



# *QUALIFIED WORKERS FOR QUALITY JOBS*

*2005 Annual Report  
to Governor Jim Doyle*

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August 2005

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**Governor Jim Doyle**  
**Council Chair Paul Linzmeyer**  
President, Bay Towel, Inc., Green Bay, Wisconsin  
**Secretary Roberta Gassman**  
Department of Workforce Development

Working together to build a  
skilled workforce  
and a strong economy



Dear Governor Doyle,

It gives us great pleasure to report to you on the accomplishments of the Council on Workforce Investment (CWI) in its first 16 months. The Council has approached its advisory responsibilities to you with diligence. Our first and primary goal has been to advance your plan to *Grow Wisconsin*. Our focus has been on the *Grow Wisconsin* goals most relevant to workforce development and its connection to economic development -- to retain and create high wage jobs, to prepare workers for tomorrow's economy, to add value in Wisconsin's economic base, to tap Wisconsin's full urban potential, and to implement strategies regionally. The *Grow Wisconsin* "Invest in People" strategies, especially ensuring targeted use of federal funds, form a key foundation of our work.

These themes provide the underpinnings to the CWI's "strategic" direction for the state's workforce investment system and the CWI itself. This direction is represented in the structure we have established to carry out our advisory role to you. In addition, *Grow Wisconsin* themes are integrated into the mission, vision, goals, objectives, strategies and action steps the CWI has developed over the past year. This strategic direction has framed the Council's activities to date and will guide them in the future.

As this report indicates, much of the Council's initial efforts have been devoted to establishing the structure and procedures for its operation and becoming educated about the state's workforce, workforce investment system, employer skill needs, and key workforce development issues facing Wisconsin. Over the last several months, the Council's preliminary organizational and educational efforts have given rise to specific recommendations for your consideration and specific projects and products that we believe will begin to advance your *Grow Wisconsin* goals. We believe these early efforts provide the foundation for significant progress toward achieving our mutual vision for ensuring "qualified workers for quality jobs" in Wisconsin. All of the members of the CWI look forward to meeting that challenge.

Sincerely,

Paul Linzmeyer, Chair

Roberta Gassman, Secretary, DWD

# WISCONSIN COUNCIL ON WORKFORCE INVESTMENT

## Our Mission

**The Council on Workforce Investment provides strategic leadership to Wisconsin's workforce investment system by advising the Governor on:**

- ❖ **Preparing the workforce of the future,**
- ❖ **Supporting the changing workplace, and**
- ❖ **Ensuring state and regional success.**

## Our Vision

**Wisconsin invests in its people to provide *QUALIFIED WORKERS FOR QUALITY JOBS*, delivering these investments through an:**

- ❖ **Effective and agile workforce investment system that provides career-ladder opportunities**
- ❖ **Resulting in a highly educated, skilled and motivated workforce,**
- ❖ **For a vibrant, globally-competitive economy,**
- ❖ **And an exceptional quality of life for Wisconsin's citizens.**

## Our Responsibilities

The Council on Workforce Investment (CWI) functions as the state board required under the Workforce Investment Act (WIA). Its key responsibilities are to advise the Governor on Wisconsin's workforce investment system strategies and policies and undertake research and other activities to assist the Governor in enhancing the operation and performance of the state's workforce programs.

The Governor appointed members to the new CWI in early 2004; its first meeting was held in March 2004. The Governor issued Executive Order #88 in February 2005 to codify the Council's responsibilities. In the Executive Order, the Governor directs the Council and state agencies to do the following:

- ❖ The Council shall meet the criteria and carry out the duties and functions prescribed in WIA, Public Law 105-220.
- ❖ All appropriate state agencies (will) work together on the Council and at the local level to develop a strong, skilled workforce for Wisconsin's future.
- ❖ The Council (will) also advise the Governor on workforce development strategy and policy and undertake research and other activities to assist the Governor in enhancing the operation and performance of workforce programs in the state.
- ❖ The Council will provide direction and guidance for the Wisconsin Forward Award to advance high performance workplaces and other initiatives to support a skilled workforce. In carrying out these responsibilities, the Council may establish necessary public-private partnerships to provide ongoing operating support to the Wisconsin Forward Award and other initiatives.

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## CWI Members

Jim Doyle, Governor, State of Wisconsin  
Paul A. Linzmeyer, Council Chair, President of Bay Towel Inc., Green Bay  
Lyle A. Balistreri, President, Milwaukee Building & Construction Trades Council, Milwaukee  
Mary P. Burke, Secretary, Wisconsin Department of Commerce  
Elizabeth "Libby" Burmaster, State Superintendent, Department of Public Instruction  
Thomas L. Burse, President, Buveck Consultants/Construction Managers, Milwaukee  
Daniel Clancy, President, Wisconsin Technical College System  
Rodney Copes, Vice President and General Manager, Pilgrim Road Powertrain Operations, Harley Davidson Motor Company, Menomonee Falls  
Terry Craney, Executive Director, Governor's Work-Based Learning Board  
Jewel Currie, Director of Field Support, WE Energies, Milwaukee  
Kathleen Drengler, Manager of Training and Development, Greenheck Fan Corp., Wausau  
Barbara Fleisner, Executive Director, Marshfield Area Chamber of Commerce, Marshfield  
Matthew J. Frank, Secretary, Wisconsin Department of Corrections  
Roberta Gassman, Secretary, Wisconsin Department of Workforce Development  
Joseph Gilles, Chief Executive Officer, Wausau Insurance, Wausau  
James Haney, President, Wisconsin Manufacturers and Commerce, Madison  
Senator Dave Hansen (D), Wisconsin State Senate, 30th District, Green Bay  
Susan E. Hatch, President, Hatch Staffing Services, Milwaukee  
John Heyer, President and Owner, Kettle Moraine Coatings, Jackson  
James P. Hill, Executive Director, La Crosse Area Development Corporation (LADCO), La Crosse  
Ellen Holt, (Former) Director of Employee Relations and Recruitment, Gundersen Lutheran, La Crosse  
Tina Koehn, Vice President Administration, UMOs Inc., Menomonee Falls  
Donald W. Layden, Jr., President, Senior Vice President, Metavante Corporation, Brown Deer  
Senator Joe Leibham (R), Wisconsin State Senate, 9th District, Sheboygan  
Xiong Lo, Co-owner, APN Laboratories, Schofield  
Douglas L. Moquin, Consultant on Business Development and Community Relations, Phillips Plastics Corp., Phillips  
Helene Nelson, Secretary, Wisconsin Department of Health and Family Services  
Phil Neuenfeldt, Secretary-Treasurer and Legislative Director, State AFL-CIO, Milwaukee  
A. Kent Olson, President and Owner, Olson Tire & Auto Services Inc., Wausau  
Richard Oulahan, Executive Director, Esperanza Unida, Inc., Milwaukee  
Sally R. Peltz, President, Legacy Redevelopment Corporation and Principal, Legacy Bankcorp, Milwaukee  
Lee Rasch, Ph.D., President, Western Wisconsin Technical College, La Crosse  
Mark Reihl, Executive Director, Wisconsin State Council of Carpenters, Madison  
Joel Rogers, Professor, University of Wisconsin-Madison  
Donald L. Rouse, (Retired) Vice President Corporate Operations, Kohl's Department Stores, Hartland  
Christopher A. Ruud, Executive Vice President, Ruud Lighting, Racine  
Patrick J. Schillinger, President, Wisconsin Paper Council, Neenah  
James Schramm, (Former) Mayor, City of Sheboygan  
John A. Scocos, Secretary, Wisconsin Department of Veterans Affairs  
Georgann Stinson, Vice President of Operations, General Converters & Assemblers, Racine  
Julia H. Taylor, President, Greater Milwaukee Committee, Milwaukee  
Norma Tirado, Vice President, Employee Services and Organizational Development, Agnesian Healthcare, Fond du Lac  
David Vierthaler, Director, Bemis Operations H. R., Bemis Company, Inc., Oshkosh  
Dean Welch, Director of Staffing, IT Convergence, Madison  
Joan Wilk, Associate Professor, College of Nursing, University of Wisconsin-Milwaukee  
Representative Josh Zepnick (D), Wisconsin State Assembly, 9th District, Milwaukee

Former Members  
Jerry Johnson, Chief Executive Officer, Superior Edge, Bayfield  
Cory Nettles, Former Secretary, Department of Commerce  
Jane E. Svennevig, Former Vice Chair, Chamber of Commerce, Beloit

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## THE ECONOMIC AND LABOR MARKET CONTEXT

The CWI conducts its work against a background of economic and labor market conditions indicating that, while Wisconsin's economy is improving, significant workforce issues remain. The Governor's *Grow Wisconsin* Plan details a number of these issues.<sup>1</sup>

- ❖ Wisconsin lags behind the national average in average pay and per capita income, while neighboring states are above the national average.
- ❖ Wisconsin has a strong manufacturing sector, which provides many high wage jobs and a greater share of jobs relative to the U.S. as a whole and most Midwestern states, but it has experienced significant job loss since 2000.
- ❖ Wisconsin has smaller concentrations of other high-wage industries that can provide an economic buffer and a more diversified job base.
- ❖ Wisconsin is losing its highly educated young people and not attracting college graduates from other states, resulting in Wisconsin's below average education level for Wisconsin workers, lower wages and fewer job opportunities.
- ❖ Wisconsin has an aging population and not enough workers entering the labor force or migrating to Wisconsin to replace retiring workers, which will result in a significant labor shortage in the near future.

More recent data suggest these underlying realities remain.

- ❖ Annual average wages increased by 6% between 2001 and 2003 and median hourly wages in 2003 were above 2000 (by 5.4%), but Wisconsin's 2003 annual average wages of \$33,425 remained well below the national average of \$37,765. While preliminary 2004 national wage data suggest that Wisconsin's annual wages are continuing to rise and we are closing the annual average wage gap, Wisconsin still needs to improve.<sup>2</sup>
- ❖ Wage data for 2003 indicate that wage increases are not shared equally.<sup>3</sup>

- Women have fared better than men in hourly wage increases, but a gender gap remains, with women earning 80% of men's wage.
- African Americans experience a significant wage gap compared to whites, particularly African American men whose 2003 median hourly wage (\$11.02) was lower than both white men in Wisconsin (\$15.94) and African American men for the nation as a whole (\$12.22).
- The wage gap between college and high school graduates in 2003 was about 40% compared to 14% in 1979; wages have declined in core industries such as durable manufacturing and construction that typically offer jobs requiring less educated workers.
- ❖ Wisconsin is moving from a traditional manufacturing economy with a large number of production occupations to a more diverse economy relying on more technical occupations. The near term and longer term growth industries include health care, retail and wholesale trade, professional and business services, construction, and leisure and hospitality.<sup>4</sup>
- ❖ While manufacturing jobs are expected to decline in the long term, they will continue to be a significant contributor to Wisconsin's economic base. The industry is responding to cost and competitive pressures by employing new production efficiency measures and implementing more technology and automation strategies. Manufacturers are concerned about the lack of available workers with the skills needed to employ these new technologies and process improvements, including basic skills/English as a second language.<sup>5</sup>
- ❖ The labor shortage is already with us in areas such as nursing and other health care occupations, where between 7,500 and 8,500 new and replacement jobs will be needed annually.<sup>6</sup>

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<sup>4</sup> Department of Workforce Development, Office of Economic Advisors: Wisconsin's WIA State Plan (2005-2007)

<sup>5</sup> Wisconsin Technical College System, Advanced Manufacturing Solutions: Wisconsin Manufacturers Speak Out: Focus Group Findings, September 2004.

<sup>6</sup> Department of Workforce Development, Office of Economic Advisors: Wisconsin's WIA State Plan (2005-2007)

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<sup>1</sup> *Grow Wisconsin*, Governor Jim Doyle's Plan to Create Jobs (September, 2003)

<sup>2</sup> Department of Workforce Development, Office of Economic Advisors (June 2005)

<sup>3</sup> Center on Wisconsin Strategies, *The State of Working Wisconsin 2004*.

## CWI ACCOMPLISHMENTS

### THE CWI ORGANIZATION

#### Executive Committee

Sets overall direction/processes for the CWI, including focus on the following areas.

- ❖ Operational policies and procedures
- ❖ Related program reviews
- ❖ Economic/workforce metrics and benchmarks
- ❖ Workforce system quality and continuous improvement

#### Workforce Strategies Committee

Supports the CWI mission by:

- ❖ Identifying existing and future regional workforce and skill needs
- ❖ Supporting effective regional strategies to align the supply of qualified workers with the emerging demand
- ❖ Upgrading the demand to advance a high-wage, high growth economy

#### Workforce System Development Committee

Supports the CWI mission by:

- ❖ Targeting resources in key growth industries in different regions of the state
- ❖ Ensuring a comprehensive, effective and accountable workforce system to deliver education and training services

Since its first meeting in March 2004, the CWI has focused on advancing the Governor's plan to *Grow Wisconsin* through strengthening Wisconsin's workforce investment system. As a new organization, it has pursued this focus through three primary activities: organization, education and action. The following highlights CWI accomplishments in these three areas.

#### **A. Organization**

The CWI's initial efforts were directed to setting the foundation for its future work -- developing its organizational structure, creating its operational procedures, and establishing direction for its activities. Specific accomplishments associated with these activities include:

- ❖ Establishing the CWI's vision and mission to guide the Council toward advancing the Governor's *Grow Wisconsin* plan.
- ❖ Establishing a committee structure, and realigning that structure as needed, to effectively advance the Council's vision and mission (see sidebar).
- ❖ Creating CWI by-laws that guide Council operations and ensure an engaged membership.
- ❖ Recommending an Executive Order to the Governor to provide official authority for its work, which was approved and signed by the Governor in February 2005.
- ❖ Developing committee strategies and action plans that set out the specific activities in which the CWI will engage to advance *Grow Wisconsin* and the CWI's vision and mission.

#### **B. Education**

The CWI strives to be a "learning organization" that continuously advances its knowledge of Wisconsin's economy and workforce investment system, the inherent relationship between them, and the associated challenges and opportunities. Among the Council's key learning events to date are the following.

- ❖ Presentations at full Council meetings on Wisconsin's workforce investment system; *Grow Wisconsin* and related State budget initiatives; economic indicators and productivity issues; regional collaboration models; Milwaukee economic and workforce development challenges and opportunities; and federal workforce development, education and welfare program reauthorization and funding proposals.

- ❖ Presentations at the Committee level on Wisconsin labor market projections, industry clusters, the workforce development service delivery system, and regional economic regions.
- ❖ Surveys of key local workforce investment system leaders, site visits to local Job Centers, and listening sessions sponsored by the Workforce System Development Committee to learn from those who are on the front lines of planning and delivering services. The key focus of these efforts has been to identify the key challenges facing the workforce investment service delivery system statewide and in Milwaukee and the potential opportunities available to addressing those challenges.
- ❖ Review of various publications on the state labor market and occupational trends, state workforce investment program funding trends, and state cabinet and educational agency initiatives, such as the Wisconsin Technical College System's Advanced Manufacturing Solutions Initiative and the University of Wisconsin/Technical College System Board Joint Committee on Baccalaureate Expansion.

### **C. Action**

The CWI's organizational and educational efforts set the stage for implementing activities with potential to influence Wisconsin's workforce investment system now and in the future. These activities focus on establishing structures and processes to achieve results, conducting plan reviews, and developing and implementing specific programs or products.

#### 1. Establishing Results-Oriented Structures and Processes

The Council engaged in several efforts to ensure more effective methods for targeting resources over which it has responsibility, deploying CWI efforts across the state agencies represented on the Council, and working with state and local partners. The key accomplishments in this area are as follows.

- ❖ The Council established a new process for advancing proposals using \$500,000 in WIA discretionary funds made available to the CWI. A key criterion for considering a project concept is that it advances CWI goals that support the Governor's *Grow Wisconsin* Plan.
- ❖ The Council's Dislocated Worker Subcommittee improved the process by which local Workforce Development Boards (WDBs) can request Special Response project funds. The new process increases the emphasis on performance outcomes. The changes implemented will improve the state's efforts to ensure program effectiveness, facilitate coordination and maximize the potential for federal support for assistance to Wisconsin's dislocated workers.
- ❖ Following recommendations of the CWI Executive Committee, DWD formed a State Interagency Team (SIT) to help advance CWI recommendations across state agencies. The SIT is comprised of the Executive Assistants of each of the state agencies on the CWI and meets quarterly.
- ❖ The Workforce Systems Development Committee established an Ad Hoc Committee on Southeastern Wisconsin to assist it in identifying and addressing issues specific to Milwaukee and the Southeast region of the State.
- ❖ The CWI established a subcommittee linked to the CWI Executive Committee to provide ongoing advisory support to the Department of Health and Family Services Bridges to Work -- Federal Medicaid Infrastructure Grant efforts. (See Plan Reviews below).

#### 2. Conducting Plan Reviews

A key responsibility of the CWI is to review and comment on state and local workforce development plans. The Council has exercised this responsibility in three areas to date.

- ❖ *One-Stop Labor Market Information (LMI) State Grant*. This grant provides funds to support development and maintenance of Wisconsin's public-facing LMI systems, as well as development of LMI products and educational efforts to improve LMI services to customers and ensure trained service delivery staff.

## NEW CWI PROJECTS

### **Grow Regional Opportunities in Wisconsin Region by Region (\$390,500)**

A new grant program to encourage regional partnerships among business, education, economic development and workforce development and through those partnerships to identify and address regional workforce development issues.

### **Workforce Development System Staff Credentialing (\$22,000)**

A tool for continuously improving the quality of Job Center services, a new professional credentialing program that certifies direct service delivery staff who, through training, improve work-related skills and knowledge.

### **Workforce Development Board Baldrige Express Self-Assessment (\$27,500)**

A tool for assessing WDB leadership effectiveness and identifying key opportunities for improvement using the National Baldrige Criteria for Performance Excellence.

### **Milwaukee Workforce Investment Landscape Assessment (\$60,000)**

A project to survey Milwaukee's workforce development service providers and key stakeholders, recommend ways to improve coordination, and create an electronic portal of information on Milwaukee's workforce development services.

- ❖ *Department of Health and Family Services Bridges to Work -- Federal Medicaid Infrastructure Grant.* The CWI reviewed and recommended support for this grant, which is intended to facilitate enhancements to state Medicaid programs and services, to promote linkages between Medicaid and employment-related service agencies, and to develop a comprehensive system of employment supports for people with disabilities.
- ❖ *WIA Two-Year State and Local Plans.* The CWI reviewed and recommended adoption of the WIA 2005-2007 Two-Year State Plan and reviewed the local WIA two-year plans. The WIA forms the foundation of Wisconsin's workforce investment system. It sets requirements for Wisconsin's Job Centers, including partner program participation and service coordination requirements, and funds employment and training programs for adults, youth and dislocated workers, as well as Job Service labor exchange and business services.

### 3. Developing Projects and Products

The CWI has initiated a number of activities and projects that hold promise to tangibly influence the state's workforce investment system.

- ❖ The CWI has recommended four projects for funding with \$500,000 in WIA discretionary funds, all of which will be implemented in the next several months (see sidebar).
- ❖ The CWI Dislocated Worker Subcommittee has reviewed proposals and made recommendations for funding nearly \$8 million to WDBs to support local Special Response projects to assist dislocated workers.
- ❖ The CWI reviewed and sent a letter to the Governor supporting the recommendations of the Joint Committee on Baccalaureate Expansion, a committee established by University of Wisconsin and the Wisconsin Technical College System to identify cost-effective, collaborative ways to expand the pool of baccalaureate degree holders in Wisconsin. The CWI also sent a letter to the Governor supporting continued funding for the Youth Apprenticeship program and additional funding for Youth Apprenticeship in the health care industry.
- ❖ The CWI sent letters to Wisconsin's Congressional delegation expressing concern about budget proposals that would eliminate the Carl Perkins Vocational and Technical Education Act and would severely cut funds to the Adult and Family Literacy Act, both of which provide invaluable services that help secondary and post-secondary students succeed in the workplace.
- ❖ Following the recommendation of the CWI Executive Committee, DWD developed and published the *Inventory of Wisconsin's Workforce Education and Training Programs*, which provides summary information about 37 workforce education, training and related programs administered by state agencies.

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## CWI AGENDA FOR THE FUTURE

As noted above, early activities of the CWI focused on developing its organization, including its vision and mission for Wisconsin's workforce investment system. Activities also focused on information gathering and learning. As CWI members became more informed about the state's workforce system and economy, CWI committees focused on identifying strategies that could advance the *Grow Wisconsin* plan and the CWI related vision and mission.

The CWI vision, mission, goals, strategies and action steps that grew out of this process provide the framework for CWI current and future activities. This strategic framework, including future action steps, is provided in Appendix A. The CWI will continue activities to advance its knowledge and understanding of Wisconsin's economy, workforce and economic development systems, and issues through presentations and information sharing during full Council and Committee meetings. However, the CWI's future action agenda reflects its intentions to build on its learning and focus on more product-oriented activities. These activities can be organized around three basic themes:

- ❖ **Understanding the system.** The CWI may need to research a range of issues in order to address CWI strategies and advance CWI goals and objectives. Distance learning, other flexible education/training options, and youth program effectiveness are among examples.
- ❖ **Communicating findings.** The CWI may develop a number of reports related to the research it undertakes. Among these are reports on innovative career development systems and best practices in private sector driven incumbent worker training.
- ❖ **Making recommendations.** The CWI will examine a number of issues with potential to result in recommendations to the Governor or to state agencies, for example regional planning, Job Center standards, and Job Center infrastructure funding.

Other issues have potential to occupy the CWI's attention in the coming months as well. Among these are:

- ❖ **WIA project funds.** The CWI will have an additional \$500,000 in WIA discretionary funds to allocate between July 1, 2005, and June 30, 2006. A key issue will be whether to develop and fund new project concepts or to continue support for existing project concepts. In addition, the Dislocated Worker Subcommittee will continue to review Special Response project proposals to assist dislocated workers.
- ❖ **Federal workforce legislation.** Federal legislation to reauthorize WIA is currently under consideration by Congress. Current proposals would impose significant changes on the system, many of which would require advice from the CWI. Some of these are anticipated in the CWI's identified action items (e.g., infrastructure funding, Job Center standards, etc.). However, other issues may also arise. Reauthorization is also occurring with other federally funded programs and may require some involvement by the CWI (e.g., Temporary Assistance to Needy Families, Carl Perkins Vocational Education Act, etc.).
- ❖ **System metrics.** The CWI has identified the need for relevant metrics for measuring progress and improvement in the State's economy and in the State's workforce system. This effort is expected to move beyond the program specific performance measures that are used to ensure individual program accountability and may require considerable time and effort across all CWI committees, including the Executive Committee.

The CWI's future agenda as outlined is an ambitious one. Members are committed to proceeding in a deliberate and effective manner to establish priorities and move forward on as many of these activities as possible in the next 18 months. It is the Council's collective intent to assist the Governor and State agencies integrate *Grow Wisconsin* goals into Wisconsin's workforce investment system. In doing so, the CWI can play an important role in ensuring that Wisconsin has a highly skilled workforce that supports the growth of high-end employers and enables workers to obtain jobs that offer family-supporting wages and opportunities for advancement.

## COUNCIL ON WORKFORCE INVESTMENT

### Strategic Direction for 2005 Through 2006

<p><b>OUR MISSION</b></p> <p>The CWI provides strategic leadership to Wisconsin's workforce investment system by advising the Governor on:</p> <ul style="list-style-type: none"> <li>❖ Preparing the workforce for the future</li> <li>❖ Supporting the changing workplace, and</li> <li>❖ Ensuring state and regional success.</li> </ul>	<p><b>OUR VISION</b></p> <p>Wisconsin invests in its people to provide <b>QUALIFIED WORKERS FOR QUALITY JOBS</b>, delivering these investments through an:</p> <ul style="list-style-type: none"> <li>❖ Effective and agile workforce investment system that provides career-ladder opportunities</li> <li>❖ Resulting in a highly educated, skilled and motivated workforce,</li> <li>❖ For a vibrant, globally-competitive economy,</li> <li>❖ And an exceptional quality of life for Wisconsin's citizens.</li> </ul>	
<p><b>OUR GOALS</b></p> <ol style="list-style-type: none"> <li>I. Identify existing and future regional workforce and skill needs</li> <li>II. Support effective regional strategies to align the supply of qualified workers with the emerging demand</li> <li>III. Upgrade the demand to advance a high-wage, high-growth economy</li> <li>IV. Target resources to key growth industries in different regions of the state</li> <li>V. Ensure a comprehensive, effective and accountable workforce development system to deliver the education and training services to achieve the vision</li> </ol>		
<p><b>Objectives</b></p>	<p><b>Strategies</b></p>	<p><b>Action Steps</b></p>
<p><b><u>Objective A- Workforce Information</u></b></p> <p>Improved statewide and regional information (and methods for its ongoing collection and distribution) about workforce preparation and skill needs, employer demand, and industry/occupational growth, in forms readily usable in public and private decision-making. (<i>Workforce Strategies Committee</i>)</p>	<p><b><u>Strategy 1:</u></b> Identify skill gaps facing current employers and workers in established industries/occupations.</p> <p><b><u>Strategy 2:</u></b> Identify additional data needs at the regional level to assist in economic development, education and workforce planning.</p> <p><b><u>Strategy 3:</u></b> Develop techniques and mechanisms to quickly identify state and regional opportunities.</p> <p><b><u>Strategy 4:</u></b> Develop ways to communicate new opportunities in order to encourage well educated and highly skilled workers, particularly those trained in Wisconsin, to remain in Wisconsin.</p>	<ul style="list-style-type: none"> <li>○ Collect, document, review and summarize best available documentation and data on current and anticipated state industry skill needs.</li> <li>○ Plan and conduct "gap analysis" of anticipated skill needs/gaps in emerging industries</li> <li>○ Identify (and, as necessary, pursue development of) electronic resources for monitoring and assessing industry skill needs/gaps as closely as possible to "real time."</li> </ul>

Objectives	Strategies	Action Steps
<p><b><u>Objective B - Workforce Preparation and Support</u></b></p> <p>Advance and enrich lifelong learning for Wisconsin citizens through innovative PK-16 education and employer-based training systems, with special attention to under-served and special-needs populations. (<i>Workforce Strategies Committee</i>)</p>	<p><b><u>Strategy 1:</u></b> Maximize the development, effectiveness, and use of distance education technology.</p> <p><b><u>Strategy 2:</u></b> Provide for a workforce preparation system that is more flexible and responsive to economic needs.</p> <p><b><u>Strategy 3:</u></b> Transition to a career development system that is transparent, accessible and has the capacity to meet the needs of a diverse citizenry and workforce.</p> <p><b><u>Strategy 4:</u></b> Strengthen access and articulation to post-secondary education and work, such as recommended in the COBE (Committee on Baccalaureate Expansion) Report.</p>	<ul style="list-style-type: none"> <li>○ Collect information and report on trends, current use, and demand for distance learning spanning K-adult education and make recommendations on investment.</li> <li>○ Identify and develop report on existing flexible education/training options in Wisconsin Technical College System.</li> <li>○ Collect information and report on effectiveness of various youth programs.</li> <li>○ Scan and report on innovative career development systems.</li> <li>○ Explore and report on feasibility of convening a Career Education "Summit" to reenergize the state's commitment to career education.</li> <li>○ Monitor and report on COBE implementation activities/liason with implementation committee.</li> <li>○ Collect information/report on Carl Perkins and educational options and trends in funding.</li> </ul>
<p><b><u>Objective C - Targeted Regional Priorities</u></b></p> <p>Increased opportunities for innovative regional partnerships that support career opportunities and advancement in key occupational sectors. (<i>Workforce Strategies Committee</i>)</p>	<p><b><u>Strategy 1:</u></b> Identify/pursue job creation methods and workforce education and training models to maximize career advancement opportunities in existing regional industry sectors.</p> <p><b><u>Strategy 2:</u></b> Identify, support and disseminate successful models of public-private cooperation for implementing industry-driven education and training for both future and incumbent workers.</p> <p><b><u>Strategy 3:</u></b> Support multilateral regional networks/partnerships (of business, labor, education and economic development and workforce development agencies) for cultivating high-growth, high-wage industry occupations appropriate to each region.</p>	<ul style="list-style-type: none"> <li>○ Gather information and report on "workplace learning centers."</li> <li>○ Gather information and report on "best practices" in private sector driven incumbent worker training.</li> <li>○ Clarify and differentiate among alternative ways of defining "region" for workforce development purposes.</li> <li>○ Oversee/monitor GROW Region by Region project implementation.</li> </ul>

Objectives	Strategies	Action Steps
<p><b>Objective D - Service Delivery System</b></p> <p>Increase flexibility and efficiency of Wisconsin's workforce development (Job Center) and the quality of services to employers, job seekers and employment and training partners. <i>(Workforce System Development Committee)</i></p>	<p><b>Strategy 1:</b> Advise the Governor on a vision for Wisconsin's Job Center system.</p> <p><b>Strategy 2:</b> Establish a clear mission for workforce development areas and regional economic-driven workforce related activities.</p> <p><b>Strategy 3:</b> Develop high-level performance based scorecard on workforce system effectiveness.</p> <p><b>Strategy 4:</b> Provide guidance, identify needs and changes to meet vision.</p>	<ul style="list-style-type: none"> <li>○ Make recommendations on the redesign of the workforce system, including connecting workforce development areas to regional economic areas.</li> <li>○ Make recommendations on Job Center standards that are measurable for the delivery of services with annual accountability back to the State.</li> <li>○ Review program metrics and who owns them and identify a means to reflect a drive to continuously improve productivity.</li> <li>○ Oversee/monitor staff credentialing system project implementation.</li> </ul>
<p><b>Objective E - Coordination and Collaboration</b></p> <p>Increased and improved state and local interagency communications and strategic/program planning to ensure alignment and effective implementation of CWI goals. <i>(Workforce System Development Committee)</i></p>	<p><b>Strategy 1:</b> Establish consistent two-way state/local communication with WDB directors and seek input from Workforce Development Boards, Chief Local Elected Officials, and workforce system partners through forums, surveys, and other methods.</p> <p><b>Strategy 2:</b> Develop strategies for strengthening communications between technical colleges and WDBs.</p> <p><b>Strategy 3:</b> Identify strategic issues for accountability back to state.</p> <p><b>Strategy 4:</b> Develop high level performance-based scorecard on workforce system effectiveness.</p> <p><b>Strategy 5:</b> Guide state level planning measures and coordination focused on strategic issues.</p>	<ul style="list-style-type: none"> <li>○ Develop guidelines and provide technical assistance that allows sufficient time for Chief Local Elected Official to solicit nominations in order to increase effectiveness and participation levels of Workforce Development Boards.</li> <li>○ Develop recommendations on regional planning among WDBs using economic regions (including metropolitan statistical areas) as part of a plan requirement for all programs operated/managed by the State.</li> <li>○ Develop recommendations on enforcing WDBs completion of all elements of required WIA Memorandum of Understanding that establishes coordination, referral, and infrastructure funding for all required one-stop partners (with fund allocation contingent on meeting requirements).</li> <li>○ Oversee/monitor Baldrige Express project implementation.</li> <li>○ Oversee/monitor Milwaukee Landscape project implementation.</li> </ul>

Objectives	Strategies	Action Steps
<p><b>Objective F - Maximizing Resources</b></p> <p>Increased collaborative use of existing resources and use of new alternative funding resources, including discretionary federal grants. (<i>Workforce Systems Development Committee</i>)</p>	<p><b><u>Strategy 1:</u></b> Disseminate best practices for maximizing resources.</p> <p><b><u>Strategy 2:</u></b> Identify "road blocks" from surveys and recommend strategies to address them.</p> <p><b><u>Strategy 3:</u></b> Review performance of WIA and target funding for performance awards, technical assistance and training.</p> <p><b><u>Strategy 4:</u></b> Establish metrics to measure the value of funds for infrastructure system support and workforce program gaps.</p> <p><b><u>Strategy 5:</u></b> Assess how to effectively infuse funds into the system.</p> <p><b><u>Strategy 6:</u></b> Explore foundation and business entities.</p> <p><b><u>Strategy 7:</u></b> Improve collaborative approaches for grant writing.</p> <p><b><u>Strategy 8:</u></b> Target resources to key areas.</p>	<ul style="list-style-type: none"> <li>○ Develop a state formula and process to dispense funds for One-Stop infrastructure costs based on a common definition for how funds may be spent with specific outcomes.</li> <li>○ Establish ways to ensure funds directed toward a sustainable One-Stop infrastructure are consistently accountable to the State, including WDB annual metrics reports and the identification of continuous improvement steps with benchmarks for success.</li> <li>○ Review Inventory of State job placement and employment-training programs to assess how to provide sustainable financial support for the One-Stop infrastructure, maximize resources for effective service delivery, and identify possible options to minimize the number of persons/agencies distributing funds.</li> </ul>