance benefits. IIQ and ICR focuses on customer self-service, freeing up time for Telephone Claims Specialists to address more complex inquiries or to respond to those customers who lack access to a computer.

#### **ICR Deployed November 6, 2014**

- ◆ Reduces basic data entry by allowing nearly 100% of claimants to complete their initial claims online.
- ◆ Greatly reduces the need to complete claims on the telephone.
- ◆ Increased the percentage of those who start and complete their claim online from 25% to 54%. Continuing to evaluate and implement further ways to improve this metric.

#### **IIQ Deployed October 8, 2014**

- ◆ Expands the information available to UI Claimants online including:
- ◆ Payment details by week or summary of all payments made.
- ◆ Status of payments still pending.
- ◆ Status of eligibility issues or appeals.
- ◆ Balance of benefits remaining and date your claim ends.
- ◆ Print official documentation of your payments.
- ◆ View weekly wages reported and compare to employer reported wage.

### **Re-Employment Services (RES) Compliance/JCW Mandatory Registration**

#### **Deployment October 13, 2014**

The CIO Office facilitated the effort for RES Compliance and coordinated efforts with DET, UI, the Communications Office, and BITS. UI claimants required to seek work must also complete an online orientation, job search assessment, and mandatory online or in-person DET training.

The system now tracks each claimant's progress through the RES online process and provides for automatic suspension of UI benefits if RES requirements are not completed on a timely basis.

### **Certification of Work Search**

#### **Deployed September 10, 2014**

Claimants without a waiver of work search who file their weekly claims online are required to submit verification of their four work search actions for each week that benefits are sought. Claimants can now verify this when then make their online claim.

### **JobNet Infrastructure Redesign**

#### **Deployed April 2, 2014**

DWD operates 49 Remote Sites that support the general public, DWD employees, and partner agencies.

The primary goal of these sites is to offer Internet access for linking job seekers with employers. In March and April 2015, a number of projects were launched that asked Job Seekers to utilize Re-Employment Services project (RES), an online series of assessment and tutorials that ultimately put an



additional burden on the infrastructure that supports these Remote Sites. The current infrastructure was at its maximum capacity, near its usable life, and off support. In partnership with DOA/DET and a vendor, the following was accomplished (one week ahead of schedule):

- ◆ A new JobNet network was implemented and several network hardware upgrades completed, including redundancy to minimize downtime.
- ◆ Bandwidth increases completed at 34 Job Center locations in support of online Tutorial Videos
- ◆ Backend server, storage and software refresh completed, including redundancy to minimize downtime
- ◆ Deployment of 600 PCs and supporting infrastructure (printers, subnet reps) at 49 Job Center locations

In addition to replacing the existing devices with PCs and updating the network and backend infrastructure, the team continues to work on a new connectivity model for the Mobile Labs and Job Fair equipment.

### **Lean Government Value Stream Mapping (VSM)**

Introduced in 2012, expanded in 2014 and 2015

- ◆ DWD's lean government strategy is to deliver VSM events, which identify and eliminate waste in the processes staff use in their daily work. To date, 27 events have been held and 11 additional employees have been trained to facilitate VSMs. VSM events that have been completed and improvements fully implemented have shown dramatic work place improvements. Results include the elimination of 116 process steps and 2,012 hours of process time. These changes directly impact customers offering timely customer service and staff, providing higher value-added work assignments.
- ◆ In FY14, DWDs Lean Liaison was asked to speak on DWD's Lean program at the 2014 Business Analysis World Conference as well as various Lean Government Conferences.

### **Mobile JCW**

Deployed 2014

DWD modified JCW to be mobile device compatible for job seekers which now displays better on smart phones, tablets, and other mobile devices, which is responsive to customers' growing usage of devices other than desktop computers.

### **Human Resources**

DWD received the 2013 Annual Diversity Award from the State Council on Affirmative Action and the Office of State Employment Relations (OSER) for the joint creation and delivery of an AA/EEO training course with Department of Corrections (DOC) staff, resulting in more efficient and effective use of state resources.

DWD Human Resources has applied Lean Government techniques to implement process improvements to the hiring process including a reduction of the number of steps in the process of 48 percent and significant reductions in the amount of time required to fill a position.

DWD Employee Training and Development delivers hundreds of training sessions, brown bags and web-based training events to over 4,000 participants per year.

Revised policy and developed online system for performance evaluation including electronic signatures, tracking, alerts, and reports.

Designed, developed and implemented with the assistance of the DWD Office of Veterans Services and the Office of State Employment Relations WiscJobsforVets, a program and system for the referral of veterans with service connected disabilities for state employment and their appointment under the provisions of Wisconsin Statute section 230 (exceptional hiring methods).

Between 2013 and the present, DWD had provided 54 Division of Vocational Rehabilitation (DVR) On-Job-Training (OJT) Interns with internship opportunities at DWD. These opportunities provide valuable job experience and put DVR interns on the path to independence. In addition, many interns have been hired into permanent and/or project DWD positions following their internships.

DWD consistently exceeds the state hiring goal of 2 percent for Wisconsin Works (W-2) participants (e.g., 8% of all original hires in 2013).

#### **WebTeam**

The Web Team continues to make DWD websites more usable and accessible to our customers. Mobile traffic now makes up about 40% of the visits from the agencies 1.5 million plus users. Streamlining our page design not only allows pages to load faster assisting mobile customers, but the reduction in page code also makes the pages more accessible to users of assistive technology.

The Web Team has also deployed advanced analytics software which allows us to collect more data about how our customers use our websites. Recent changes to several DWD web applications and newsletters are the direct result of the more refined data collected.



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