

Jim Doyle
Governor

Paul Linzmeyer
Chair



Sue Gleason, Liaison
201 E. Washington Avenue, Rm. A200
P.O. Box 7972
Madison, Wisconsin 53707-7972
Telephone: (608) 266-0522
Fax: (608) 261-6376
Web site: <http://www.wi-cwi.org>

Council on Workforce Investment

Friday, December 8, 2006

Concourse Hotel
1 West Dayton Street -- Madison WI
(608) 257-6000

MEETING SCHEDULE

Coffee, tea, soft drinks and pastries will be available at 8:00 a.m. for the full Council Meeting.

8:30 a.m. to 10:30 a.m.	Full Council Meeting
10:45 a.m. to 12:30 p.m.	Workforce Strategies Committee Meeting
10:45 a.m. to 12:45 p.m.	Workforce Systems Development Committee Meeting

All full Council and individual committee meeting materials are available on the CWI web-page at <http://www.wi-cwi.org>

Enclosed Meeting Packet Contents

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This is a public meeting; the meeting location is handicapped accessible. If you have other special needs, such as an interpreter or written materials in an alternative format, please contact Gloria Kirchoff at (608) 267-2191 or email Gloria.Kirchoff@dwd.state.wi.us.

COUNCIL ON WORKFORCE INVESTMENT

Friday, December 8, 2006

8:30 a.m. to 10:30 a.m.

**Concourse Hotel
1 West Dayton Street -- Madison WI
(608) 257-6000**

FULL COUNCIL MEETING AGENDA

- I. Call to Order and Welcome
- II. Minutes of the September 22, 2006 Meeting (**Action**)
- III. Presentation: Governor Doyle's Jobs For the Future Initiative (Tim Casper, Governor's Office)
- IV. 2006 Review and 2007 Priorities (Discussion)
 - A. The Year in Review -- 2006 Accomplishments and CWI Funded Projects
 - B. Looking Forward
 - ❖ Joyce Foundation "Regional Industry Skills Education" Initiative
 - ❖ Other Emerging Issues
 - C. Preliminary Discussion of 2007 Priorities
- V. CWI Committee Updates
 - A. Workforce Strategies Committee
 - B. Workforce System Development Committee
 - C. Dislocated Worker Sub-Committee
- VI. Liaison's Report
- VII. Adjourn

COUNCIL ON WORKFORCE INVESTMENT

(Draft Pending Approval)

MEETING MINUTES

September 22, 2006

Country Springs Hotel ~ Waukesha

- Members Present:** Joel Rogers (Vice Chair), Colleen Bates, Fredi Ellen Bove (for Helen Nelson), Thomas Burse, William Chaudoir, Dan Clancy, Jewel Currie, Margaret Ellibee (For Elizabeth Burmaster), Roberta Gassman, State Senator Dave Hansen, John Heyer, Tina Koehn, Debra Malewicki, Douglas Moquin, A. Kent Olson, Lee Rasch, Mark Reihl, Andrew Schuster (for John Scocos), Julia Taylor, Dean Welch, State Representative Josh Zepnick
- Members Absent:** Daniel Andrist, Lyle Balistreri, Mary Burke, Rodney Copes, Kathleen Dregler, Barbara Fleisner, Matthew Frank, Mary Lu Gerke, James Haney, Susan Hatch, James Hill, Ellen Holt, State Senator Joe Leibham, Paul Linzmeyer, Xiong Lo, Phil Neuenfeldt, Donald Rouse, Christopher Ruud, Patrick Schillinger, Georgann Stinson, Norma Tirado, David Vierthaler, Joan Wilk
- CWI Staff Present:** Sue Gleason, Sheryl Billups, Fred Bartol, Pam O'Brien, Linda Williamson, Mary Pasholk, Gloria Kirchoff
- Others Present:** James McCaslin, Al Salentine, Mike Terwilliger, Gary Maddox, and Idella Thomas (Harley Davidson Motor Company); Shannon Lippold (Johnson Controls, Inc.); Jenny Dalge (AO Smith Corp.); Larry Gonzales (Iron Workers #8); Shelly Flaten-Moore (Regional Workforce Alliance); Francisco Sanchez (WOW WDB); Joe Beukowski (U.W. Stout); Jayson Chung and Jim Mackey (WTCS); Bill Clingan, Dianne Reynolds, Linda Preysz, Kevin Cranpton, Rick Orton, Gary Denis, and Charlene Dwyer (DWD); Roger Hinkle (Milwaukee HIRE Center); Teresa Barch (WWDA); Jerry Hanoski (Western WDA); Beth Norris (SE WDA); Pat Schramm (WDB SCW); Dale Dulberger, Herbert Centreno, John Lopez, Rose Farrer and Mona Schroeder-Beers (Milwaukee Area Technical College); Paula Lampley and Lenore Rosas (UMOS); Tom Backes (Bradley Tech MPS); Mike Shiels (WCTC); Ann Franz (NWTC/BAWDB); Kevin Schenk (Pulaski High School); Lois Noble and Sandra Wehmeier (Milwaukee Academy of Science); Ken Baker (Center on Wisconsin Strategy); Al Hesse (Fox Valley WDB); Gerald F. Blaski (American Welding Society-Milwaukee)

Key Issues/Discussion

I. Call to Order and Minutes

Joel Rogers (vice-chair) called the meeting to order at approximately 9:30 a.m. A motion to approve the minutes of the June 16 meeting was seconded and passed unanimously.

II. GROW II Grants

Roberta Gassman (DWD Secretary) reported that seven GROW II grants were announced throughout the week, ranging from \$50,000 to \$110,000. DWD retained \$10,000 to provide technical assistance to regions. She reviewed the process DWD used to evaluate proposals, which included review by an interagency team and by the CWI Chair, as well as individual interviews with applicants. Gassman

noted that the original funding level of \$400,000 was increased by \$100,000 as a result of a recommendation from the CWI Workforce Strategies Committee, later endorsed by the Executive Committee, to add unused CWI Special Innovation Project funds to the GROW grants. She also reported that the CWI will receive a full report on outcomes, actions and results of the GROW I grants at its December meeting.

III. Manufacturing Skill Standards Council Assessment, Training and Certification

Following an introduction by Secretary Gassman, James McCaslin, President and COO of Harley-Davidson Motor Company and Chair of the Manufacturing Skills Standards Council (MSSC), spoke to the Council about the new system MSSC is implementing to certify the skills for manufacturing production technicians. Among the key points addressed in his remarks were the following.

- Manufacturing is a key industry and economic driver of growth, innovation, productivity, income and jobs in Wisconsin and the nation. The industry generates \$1.37 for every dollar invested (more than any other industry sector), accounts for three quarters of all R&D, is the largest exporter in the U.S., has double the productivity of other sectors, provides the highest income and wages, and continues to produce jobs. However, the industry faces a number of challenges, among them the growing costs of healthcare, energy and raw materials and a shortage of skilled workers, a situation that will get worse as baby-boomers retire.
- The skills gap is well documented and growing, with employers reporting significant difficulty in finding skilled workers, workers with inadequate employability and problem-solving skills, and workers with insufficient reading, writing and communication skills. The lack of adequately skilled production workers is particularly acute. For example, Toyota recruited for 2,000 jobs, received 100,000 resumes, but could find only 1,000 workers with the skills needed.
- The new nationwide system of training, assessment and credentials based on industry-defined, nationally validated skill standards responds to this skill gap. The system is intended to expand the pool of highly skilled, agile production workers who are able to function successfully in the advanced manufacturing environment. The goal is to reach and certify 40% of the production workforce in the next 10 years. Wisconsin is implementing the system through Milwaukee Area Technical College's MSSC/WISPASS network and currently has nine MSSC certified testing centers. Only five other states are as far along as Wisconsin in rolling the system out.
- The new system holds benefits for industry, workers, state government and education. In response to questions, Mr. McCaslin noted that the MSSC standards and curriculum need to be integrated into the high schools. Schools cannot leave behind the students who are not going on to higher education; these students need to be fully prepared for the higher skills demanded by employers.
- Harley-Davidson is implementing the system and plans to give preference to MSSC certified applicants, assess incumbent workers to create a benchmark, use tuition reimbursement for MSSC courses, and investigate the "fast track" MSSC training for both contingent workers and existing workforce.

Dean Welch, co-chair of the Workforce Strategies Committee, noted that the Committee has been looking at the skill needs in the manufacturing sector and the MSSC system in particular over its last several meetings. At its last meeting it recommended that the CWI's earmarked funds for advanced manufacturing be directed to support implementation of the MSSC system in Wisconsin, specifically for workforce system capacity building.

Action: Dean Welch moved that the CWI approve the Committee recommendation and target \$100,000 to support the implementation of the MSSC and specifically to link efforts to the state workforce system. The motion was seconded and approved unanimously. Joel Rogers noted that the CWI Executive Committee had acted on the targeting of the \$100,000 at their September 1st meeting

based on the recommendation of the Strategies Committee, and therefore, no specific action on this was necessary by the full CWI. However, in further discussion, CWI members present reached unanimous consensus on providing their overall endorsement for the MSSC system in general.

IV. Southeast GROW Regional Workforce Alliance, U.S. DOL WIRED Grant, and Milwaukee 7

Julia Taylor, President of the Greater Milwaukee Committee, Chair of the Regional Workforce Alliance (RWA), and CWI member, discussed current activities occurring under the umbrella of the GROW initiative in southeast Wisconsin. She noted that GROW was one of the most important investments the CWI and state can make. Among Taylor's remarks were the following.

- Southeast's efforts are organized around the "three-legged stool" of three initiatives that are coming together through GROW -- Milwaukee 7, the 21st Century Learning Initiative, and Economic Development (U.S. DOL WIRED grant).
- The Milwaukee 7 initiative recognizes that the area can only create high wage jobs within the context of a regional economy. While not yet formal, it is focusing on companies that export (a growing segment) and aligning resources across the seven county area. It has generated \$2.5 million in new dollars from regional employers.
- The 21st Century Initiative is led by CESA #1 and represents a "comprehensive effort ... to re-energize and refocus education around the needs and challenges of life and work in the 21st century." It is focusing on learning programs, professional development, technology infrastructure and resource and capacity building.
- Workforce Innovation in Regional Economic Development (WIRED) is funded by U.S. DOL. The goal is to expand employment and advancement opportunities for workers and catalyze the creation of high-skill and high-wage opportunities in the context of regional economies. It represents the U.S. DOL's efforts to encourage a major transformation of the workforce system. The Southeastern area is a "virtual" WIRED region, receiving \$100,000 over three years to actively participate in the learning occurring through the fully funded WIRED grantees.
- The Milwaukee PIC is involved through its STEM 2010 initiative, a project to prepare youth for careers in science, technology, engineering and math.
- GROW is providing the umbrella that is helping to bring these and other initiatives together. It is supporting a structured, regional workforce alliance and other activities to align separate strategic plans into a regional strategic plan, coordinate funding/resources, and jointly plan/implement a range of other activities to cooperatively address comprehensive workforce solutions.
- In response to discussion and questions, Taylor noted that the RWA is partnering with WMEP and others to help with inner city manufacturing business expansion and jobs, that the role of workforce development boards is evolving as the regional model evolves, and that relationship building remains the biggest challenge.

(For a complete summary of remarks by McCaslin and Taylor, see their power point presentation on the CWI website, http://www.wi-cwi.org/meetings_committees.htm)

V. Committee Reports

A. Workforce Strategies Committee

Dean Welch reported on Committee actions since the last CWI meeting, including its recommendations for using CWI statewide Activity funds to support MSSC implementation and to supplement the GROW grants. He also noted that the Committee has been briefed on several other state level initiatives and will be working on its priorities for the coming year during its upcoming meetings.

B. Workforce Systems Development Committee

Tina Koehn reported that DWD's Bill Clingan had updated the Committee on activities related to its Milwaukee initiatives adopted by the CWI earlier in the year. The Committee is now engaged in addressing its next priorities: capitalizing on partnership development, "front door" participant access to workforce services, and employer engagement.

C. Executive Committee

At the request of Joel Rogers, Mark Reihl provided an update on activities of the Dislocated Worker Subcommittee. Among report highlights were the following:

- The subcommittee met on August 16th to consider requests for Special Response funding for the remainder of the calendar year; \$480,000 in Special Response Grant funding was recommended for projects in five Workforce Development Areas.
- Significant layoff activities continue to occur across the state, particularly in the paper and automotive-related industries.
- Performance for the year that ended June 30, 2006 indicates that enrollment for Special Response Grants was 2331 and 52% of all enrollments exited programs; nearly half received training and 85% were employed when they left the program.
- The CWI-funded study on dislocated workers from Advance Transformer by Southwest Technical College will be completed soon; a report of project outcomes is tentatively planned for the next CWI meeting.

Rogers provided a brief report on the September 1, 2006 Executive Committee, noting that the Committee:

- Recommended the state's Workforce Information Grant, the annual agreement between the state and the U.S. Department of Labor. Wisconsin has \$637,592 for programs that run through June 30, 2007. While continuing required core products and several other ongoing activities, the state will be publishing a new annual economic analysis report for the Governor and the CWI.
- Adopted recommendations from the Workforce Strategies Committee on use of CWI funds for advanced manufacturing and for unused Special Innovations project funds (noted above).
- Discussed GROW II grants, WIA waivers, the Joyce Foundation "Shifting Gears" grant application, and CWI organizational issues; more discussion about these issues expected in the future.

VI. Liaison Report

Sue Gleason provided a brief update on the regional metrics initiative and reviewed the preliminary metrics report prepared by DWD Office of Economic Advisors. In response to questions about whether the data will be rolled up to the state level, she noted that the focus is on regional level data. This can offer a useful planning tool, enabling regions an opportunity to benchmark their economic situation against other similar regions across the country, identify strengths and improvement opportunities that can help target resources. Gleason also indicated that staff and Executive Committee members are looking for feedback on the structure and scheduling of the CWI meetings and will be following up with members after today's meeting.

There being no further business, the meeting was adjourned.

COUNCIL ON WORKFORCE INVESTMENT
Strategic Direction for 2005 Through 2006 and Key Accomplishments

<p align="center">VISION</p> <p>Wisconsin invests in its people to provide <i>QUALIFIED WORKERS FOR QUALITY JOBS</i>, delivering these investments through an:</p> <ul style="list-style-type: none"> ❖ 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. 	<p align="center">MISSION</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"> ❖ Preparing the workforce for the future ❖ Supporting the changing workplace, and ❖ Ensuring state and regional success. 	
<p align="center">GOALS</p> <ol style="list-style-type: none"> I. Identify existing and future regional workforce and skill needs II. Support effective regional strategies to align the supply of qualified workers with the emerging demand III. Upgrade the demand to advance a high-wage, high-growth economy IV. Target resources to key growth industries in different regions of the state V. Ensure a comprehensive, effective and accountable workforce development system to deliver the education and training services to achieve the vision 		
<p align="center">Objectives</p>	<p align="center">Strategies</p>	<p align="center">2005-2006 Accomplishments</p>
<p><u>Objective A- Workforce Information</u></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><u>Strategy 1:</u> Identify skill gaps facing current employers and workers in established industries/occupations.</p> <p><u>Strategy 2:</u> Identify additional data needs at the regional level to assist in economic development, education and workforce planning.</p> <p><u>Strategy 3:</u> Develop techniques and mechanisms to quickly identify state and regional opportunities.</p> <p><u>Strategy 4:</u> 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>	<p><u>Policy</u></p> <ul style="list-style-type: none"> ○ Recommended uses for U.S. DOL Labor Market Information Grant funds <p><u>Projects</u></p> <ul style="list-style-type: none"> ○ Developed Regional Metrics Benchmarking Initiative in partnership with DWD Office of Economic Advisors – final implementation in Dec. 2006

Objectives	Strategies	2005-2006 Accomplishments
<p><u>Objective B - Workforce Preparation and Support</u></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><u>Strategy 1:</u> Maximize the development, effectiveness, and use of distance education technology.</p> <p><u>Strategy 2:</u> Provide for a workforce preparation system that is more flexible and responsive to economic needs.</p> <p><u>Strategy 3:</u> 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><u>Strategy 4:</u> Strengthen access and articulation to post-secondary education and work, such as recommended in the COBE (Committee on Baccalaureate Expansion) Report.</p>	<p><u>Policy</u></p> <ul style="list-style-type: none"> o Recommended support for COBE report <p><u>Projects</u></p> <ul style="list-style-type: none"> o Funded South Central Distance Learning Project (\$100, 000 through CWI Special Innovations Projects) o Funded Southwest Technical College study on impact of services on dislocated workers from Advance Transformer (1996 plant closing) o Recommend funding of WIA Dislocated Worker Rapid Response Projects (Dislocated Worker Sub-Committee)
<p><u>Objective C - Targeted Regional Priorities</u></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><u>Strategy 1:</u> Identify/pursue job creation methods and workforce education and training models to maximize career advancement opportunities in existing regional industry sectors.</p> <p><u>Strategy 2:</u> 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><u>Strategy 3:</u> 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>	<p><u>Policy</u></p> <ul style="list-style-type: none"> o Recommended support for WTCS Advanced Manufacturing Solutions Initiative o Endorsed statewide MSSC certification system implementation <p><u>Projects</u></p> <ul style="list-style-type: none"> o Development and funding of GROW I and GROW II Initiative (\$965,000) o Funded RAMAC Advanced Manufacturing Project (\$100,000 through CWI Special Innovations Project) o Funded MSSC certification system implementation (\$100,000).
<p><u>Objective D - Service Delivery System</u></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><u>Strategy 1:</u> Advise the Governor on a vision for Wisconsin's Job Center system.</p> <p><u>Strategy 2:</u> Establish a clear mission for workforce development areas and regional economic-driven workforce related activities.</p> <p><u>Strategy 3:</u> Develop high-level performance based scorecard on workforce system effectiveness.</p> <p><u>Strategy 4:</u> Provide guidance, identify needs and changes to meet vision.</p>	<p><u>Policy</u></p> <ul style="list-style-type: none"> o Recommended vision and strategies for improving the state's workforce investment system o Recommended strategies to improve Milwaukee's workforce investment system <p><u>Projects</u></p> <ul style="list-style-type: none"> o Funded Milwaukee Workforce Investment Landscape Assessment (\$60,00) o Developed and funded workforce investment system staff development credentials program (\$33,000 over two years)

Objectives	Strategies	2005-2006 Accomplishments
<p>Objective E - Coordination and Collaboration</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><u>Strategy 1:</u> 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><u>Strategy 2:</u> Develop strategies for strengthening communications between technical colleges and WDBs.</p> <p><u>Strategy 3:</u> Identify strategic issues for accountability back to state.</p> <p><u>Strategy 4:</u> Develop high level performance-based scorecard on workforce system effectiveness.</p> <p><u>Strategy 5:</u> Guide state level planning measures and coordination focused on strategic issues.</p>	<p><u>Policy</u></p> <ul style="list-style-type: none"> ○ Reviewed/commented on WIA two year plan, Job Center system criteria, and WIA Incentive Award Proposal <p><u>Projects</u></p> <ul style="list-style-type: none"> ○ Developed and funded WDB Leadership Development through WFA Leadership Assessment and Follow-up (\$31,000 over two years)
<p>Objective F - Maximizing Resources</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><u>Strategy 1:</u> Disseminate best practices for maximizing resources.</p> <p><u>Strategy 2:</u> Identify "road blocks" from surveys and recommend strategies to address them.</p> <p><u>Strategy 3:</u> Review performance of WIA and target funding for performance awards, technical assistance and training.</p> <p><u>Strategy 4:</u> Establish metrics to measure the value of funds for infrastructure system support and workforce program gaps.</p> <p><u>Strategy 5:</u> Assess how to effectively infuse funds into the system.</p> <p><u>Strategy 6:</u> Explore foundation and business entities.</p> <p><u>Strategy 7:</u> Improve collaborative approaches for grant writing.</p> <p><u>Strategy 8:</u> Target resources to key areas.</p>	<p><u>Policy</u></p> <ul style="list-style-type: none"> ○ Developed/revised CWI funding policy and established 2006 funding priorities ○ Letters to Wisconsin's Congressional delegation expressing concern about budget proposals related to Carl Perkins Vocational and Technical Education Act and Adult and Family Literacy Act <p><u>Products:</u></p> <ul style="list-style-type: none"> ○ Developed initial and 2006 update of state workforce investment programs/resources inventory.