

**Approved August 16, 2006  
COUNCIL ON WORKFORCE INVESTMENT**

**Workforce System Development Committee  
May 3, 2006**

**MEETING MINUTES**

Members Present: Business Co-Chair; Christopher A. Ruud, Executive VP, Ruud Lighting, Racine; Co-Chair Tina Koehn, Vice President of Administration, UMOS, Menomonee Falls; Fredi-Ellen Bove for the Secretary, Wisconsin Department of Health and Family Services; Thomas L. Burse, President, Buveck Consultants/Construction Managers, Milwaukee; Bill Clingan, for the Secretary, Department of Workforce Development; Kathleen Drengler, Manager, Greenheck Fan Corporation; Donald L. Rouse, retired Vice President Corporate Operations, Kohl's Department Stores, Hartland; Andrew Schuster, for the Secretary of Veteran's Affairs; Georgann Stinson, Vice President, General Converters and Assemblers, Racine.

Committee Staff Present: Linda Williamson, Pamela O'Brien, Mary Pasholk.

Others Present: Sue Gleason, Connie Colussy, Dianne Reynolds, DWD; Mark Kessenich, Milwaukee PIC; Francisco Sanchez, Teresa Barch, WOW WDB; Jennifer Riggenschach, UWM; Beth Norris, SEW WDB; Jim Rehagen; Cheryl Welch, FV WDB; Bob Borremans, SW WDB. By conference call: Dick Best, WCW WDB; Sally Cutler, NCW WDB; Steve Terry NWW WDB; Pat Schramm, SCW WDB.

Mr. Ruud called the meeting to order at 10:00 a.m.

**Agenda Item #1 Minutes:**

Mr. Rouse moved, seconded by Ms. Koehn, to approve the minutes which were unanimously adopted.

**Agenda Item # 2 *Ad Hoc* Milwaukee Committee:**

Ms. Gleason reported that DWD has been strategizing on how to roll-out the Milwaukee Leadership recommendation some time this summer. She also noted that the CWI-adopted *Ad Hoc* Milwaukee Report was forwarded to the Governor with an anticipated follow-up report on his response at the June 16<sup>th</sup> CWI meeting. The Committee requested copies of the cover letters and information that went to the Governor regarding the *Ad Hoc* Report as well as the first set of recommendations on Job Center infrastructure issues. In response to Committee questions: Ms. Gleason stated that a press release and conference were not done; Ms. Riggenschach stated that the data-base will be completed mid-May; Mr. Clingan noted that the report has already created some synergy for collaboration in Milwaukee. Mr. Ruud stressed the importance of getting the UWM Report distributed as widely as possible and utilized in all related activities such as the SE WI Grow Grant. Mr. Ruud requested an update from DWD on the implementation of recommendations at the next Committee meeting. After further discussion on the **Committee's request to have a tentative timetable as part of a work plan that included deliverables**, the following motion was made:

**Mr. Rouse, moved, seconded by Ms. Koehn, that the *Ad Hoc* Committee be disbanded but that "recommendations status" be an ongoing full Committee agenda item until there has been successful movement on the report's recommendations with an accountability loop, and when it is clear what further work could be folded into the full Committee's activities. The motion unanimously passed.**

Agenda Item # 3 Metrics:

Mr. Ruud reported on his conference call with the other Committee's Co-Chair Lee Rasch regarding their regional metrics activities. Given that all of the data for their work will not be ready until mid-summer, **it was agreed that the accountability "dashboard" measures discussion be put on hold as the other Committee has this on their agenda and we want to dove-tail with their efforts.** The Co-Chairs of both Committees will have a conference call sometime this summer in order to align the Committees' work.

Agenda Item # 4 Preliminary Draft Recommendations Report:

Mr. Ruud summarized the proposed preliminary draft recommendations, followed by a full discussion. Based on Committee member's priority preferences, the draft recommendations were ranked in priority order. The following highlights those comments in the overall report and specific to recommendation I (Attachment) on incentives for WDB's partner participation and regional planning:

Other significant partners, particularly the Technical Colleges, need to weigh-in;

"Partners" need to include engagement of all of the WIA mandatory partners as well as those entities that are sharing Job Center space/activities;

The WIA MOUs among partners need to represent genuine coordination at the local level and not just be a signed piece of paper in the WIA local plans;

All 17 WIA mandatory partners must have signed an MOU - - DWD needs to exercise their leadership if local partners do not want to be active participants in the MOUs and Job Center system;

Use "incentives" rather than "rewards" to WDAs and also acknowledge those WDBs that have already met full partnership co-location goals;

"Co-location" really needs to be true "integration";

Need benchmarks to monitor progress on the partnership and infrastructure dollar infusion;

Possibly use an RFP process to disburse WIA state set-aside dollars for these efforts;

Get non-DWD partners engaged at the state level; and,

Need to have a consistent Job Center operating budget and reliable funding in order to sustain and have an accountable infrastructure.

**By consensus, the Committee agreed that these preliminary draft recommendations were generally accepted as the framework for continued refinement and garner additional input.**

Mr. Ruud requested that Committee members volunteer to connect with a variety of partners for feedback on the draft recommendations.

The meeting adjourned at noon.

**As Revised at the May 3, 2006 Committee Meeting**  
**Workforce System Development Committee**  
**Draft Preliminary Recommendations to the Governor**  
**for the**  
**Council on Workforce Investment**

The following set of recommendations will be presented at the May 3, 2006 Committee meeting for general endorsement. Our immediate focus will be to choose one or two to focus on in the next few months. We will then determine how best to proceed, to possibly include more staff research, convening meetings to hear about current activities, inviting stakeholders to give input on the issues, having guest speakers on the topics, etc. Detailed recommendations will be developed based on this further work and then advanced to the full Council and to the Governor.

**Vision**

Increase participation in a sustainable, comprehensive, training and employment system with stream-lined administrative roles at the state and local levels and benchmarks for continuous improvement and public transparency.

**Recommendations**

Four major themes that focused the recommendations:

- Develop incentives to fully engage all workforce partners
- Reward Workforce Development Boards (WDBs) for measurable collaboration
- Define "system" as a single unit and begin to put that system in all operational activities
- Establish strategies for private sector participation to increase job placement and retention

**Recommendations in Priority Order:**

**Recommendation I.**

Establish measurable goals with an annual accountability system to:

a. **Provide incentives for** the WDB's measurable efforts to incrementally increase the number of workforce partners co-location and/or have access to their services (physical presence as requested or required) within a two hour/24 hour response window. (For example, if a customer cannot be helped during the same visit, the 24 hour response should be the partner(s) serving them directly rather than the customer having to return to the Job Center/site again) Use WIA discretionary funds to support additional infrastructure growth.

b. **Provide incentives for** the WDBs' regional activities and collaborative efforts including, but not limited to, joint program planning, equitable cost sharing of infrastructure and mutual services, coordination of training and strategic planning on integration of needed infrastructure changes.

**Recommendation II. (Tie for second)**

Improve the participation of private sector employers for training, job placement and retention by:

a. Eliminating or reducing the liabilities employers face for an employee hire through the Job Centers.

b. Providing incentives to employers engaged with on-site training and hiring of Job Center job seekers via multiple strategies, including, but not limited to:

b. 1. Creating employer financial incentives to provide job seekers with on-site training for job readiness and "employability" skills prior to an employee hire.

b. 2. Requesting a waiver from the Department of Labor to eliminate the 50% employer contribution for WIA on-the-job training and customized training.

c. Enhancing Job Center placement efforts by increasing a collaborative role with employment agencies, and contracting with staffing agencies that have the pulse of the regional economy and employers.

**Recommendation II. (Tie for second)**

Define the workforce infrastructure "system" as a single unit and begin to put that system in all operational activities beginning with a seamless, single, front-end for all customers.

As one outcome: a flow chart of the current process for customers as to the steps they have to go through for all 17 partner programs (per job center, if different in each), and a vision and timetable for minimizing the customer hoops. The goal is to have a consistent application for services with a simple process to follow for job seekers and employers. Each Job Center and access to service point must act as a single unit of co-mingled program services that would result in, for example, one customer application regardless of the program(s) funding the service(s).

**Recommendation IV.**

a. Redesign the Workforce Development Areas to coincide with the seven regional economic areas. [Attachment A]

b. Continue to fund state workforce initiatives aligned with the seven regional economic areas (e.g. Grow Grants), and require coterminous boundaries, where feasible, for activities of other major state initiatives (e.g. Medicaid Infrastructure Grant).

c. Require regional planning coterminous with the seven regional economic areas in all state-administered workforce program state and local plans.

d. Implement the Workforce Investment Act's (WIA) Unified Plan for the next state WIA plan that would include, at a minimum, the four major title programs in WIA, and have the Governor request the Wisconsin Technical College System to participate in this process as a key partner of the Carl D. Perkins Vocational and Applied Technology Education activities.

*The additional recommendations below are administrative and information-sharing for purposes of addressing issues identified during the drafting process by the Committee:*

**Recommendation V.**

a. *Enforce the WIA requirement that WDBs must have completed Memoranda of Understanding (MOU) of all 17 required partner programs that includes the defined outcome of genuine coordination of program and service delivery elements (e.g. clear referral mechanisms among programs for job seekers and employers). Establish benchmarks for continuous improvement of the MOUs for all 17 required partner programs. [This will be included in the score card accountability system.]*

b. *The Department of Workforce Development (DWD) provide a summary report on the completion of, and quality for service delivery analyses, in advance of the September 22, 2006 Workforce System Development Committee meeting.*

c. *DWD, as the administering entity of 10 of the 17 WIA required partner programs, initiate state memoranda of understanding among its 10 programs that would serve as a model to expand these collaboration agreements with additional administering agencies of other workforce programs.*

**Recommendation VI.**

*DWD to provide a comparison, in advance of the Workforce System Development Committee's meeting of September 22, 2006, on the existing and planned comprehensive and access point of service Job Centers relative to the (a) criteria for job center service standards, (b) certification of comprehensive job centers with the list of co-located partners in each, and elements of the WDAs business services from the WIA Title I WDB local plans.*