

DRAFT RECOMMENDATIONS FROM JANUARY 26, 2006 MEETING
Agenda Item # 3

Recommendations

(The italicized are from the "Themes" of the Committee;
The items in orange were not completed by the Committee
The items in green are DWD management additions)

Notwithstanding all of the accomplishments to date by Milwaukee's many workforce development organizations, the *Ad Hoc* Committee has proposed a number of recommendations to further improve on these efforts as well as expand the network for cooperative initiatives and create systemic changes. Clearly, Milwaukee has riches within the business community, a quality array of employees and a multitude of resources that, if coordinated appropriately, could create a dynamic workforce system to best serve employers and job seekers.

The recommendations intend to support the following goals:

- **Employer engagement and coordination in workforce development efforts.**
- **A well-trained and prepared regional workforce within an employer-driven system for job placement and advancement of workers.**
- **Public and private investment in Milwaukee's workforce development with a collective and coordinated agenda.**

The recommendations are listed under four interconnected strategies for achieving the above-stated goals:

- **Define the "System"**

Develop a Transparent Strategic Planning Process with the Department of Workforce Development as Lead

The Department of Workforce Development (DWD) must lead an attempt to actively engage the primary workforce actors in dialogues on strategic planning to achieve the goals specified above. The initial group to develop a. goals and b. strategies for a continuum of workforce training and related services that employers and job seekers can understand and easily access should include the DWD-administered programs currently with the locally funded entities:

Private Industry Council of Milwaukee, Inc. [WIA Title IB Adult, Youth and Dislocated Worker services]

Milwaukee Job Service [WIA Title III Labor Exchange, Job Net, Veteran's services]

Milwaukee County Division of Vocational Rehabilitation Field Office [WIA Title IV Vocational Rehabilitation services]

Milwaukee County Main W-2 Contractors: Maximus, UMOS, YWCA and Policy Studies Inc. [W-2 and Temporary Assistance to Needy Families services]

In addition, other major actors to be included in this strategic planning effort should include:

Adult Education and Family Literacy [WIA Title II]

Milwaukee Area Technical College

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***Put the "one-stop" back into the One-Stops (Job Centers)
Design and implement a truly one-stop service delivery system for all
customers (employers and job seekers) that transcend program funding.
This will require leadership from the Executive Branch and top local
elected officials in the region to ensure consistent messages and policies
across programs with input from the local staff for the reconstruction of an
efficient seamless delivery system. DWD must take the lead among its
Divisions to coordinate all local program plan guidelines, align common
goals and evaluation tools to ensure a successful seamless delivery
system.***

Broaden the Workforce Development System
The broad workforce development system network must be inclusive of
any organization providing workforce development services, education and
training that desires to be incorporated into the system. While the
traditional workforce "system" has focused on the Workforce Investment
Act's required one-stop partners, this must be expanded to include all of
the players for full collaboration, development of mutual goals and a vision
to reshape a coordinated workforce delivery system. A transparent
network of workforce training and related services must include all
organizations in order to best serve employers and job seekers as well as
to ensure non-duplication of services.

➤ **Create a Leadership Structure**

Create a Leadership Team Headed by the Mayor's Office and DWD
The Mayor would be designated as the "Workforce Development
Champion" and a DWD Secretary designee would co-chair the leadership
team. The team would be charged with the following tasks, perhaps
utilizing a working group of key operation program managers for systemic
implementation, to:

- (a) identify joint activities with measurable outcomes (such as
specific training needs of job seekers) and implement strategies
across programs;***
- (b) link with employers for their full engagement and economic
development players on a regular basis; and***
- (c) establish common solutions to improve infrastructure issues
(such as co-sharing of resources).***

Composition of leadership team was tabled.

UWM's "Facilitator" recommendation

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94 **Create a Consortium for Improved Training Services**

95 **Establish a creative consortium of workforce partners that expands the**
96 **current WBD/PIC collaborators to improve and increase training services**
97 **for job placement in construction, skilled trades, health care and emerging**
98 **industries across all programs with cross-partner/employer involvement**
99 **for:**

- 100 (a) **short-term training along with appropriate job placement support**
101 **(such as English as a second language); and**
102 (b) **long-term training after job placement (e.g. new incumbent**
103 **worker training programs) to meet continued private sector skill**
104 **needs and improve the self-sufficiency of employees.**
105 **In addition, the consortium would identify blended funding**
106 **mechanisms to support these focused training activities.**

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108 **Use CWI funded Baldrige Self-Assessment Process to enable the PIC**
109 **Board to improve its leadership and strategic planning capacity.**

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112 ➤ **Provide Coordination**

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114 **Improve Coordination at the State and Local Levels**

115 **Coordination at the state level among agencies administering the**
116 **workforce and related programs, including their oversight bodies such as**
117 **the Governor's Council on Workforce Investment, must focus on these**
118 **areas:**

- 119 a. **Current available resources.**
120 b. **Collaboration on joint grant proposals for future funding.**
121 c. **Employer engagement.**
122 d. **Broaden efforts with economic development agencies.**

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124 **Coordination at the local level must also focus on the above areas to**
125 **maximize service delivery and eliminate duplication of services.**

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128 **Improve Coordination at the Local Level**

129 **The Leadership Team and/or DWD? should establish a task force of**
130 **workforce decision-makers with high-level employers and policy-makers at**
131 **the table to identify common solutions for an improved delivery system in**
132 **Milwaukee:**

- 133 (a) **Develop goals with measurable outcomes for cross-program**
134 **activities that would be grounded in their local plans, state and local**
135 **policies, etc. as part of joint-planning and resource-sharing;**
136 (b) **Design procedures/processes for activity implementation that**
137 **ensures efficiencies; and**
138 (c) **Focus activities to support key economic development efforts.**

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141 **WDB Business Plans to address the multiplicity of workforce staff**
142 **contacting employers.**

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144 ***Improve Regional Coordination***

145 ***There is a need for the development of southeast Wisconsin regional***
146 ***strategies and planning on training and employment placement activities***
147 ***including collaborating on joint grant proposals, finance mechanisms, and***
148 ***revising state and federal requirements that are impediments for cross-***
149 ***program cooperation and service delivery. Coordination is vital with key***
150 ***economic development efforts of the Greater Milwaukee Regional***
151 ***Economic Council, the Milwaukee 7, CWI Southeast Grow Grant, others?***
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154 **➤ Collect and Disseminate Information**

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156 **Develop and Maintain Current, Easily Accessible Information**

157 **Employers and job seekers need to have easily accessible workforce**
158 **information. Funders and the economic development community also**
159 **need to have available easily accessible, employer focused information.**
160 **The following actions would provide practical information as well as a**
161 **relatively quick way to begin coordination efforts:**

- 162 **a. Develop a web-based system to track workforce development**
163 **entrants across all service providers, based on the Wisconsin**
164 **Entrepreneur's Network model that allows all providers to easily**
165 **understand what experiences have preceded and record value-added**
166 **information.**
- 167 **b. Provide profiles, contact information and tenure for each PIC Board**
168 **Member on the PIC web-site, and encourage constituents to contact**
169 **board members with their concerns.**
- 170 **c. Main actors must provide information on their respective web-sites**
171 **as to how employers should interact with them and how they intend**
172 **to interact with them and with employers. Additionally, the web-site**
173 **should clearly state what it is they do, what services they provide,**
174 **with whom they usually work, and so forth. This information should**
175 **be easy to locate and understand.**
- 176 **d. Create a web-based portal for each of the six Milwaukee County Job**
177 **Centers with full disclosure of who at what site does what for clients**
178 **and employers. This will provide clarity as to the services provided**
179 **at each Job Center.**
- 180 **e. Use the PIC Board meeting to education the Board on the various**
181 **roles of different funding streams and assign Board members the**
182 **responsibility for looking at ways to make connections and fill in**
183 **gaps.**
- 184 **f. Provide employers and workforce development system actors**
185 **access to different means of communication and relationship**

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- building, by utilizing such methods as web-based bulletin boards and on-line forums.**
- g. Use web-based tools to education and bring together the broader workforce development community.**
 - h. Create a web-based system to continuously gather detailed information from employers on their workforce needs.**

UWM Recommendation on "hiring of an organization to develop a technology-based system to collect and disseminate this information."