

# COUNCIL ON WORKFORCE INVESTMENT

*(Draft Pending Approval)*

MEETING MINUTES

**December 8, 2006**

Concourse Hotel, Madison

**Members Present:** Paul Linzmeyer (Chair), Colleen Bates, Deborah Mahaffey (for Elizabeth Burmaster); Thomas Burse, William Chaudoir, Morna Foy (for Dan Clancy), Roberta Gassman, Senator Dave Hansen, Susan Hatch, John Heyer, James Hill, Tina Koehn, Greg Gasper (for Senator Joe Leibham), Debra Malewicki, Douglas Moquin, Fredi Ellen Bove (for Helene Nelson), Connie Hoveland-Bledon (for Lee Rasch), Laura Dresser (for Joel Rogers), Donald Rouse, Christopher Ruud, Georgann Stinson, Julia Taylor, Dean Welch, Joan Wilk, State Representative Josh Zepnick

**Members Absent:** Daniel Andrist, Lyle Balistreri, Mary Burke, Rodney Copes, Jewel Currie, Kathleen Drengler, Barbara Fleisner, Matthew Frank, Mary Lu Gerke, James Haney, Barbara Fleisner, Matthew Frank, Mary Lu Gerke, James Haney, Xiong Lo, Phil Neuenfeldt, A. Kent Olson, Mark Reihl, Patrick Schillinger, John Scocos, Norma Tirado

**CWI Staff Present:** Sue Gleason, Sheryl Billups, Fred Bartol, Linda Williamson, Gloria Kirchoff

**Others Present:** Bill Clingan, Charlene Dwyer, Dianne Reynolds, Leslie Mirkin (DWD); Roe Parker (WTCS), Pat Schramm (WDB SC), Sally Cutler (NC WDB), Jerry Hanoski (Western WDA), Francisco Sanchez (WOW WDA); Dick Best (WC WDA)

## Key Issues/Discussion

### I. Call to Order and Minutes

Paul Linzmeyer (Chair) called the meeting to order at approximately 8:40 a.m. Colleen Bates moved to approve the September minutes; the motion was seconded and passed unanimously.

### II. Remarks from the Chair

Paul Linzmeyer opened the meeting with his vision for the future of the CWI. Among his key points were the following.

- The Council needs to move from "learning" to "action" -- to begin providing advice to the Governor and others. He noted that the CWI is at a "tipping point". It can build on what it has accomplished and be an active participant in driving change. To do so, it will need to articulate its mission at the tactical level, challenge its partners, and be involved and participate locally and regionally.
- The Committee structure needs to be aligned with the work of the full council; Committees need to be flexible and action-oriented and serve as passionate advocates for the CWI's and Governor's workforce development goals.
- For the workforce system, Job Centers need to rethink how they delivery services; declining dollars should not stop change. In addition, we need a flexible set of learning mechanisms that will help companies thrive.

### III. 2006 In Review

Sue Gleason reviewed major CWI accomplishments of the last 12 to 18 months. Among key accomplishments discussed were the following.

- GROW grants. This was one of the major efforts coming out of the CWI; the Regional Metrics initiative, which will be launched shortly, is closely connected to the GROW effort.
- Manufacturing. The CWI focused significant time on the manufacturing sector, including support for the WTCS's Advanced Manufacturing Solutions Initiative, funding a manufacturing related project through the CWI Special Innovation funds, and initiating the Manufacturing Skills Standards Council certification system.
- System Investments. The CWI invested funds to implement new approaches to service delivery (Special Innovations funds for distance learning and "virtual" job center systems), to improve WDBs and front line service delivery (Baldrige Express WDB Leadership Assessment, Job Center staff Credentialing) and study long term impacts of workforce system services (longitudinal study of workers dislocated from Advance Transformer). It also engaged in study and recommendations of the service delivery system statewide (recommendations to the Governor and DWD Secretary) as well as Milwaukee specifically (Milwaukee Landscape Study and Ad Hoc Committee recommendations).
- Regional Industry Skill Education. Working from the various priorities and efforts of the CWI, DWD and WTCS developed a successful application to build career pathways for low skilled workers by linking education, job training and employer needs.

Gleason also noted a number of emerging issues, among them: attracting young people to manufacturing (May is Manufacturing Month); key worker shortages in areas such as welding, growth of an adequate and diverse skilled trade workforce, and federal funding and legislative changes (WIA reauthorization).

### IV. Jobs for the Future Initiative

Tim Casper (Governor's Office) provided an overview of the Governor's "Jobs for the Future" Initiative. He noted that the Council's vision for "qualified workers for quality jobs" is at the heart of Governor Doyle's Grow Wisconsin agenda and reviewed some of the Governor's major accomplishments related to this effort, including the over \$900,000 in CWI's GROW grants for regional workforce development and training.

Casper also highlighted the Governor's key priorities: to increase the number of new jobs, increase per capita income to the national average, enhance current thriving business climate and to prepare Wisconsin's workforce for the future through training and education. He went on to review the goals, industry priorities and components of the Governor's "Jobs for the Future Initiative" and some of the specific elements of the proposal related to preparing youth (youth apprenticeship, additional years of science and math required for high school graduation), increasing the number of skilled workers (additional funds for workforce advancement training, MSSC production technician certification, Emerging Industries Skills Partnership program), and industry priorities (manufacturing, biotechnology, and renewable energy). (For complete summary, see Casper PowerPoint on CWI web page.)

Various CWI members raised questions and expressed reactions to Casper's presentation. Among them:

- With the shortage of workers, areas are focusing on youth; there is a shortage of resources for tech education, which provides a feeder system to area manufacturers.
- There is a need to focus on energy conservation as well as renewable energy; the Green industry is also something in which to invest.

- Milwaukee Area Technical College received earmarked funds for MSSC; there is now a need for funds to pay for actual training.
- As reauthorization proceeds, we need to be supporting efforts to provide more flexible WIA funding, especially stipends for individuals while in training.

V. 2007 CWI Priorities.

Roberta Gassman, noting that the CWI's letter with recommendations for the workforce investment system is moving through the Governor's office, noted that Governor sees workforce issues and the need for a skilled workforce as the heart of what he wants to accomplish over the next four years. She also provided an overview of the key issues the Governor wants to see the CWI and DWD engaged in the coming year and beyond.

- Feedback to DWD. The CWI needs to provide real feedback and react to focused issues brought to it by DWD.
- Support regionalism. DWD and CWI need to find ways to support, share best practices, provide foundation of data, etc. to support regional directions, which fits in with what other cabinet agencies are also doing.
- Joyce Foundation Grant. This will include looking at what we can do to help GED graduates and working with WTCS and Commerce to coordinate manufacturing related activities.
- Milwaukee. Working on issues to help Milwaukee and other areas with high levels of kids not graduating from high school is a critical issue.
- Job Centers. DWD is committed and will work to see what we can do to leverage funds to support the job center system.
- Apprenticeships. We need to work on increasing the number of skilled trade workers that the state needs; we need more employers to participate and the state needs to promote and grow the program.
- Labor shortage. We are making headway in the healthcare field with the "no lifting" initiative, but need to look to next steps, particularly responding to the need for more training sites.
- Youth. DWD is continuing investments in Project Lead the Way; currently there are too few women and minorities involved.
- Waivers. DWD is in discussion with WDBs about this; it is a difficult issue because it becomes a zero/sum game (if focus on one area, another loses resources).
- Interagency Cabinet Leadership Group (SAT). Discussions are moving forward and we are working to develop a real cabinet level partnership.

In discussion, CWI members commented and raised a number of issues, among them:

- System integration. There is no real system for sharing information; WDBs are often contacted and brought in at the last minute. We need to improve integration at the local level between WDBs, Economic Development, and education to help business locate or expand. There should be one point of contact.
- Low paying jobs. We need to better understand the impact and cost of low-paying jobs and the drain they create on the system (a "reverse" metric)
- Incentive-based system. We need to understand disincentives and create incentives (or other actionable policy options) that will remove barriers and encourage low-skilled workers to push themselves through the workforce training system, rather than the system trying to pull them through -- to move from an "entitlement" to an "incentive" system to make people want to improve.
- Employer responsibilities. Businesses have more responsibilities than creating wealth; they also need to create a culture of learning and we need to consider incentives to help them do so.

- Access to training. Wisconsin has a diverse workforce and many workers don't currently have the skills needed to qualify for training that would lead to MSSC certification. We need to think about how to build that bridge; connect to the Joyce Foundation grant.
- CWI system. We need to ratchet up the CWI's system for formulating recommendations and develop more disciplined, informed, aligned and integrated processes.
- Job Center marketing. Not all employers know about job center services; we need to look at WDB marketing and make information about services more available.
- Healthcare. More needs to be done to keep up with need for more healthcare workers; the trend is for people to get long-term care in community settings. DHFS is engaged in this effort, but there is a need to put in place programs to support this community based approach and the need for workers that can do personal care jobs.
- Apprenticeships. We also need to look at apprenticeships and who is getting in to programs and who are really getting jobs.
- Service integration. Agencies tend to focus on building "personal" power when what is needed is a focus on "doing a good job"; need to move away from turf/power issues and keep on track/focus on improving system overall.

## VI. Committee Reports

### A. Workforce Strategies Committee

Dean Welch provided a brief update on Strategies Committee activities, noting that the Committee has been focusing on reviewing its accomplishments and considering future activities. Discussion of future Committee priorities will be the key focus of its meeting following the full CWI meeting.

### B. Workforce Systems Development Committee

Christopher Ruud reported on the Committee's November meeting, during which they identified three areas of focus as they continue to work on Job Center improvements. These focus areas include front end (seamless system) services; accountability system (infrastructure, how all partners have to interact, and best practices); and back end/employer participation.

(The report on the Dislocated Worker Subcommittee was provided in written form as a handout.)

## VII. Liaison Report

Gleason announced that today's meeting would be the last for Gloria Kirchoff, who is moving to a new job. She thanked Gloria for her work on behalf of the CWI members and staff and presented her with a farewell gift.

There being no further business, the meeting was adjourned.