

Governor's Council on Workforce Investment

Workforce System Development Committee

Meeting Notice

**Friday
February 17, 2006**

**Ruud Lighting **
9201 Washington Avenue
Racine, WI 53406
Phone: 262- 886-1900**

10:00 a.m. - 1:30 p.m. *

AGENDA:

- 1. Approval of the Minutes of December 9, 2005 (Attachment)**
- 2. Ad Hoc Committee Report- Action Item: Thomas Burse (Attachment)**
- 3. Priority Action Item # 1 Draft Recommendation- Action Item: Christopher Ruud**
- 4. Program Funding: Sheryl Billups and Don Rouse (Attachments)**
- 5. Follow-up on Workforce System Partnerships: Connie Colussy**
- 6. Program Metrics/Dashboard Discussion (Attachment)**

*** A working lunch will be provided.**

For further information, contact Committee staff: Linda Williamson, telephone (608) 261-6394, E-mail: <mailto:linda.williamson@dwd.state.wi.us>

If you have other special needs such as assistance to access materials in an alternate format including large print, or you need an interpreter, please contact Gloria Kirchoff: <mailto:glorida.kirchoff@dwd.state.wi.us>, or call her at (608) 267-2191.

**** Driving directions on next page**

Driving Directions

From Milwaukee, Wisconsin General Mitchell Field Airport

- 1: Follow the airport exit toward I-94
- 2: Merge onto US-41 S/I-94 E via the exit on the LEFT toward CHICAGO. (15.3 miles)
- 3: Take the WI-20 exit- EXIT 333- toward RACINE/WATERFORD. (0.3 miles)
- 4: Turn LEFT onto WI-20 E/WASHINGTON AVE. (2.9 miles)
- 5: End at 9201 Washington Ave, Racine, WI 53406-3750 US

From Chicago, O'Hare International Airport

- 1: Start out going SOUTH on BESSIE COLEMAN DR. (0.1 miles)
- 2: Merge onto I-190 E toward CHICAGO. (1.1 miles)
- 3: Merge onto I-294 N via EXIT 1C toward MILWAUKEE/I-90 W/ROCKFORD (Portions toll). (13.1 miles)
- 4: I-294 N becomes I-94 W (Portions toll). (40.3 miles)
- 5: Take the WI-20 exit- EXIT 333- toward RACINE/WATERFORD. (0.6 miles)
- 6: Turn RIGHT onto WI-20 E/WASHINGTON AVE. (2.8 miles)
- 7: End at 9201 Washington Ave, Racine, WI 53406-3750 US

Agenda Item #1

DRAFT - Pending Approval COUNCIL ON WORKFORCE INVESTMENT

Workforce System Development Committee December 9, 2005 Concourse Hotel Madison, Wisconsin

MEETING MINUTES

Members Present: Business Co-Chair; Christopher A. Ruud, Executive VP, Ruud Lighting, Racine; *Co-Chair*: Tina Koehn, VP 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; Donald L. Rouse, retired VP Corporate Operations, Kohl's Department Stores, Hartland; State Representative Josh Zepnick; Andrew Schuster for the Secretary, Wisconsin Department of Veterans Affairs.

Members Absent: Jessica Clark, David Vierthaler, Bill Clingan, Kathleen Drengher, Georgann Stinson.

Committee Staff Present: Linda Williamson, Mary Pasholk.

Others Present at the Committee Meeting: Sue Gleason, Council Liaison; Joel Rogers, Council Vice Chair; Connie Colussy and Dianne Reynolds, Bureau of Workforce Programs, DWD; Francisco Sanchez and Teresa Barch, WOW WDB; Teresa Pierce, Workforce Connections; Mary Lu Gerke, Gunderson Lutheran, La Crosse; Beth Norris, Southeast WDB; Enid Glenn, Division of Vocational Rehabilitation, DWD; Jerry Hanoski, Western Wisconsin WDB; Steve Terry and Doug Moquin, Northwest Wisconsin WIB, Inc.; Dick Best, West Central WDB; Jennifer Rigganbach, UW-Milwaukee; Patricia Schramm, South Central WDB.

Mr. Ruud called the meeting to order at 12:35 p.m.

Agenda Item #1:

Mr. Rouse, seconded by Ms. Bove, moved to approve the minutes of November 14, 2005. Motion passed unanimously.

Revised Agenda Item #2:

Mr. Sanchez provided a report on the Southeast Wisconsin GROW Grant. The effort to coordinate regional activities began in January 2005 with a meeting of the WOW/Milwaukee Coordination Committee and key local business leaders. In July the WOW, Milwaukee and Southeast Workforce Development Areas submitted "GROW Southeastern", a joint proposal to coordinate regional workforce and economic development activities. The City of Milwaukee also submitted a GROW grant application that included the Wisconsin Regional Training Partnership and focused on central city workers. The total amount requested by both proposals was approximately \$302,000. In September the CWI approved an award of \$150,000 to a Southeast Wisconsin collaborative project that will combine the major elements of both proposals. In October the WOW Workforce Development Board approved \$25,000 in funding to the Waukesha County Economic Development Corporation to (1) assist in providing linkages to the regional economic development community in southeast Wisconsin, and (2) facilitate selected discussions in forming and implementing partnership

outcomes. The leadership team, consisting of the three Workforce Development Area directors and a representative from the Milwaukee Mayor's office, have met twice to discuss a strategy for merging the two proposals into one comprehensive plan. A third meeting will include representatives from K-12 education, economic development, technical college, UW-Milwaukee, and DWD Office of Economic Advisors. Elements of the plan will most likely include development of local WIA plans that include common, clearly identified regional strategies; regional donor's conference convened by the Milwaukee Mayor's office to secure public, private and philanthropic sector commitments; action-oriented discussions with regional stakeholders facilitated by local economic development leaders; development of a regional economic report to identify short- and long-term objectives for the region; and alignment with the 7-county Regional Economic Partnership. A revised plan is due to DWD by December 31, 2005. The Governor recently selected the Southeast Wisconsin region to participate in the application process for a 3-year, \$15 million DOL initiative known as WIRED (Workforce Information in Regional Economic Development). A proposal will be submitted January 5, 2006 that expands on the efforts of the GROW Region by Region team.

Revised Agenda Item #3:

Mr. Burse reviewed the *Ad Hoc* Committee's Deliverables timetable. The *Ad Hoc* Committee will meet on Thursday, January 26, 2006 in Milwaukee. The UW-Milwaukee will give a PowerPoint presentation and present their report to the committee. People who should be invited to the January 26th meeting include Paul Linzmeyer, Chair of the Council on Workforce Investment; Julia Taylor, Greater Milwaukee Committee; Gerard Randall, Director of the Milwaukee PIC; General Cocroft; Chair of the PIC's Job Center Committee; the Milwaukee Mayor's office, and the Wisconsin Regional Training Partnership. **Ms. Bove asked that the meeting materials from that meeting be circulated to the Workforce System Development Committee after January 26th, which was agreed to by consensus.** There was discussion about the plans to hold a press conference in early February about the *Ad Hoc* Committee' recommendations. The press conference will be run through the CWI and should be a positive message that talks about partnerships, education, and public outreach. A comment was made that perhaps the press conference should be expanded to include the GROW grant and the regional economic development initiative. **Mr. Ruud recommended holding the press conference on March 16, 2006, which is the date of the next CWI meeting, scheduled to be held in Milwaukee, which was agreed to by consensus. A timeline for the press conference will be developed at the January 26th meeting.**

Revised Agenda Item # 4 & 5

Mr. Ruud shared his vision on the Priority Action Steps. Mr. Rogers stated that the Workforce Strategies Committee will come up with what needs to be done and the Workforce System Development Committee will figure out how to do it. Mr. Rogers will write up 3 or 4 matrix items. Ms. Gleason updated the committee on what the Workforce Strategies Committee discussed today regarding regional metrics. She clarified that the Workforce System Development Committee is looking at program measures and suggested expanding the list of measures for the regional matrix, which will be sent back to the full Council. **Mr. Ruud stated that he'd like an agenda item for the February 2006 meeting to be a discussion of the "dashboard" metrics, including the Workforce Strategies Committee outcomes and Mr. Rogers' comments.** Ms. Bove requested that the following items be added to the matrix: (1) number of employers offering health insurance, (2) number of employees receiving employer-sponsored health insurance, and (3) pensions. **Motion by Representative Zepnick, seconded by Mr. Rouse, to approve the Priority Action Steps.**

Revised Agenda Item #6:

Ms. Colussy discussed the public comments received on the proposed Job Center Service Standards and Criteria for Certifying Comprehensive Job Centers. Five technical colleges and 23 additional partners responded and provided extensive comments. The documents were shared with other entities for input as well. Meetings are going on within DWD to discuss the comments. Discussions regarding amending the standards and criteria are taking place and proposed changes will be

discussed with Mr. Clingan and Secretary Gassman. The standards and criteria will become part of the WIA Local Plan, Part 2 which will be due back to DWD at the end of March 2006. Ms. Colussy stated that the top two items receiving comments were (1) Non-traditional hours, and (2) partners locating in Job Centers, especially technical colleges. There has been pushback on a number of items. Currently no Job Centers meet all of the proposed guidelines. Ms. Colussy stated that there are probably not going to be 78 Comprehensive Job Centers in the future, although WDBs may decide to keep non-comprehensive Job Centers open. (Opening and closing Job Centers is the responsibility of WDBs). **Mr. Ruud requested that copies of the WIA Local Plan, Part 2 be provided to the Committee. Mr. Ruud asked Ms. Colussy to bring a list of issues she can't fix herself (such as funding issues) to the committee.** Mr. Rouse asked what the funding implications are for a Comprehensive versus a Non-Comprehensive center? Ms. Colussy said DWD will fund what resources allow; hopefully at least one Comprehensive Job Center in each WDA, since this is what WIA requires. The group reviewing the comments is talking about the differences in types of access points. Job Service is working on a staffing pattern. Information Technology (IT) support would be provided to Comprehensive centers, and to the extent possible, to non-Comprehensive centers. Mr. Rouse asked, "What if DWD is not paying for IT?" Ms. Colussy responded that the WDAs need to think about other funding sources to keep centers open. Mr. Best stated that the Standards will need to go beyond WIA and that other entities need to also comply and share accountability with WIA.

Revised Agenda Item #7:

The written status reports on Credentialing, Baldrige, and the State Interagency Team were distributed.

Returned to Revised Agenda Item #4

Mr. Ruud led the discussion on Priority #1. Mr. Ruud stated that a recommendation is needed to alter the funding stream. We need to look at who is providing financial support to the system, and how, using the main funding streams from Laura Dresser's presentation, and plugging in other pieces. Ms. Bove stated that we should flag any state or federal statutory constraints for each funding source. Ms. Gleason stated that a lot of time has been spent determining what fund sources does the One-Stop have this year, and where does it come from? **Ms. Bove suggested a grid with the funding sources and what can it be used for, plus any federal or state constraints, which was agreed to by consensus.** Ms. Schramm stated that her WDA has a One-Stop funding spreadsheet with that type of information, and that two other WDAs use something similar. Ms. Colussy stated that something similar will be required in the WIA Local Plan, Part 2. Mr. Rogers mentioned a Department of Commerce document that inventories funding streams. Mr. Best asked about the state-level "Inventory of Workforce Education and Training Programs" previously issued by DWD. Mr. Rouse asked "How do you know all the money that is coming into the WDB and what it is spent on?" **Mr. Ruud requested the DWD document for the February meeting. Ms. Bove asked, "Are we asking staff to develop an inventory?" The consensus was "yes". Mr. Rouse stated that he will go to the W-O-W WDB and ask for their funding information.**

Motion by Mr. Rouse, seconded by Ms. Koehn, to adjourn. The meeting was adjourned at 2:45 p.m.

Agenda Item # 2

Ad Hoc Committee (Milwaukee) Report to the Council on Workforce Investment Workforce System Development Committee

Background

The Council on Workforce Investment (CWI) is a state board that advises Governor Jim Doyle on Wisconsin's workforce investment system strategies and policies, and undertakes research and other activities to assist the Governor in enhancing the operation and performance of the state's workforce programs. One of the CWI's standing committees, the Workforce System Development Committee, established an *ad hoc* committee on April 22, 2005 to (a) provide oversight of the "Understanding Milwaukee's Workforce Development Landscape" project conducted by the University of Wisconsin-Milwaukee School of Continuing Education, Center for Workforce Development, and (b) identify Milwaukee and regional systemic workforce development issues and develop recommendations for action by the full Committee and CWI.

The membership of the *Ad Hoc* Committee:

- Chair, Thomas L. Burse, President, Buveck Consultants/Construction Managers, Milwaukee
- Bill Clingan, Division Administrator, for Secretary Gassman, Department of Workforce Development
- Tina Koehn, Vice President of Administration, United Migrant Opportunity Services, Menomonee Falls
- Donald L. Rouse, retired Vice President Corporate Operations, Kohl's Department Stores, Hartland
- Georgann Stinson, Vice President, General Converters and Assemblers, Racine
- State Representative Josh Zepnick, Wisconsin Assembly 9th District, Milwaukee

The charge of the *Ad Hoc* Committee was approved at the June 3, 2005 Workforce System Development Committee meeting: To provide

(A) Recommendations to the full Committee on Milwaukee issues within Workforce Development Area (WDA) #2, including

- Systemic One-Stop Partner Program Collaboration, Coordination and Joint Planning
- Support of Infrastructure and Overcoming Silo-Program Funding Constraints
- Oversight for the "Understanding Milwaukee's Workforce Development Landscape" Project

(B) Recommendations to the full Committee on Regional Issues, including

- Regional One-Stop Partner Program Collaboration and Coordination within the three WDAs: # 1 Southeastern Wisconsin, # 2 Private Industry Council of Milwaukee County, Inc. and # 3 Waukesha-Ozaukee-Washington Counties
- Joint Regional Planning and Economic Development Drivers among the WDAs # 1, 2, 3

Fact Finding and Coordination

Ad Hoc Committee members reviewed the major key stakeholders in Milwaukee and the region that influence workforce activities ranging from specific Job Center direct services for job seekers and employers to new economic development initiatives. Three categories of stakeholders were identified for purposes of direct input to assist in identifying problems and solutions:

- Workforce required partners of the Workforce Investment Act (WIA)
- Economic development and labor entities
- Funders, foundations and civic entities

Employers were also on the initial list as another vital stakeholder group. However, as the input process continued, it became clear that until specific recommendations and/or initiatives were shaped for businesses to participate in, employer connections needed to be part of a later phase in recommendation implementation. In the meantime, private sector members who serve on the three Workforce Development Boards were apprised of the Committee's work.

The Committee held two listening sessions with invitees from representatives of partner programs, economic development and labor organizations. In addition, representatives from funding, foundations and civic entities were interviewed by the University of Wisconsin-Milwaukee, Center for Workforce Development (UWM-CWD) staff. UWM-CWD staff summarized information from those interviews for the Committee based on identified themes. In total, the Committee held eight meetings that were open for public participation from June 2005 to February 2006.

[Appendix A: Participant Lists]

The themes for the formal input were aligned with the Workforce System Development Committee's major objectives:

- Level of leadership within the community and among the Workforce Development Board, and ideas for collaboration/coordination with workforce partners and external entities for effective service delivery
- Ideas to align common goals and joint local and regional planning (with linkages to economic development initiatives and labor market)
- How to overcome "silo-program" funding

The UWM-CWD "Understanding Milwaukee's Workforce Development Landscape" project was another major piece in the Committee's development of recommendations. This project was initiated by the Workforce System Development Committee in order to gather more information about the Milwaukee workforce system. It was funded by the CWI's state WIA funds administered by the Department of Workforce Development (DWD). The two main project objectives were:

- To identify and survey training/workforce providers in Milwaukee County and to incorporate the information in the Workforce Enterprise website as a one-stop portal clearinghouse with a quick glance reference format
- To survey Milwaukee workforce organizations, compile information about the current Milwaukee County workforce system, and provide recommendations for improvements

The Committee reviewed UWM's draft survey instruments that were used for their stakeholder interviews. Status reports on this project were provided at every Committee meeting with substantive discussions on key issues raised during both the Committee and UWM's input processes. The Committee's background work dove-tailed with UWM's efforts, and culminated in joint recommendations. [Appendix B: Executive Summary of UWM's "Understanding Milwaukee's Workforce Development Landscape" Project]

The Committee wishes to thank Dr. Sammis White and Jennifer Riggenbach as authors of the report, with special thanks to Stephen Adams, Community Development Management Partnerships; David Berkley, DDM Management Strategies; and, Tracie Thacker, Independent Consultant, for their work in surveying the workforce development organizations.

Recommendations

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.**

Recommendation # 1:

- **Create a Leadership Team.**

Note: There are two possible leadership team compositions being presented for consideration to the full Committee. The proposed charge, for either structure, would be the same.

A. DWD convenes a leadership team that consists of the Mayor's Office, the PIC Board Leadership, MATC, and business champions. The team will finalize its charge based on CWI recommendations and also connect to other ongoing efforts such as regional Milwaukee 7 and CWI *GROW* initiatives. The team will develop specific tasks and timelines to address the charge and identify what individuals/organizations will be responsible. The team and related leaders will report on progress to the CWI and Workforce System Development Committee at three month intervals over the next year, to be reevaluated at the end of the year.

B. A leadership team would be composed of an appointee by the Governor (or DWD Secretary), an appointee by the Mayor of Milwaukee and an economic development leader (such as the Greater Milwaukee Committee) appointed by either Julia Taylor or Tim Sheehy [as an alternative to the leadership team composition described above in the first sentence].

Recommendation # 2:

- **The Charge that will be part of the Leadership Team's goals and objectives:**

A. Put the "One-Stop" back into a cohesive Job Center System.

Design and implement a truly one-stop service delivery system for all customers (employers and job seekers) that transcends program funding.

- (1) Identify joint activities with measurable outcomes (such as specific training needs of job seekers) and implement strategies across programs;
- (2) Link with employers for their full engagement and economic development players on a regular basis; and
- (3) Establish common solutions to improve infrastructure issues (such as co-sharing of resources).

B. Improve Coordination at the State, Regional and Local Levels.

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

- (1) Current available resources;
- (2) Collaboration on joint grant proposals for future funding;
- (3) Employer engagements; and
- (4) Broaden efforts with economic development agencies.

Coordination at the regional and local levels must also focus on the above areas to maximize service delivery, eliminate duplication of services and garner support of private foundations.

The Leadership Team should establish a task force of workforce decision-makers with high-level employers and policy-makers at the table to identify common solutions for an improved delivery system in Milwaukee:

- (1) Develop goals with measurable outcomes for cross-program activities that would be grounded in their local plans, state and local policies, etc. as part of joint planning and resource sharing;
- (2) Design procedures/processes for activity implementation that ensures efficiencies; and
- (3) Focus activities to support key economic development efforts.

C. Create a Consortium for Improved Training Services.

Expand the current WDB/PIC collaborators to improve and increase training services for job placement in construction, skilled trades, health care and emerging industries across all programs with cross-partner and employer involvement for:

- (1) Short-term training along with appropriate job placement support (such as English as a second language);
- (2) Long-term training after job placement (e.g. new incumbent worker training programs) to meet continued private sector skill needs and improve the self-sufficiency of employees; and
- (3) Blended funding mechanisms to support these focused training activities.

D. Develop a system for the collection and dissemination of easily accessible

workforce, employer-focused information for job seekers, employers, the economic development community and funders using the recommendations from the UWM report as a stepping-off point.

Recommendation # 3:

- **DWD will take the lead in defining the "system" and broadening the current model using the suggestions in the UWM report.**

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, to garner support of private foundations as well as to ensure non-duplication of services.

Appendix A

Participant Lists

Ad Hoc Committee listening session stakeholder participants:

Brenda Bell-White, Wisconsin Works/Temporary Assistance to Needy Families
Enid Glenn, Vocational Rehabilitation, Department of Workforce Development
Sheila Knox, Job Service, Milwaukee
Al Luna, Milwaukee Area Technical College
Eric Parker, Wisconsin Regional Training Partnership
Paula Penebaker, YWCA
Gerard Randall, Private Industry Council of Milwaukee County, Inc.
Herbert Robinson, Department of Corrections
Leonore Rosas, United Migrant Opportunity Services
Debbie Roy, Manpower
Jerry Stepaniak, Maximus
John Stilp, Milwaukee Area Technical College

UWM's stakeholder interviews conducted for the *Ad Hoc* Committee:

Essie Alan, United Way
Kathryn Dunn, Helen Bader Foundation
Eloisa Gomez, Making Connections
Raejean Kanter, Potawatomi Foundation
Steven Mahan, City of Milwaukee Community Block Grant Office
Alicia Manning, Bradley Foundation
Jane Moore, Greater Milwaukee Foundation
Rita Neises-Renner, Making Connections

Other attendees at *Ad Hoc* Committee meetings:

Stephen Adams, Consultant to University of Wisconsin-Milwaukee
Kathy Areiszewski, Matt Talbot Recovery Center
Teresa Barch, Wisconsin Association of Job Training Executives
David Berkley, DDM Management Strategies
Sheryl Billups, Office of Economic Initiatives, Department of Workforce Development
Dick Buschmann, Making Connections
Theola Carter, Office of Economic Initiatives, Department of Workforce Development
General Cocroft, Private Industry Council of Milwaukee County, Inc.
Lea Collins-Worachek, Job Service, Milwaukee Workforce Development Area
Connie Colussy, Bureau of Workforce Programs, Department of Workforce Development
Sally Cutler, North Central Wisconsin Workforce Development Area
Shelly Flaten-Moore, Waukesha-Ozaukee-Washington Workforce Development Area
Sue Gleason, Office of Economic Initiatives, Department of Workforce Development
Enid Glenn, Division of Vocational Rehabilitation, Department of Workforce Development
Delores Graves, Private Industry Council of Milwaukee County, Inc.
Mike Irwin, Kaiser Group
Mark Kessenich, Private Industry Council of Milwaukee County, Inc.
Diane Knutson, Job Service, Waukesha-Ozaukee-Washington Workforce Development Area
Theresa Loerke, Bureau of Workforce Programs, Department of Workforce Development
Mary Moore, Unemployment Insurance, Department of Workforce Development
Michael Mortell, Waukesha-Ozaukee-Washington Workforce Development Area
Beth Norris, Southeastern Wisconsin Workforce Development Area
Dianne Reynolds, Bureau of Workforce Programs, Department of Workforce Development
Jennifer Riggerbach, University of Wisconsin- Milwaukee, Center for Workforce Development

Continued other attendees at *Ad Hoc* Committee Meetings:

Christopher Ruud, Business Co-Chair, CWI Workforce System Development Committee
Francisco Sanchez, Waukesha-Ozaukee-Washington Workforce Development Area
Tracie Thacker, Milwaukee Community Services Corporation
Paul Vornholt, City of Milwaukee Mayor's Office
Paul Wechter, Private Industry Council of Milwaukee County, Inc.
Samuel White, University of Wisconsin Milwaukee, Center for Workforce Development
Dave Wilson, Private Industry Council of Milwaukee County, Inc.

Other contacts initiated for coordination:

Bill Mitchell, Waukesha County Economic Development Committee
Pat O'Brien, Greater Milwaukee Economic Development Partnership
Julia Taylor, Greater Milwaukee Committee

Staff to the *Ad Hoc* Committee:

Pamela O'Brien, Workforce Investment Act Section, Division of Workforce Solutions, Department of Workforce Development
Mary Pasholk, Bureau of Job Service, Division of Workforce Solutions, Department of Workforce Development
Linda Williamson, Employment Connections Section, Division of Workforce Solutions, Department of Workforce Development

Appendix B

University of Wisconsin- Milwaukee School of Continuing Education Center for Workforce Development

Executive Summary Understanding Milwaukee's Workforce Development Landscape

Background

A well-educated, skilled workforce is essential to Milwaukee's achieving long-term economic success in the 21st Century global economy. In order to build the flexible and knowledgeable workforce Milwaukee needs, local stakeholders in workforce development need to build a system that provides an integrated continuum of education and training that meets the changing needs of local employers and industries.

There is common agreement that Milwaukee's workers' skills are not what they should be, and the efforts to increase those skills are insufficient, uncoordinated, and under-funded. These deficiencies must be overcome if Milwaukee's economy is to succeed.

Purpose and Design of the Study

This study was undertaken to generate a better understanding of the workforce development landscape in Milwaukee County in order to develop a strategy to create and retain a workforce with the education and skills to serve our changing local marketplace. The study consisted of two parts:

The first part consisted initially of identifying the organizations and individuals thought to be most active in current workforce development efforts. Interview with thirty-four (34) of these individuals were completed. The interview's consisted of a structured set of questions that were asked to all respondents, plus a sub-set of questions aimed at private foundations.

The second part of the study involved the identification of about 120 organizations involved in some phase of workforce development. Detailed information was gathered about the nature of their involvement, their funding sources, how many individuals they served, etc. This information will be housed on the WorkforceEnterprise.org website.

Findings

From the national level on down, there is a changing focus within the Workforce Development System, involving a shift away from a social service model focused on job seekers to a demand-driven model focused on employers and industry needs. Milwaukee's workforce system is still entrenched in a social service model that has created the perception that Milwaukee County Job Centers are designed solely to serve W-2 clients. Such a perception has a great impact on Milwaukee's ability to become a demand-driven system that can work with and positively affect the great economic development agenda of our region.

Six major themes emerged from analysis of the stakeholder interviews:

- Employers need to be engaged in a substantially more meaningful way.
- Employers need trained and ready-to-work individuals.
- The “system” needs to change
- Broader communication and coordination are essential
- Competition is problematic and needs to be addressed
- Leadership and accountability are vital

Goals and Recommendations

Three major goals were identified:

Employers must become actively engaged in workforce development

Employers are the driving force of our economy. They have the jobs. Engaging employers and coordinating workforce development efforts around employer needs will only enhance the overall opportunities for potential and incumbent workers in our region.

Milwaukee must build a well-trained and prepared regional workforce

An employer-driven system with a primary focus on training and placing adults into jobs and assisting with advancement of workers will provide Milwaukee with the workforce it needs. Such a demand-driven system requires a transparent, cohesive continuum of workforce training and related services that employers and job seekers can understand and easily access.

Public and private investment is essential for success

The public sector cannot be the only investor in workforce development. Private foundations, employers and other local stakeholders must work together to implement a coordinated workforce development agenda.

The following steps are recommended for achieving these goals:

Define the System

For Milwaukee to achieve a competitive workforce the workforce development landscape has to widen. Certainly the major regional players must continue to lead. But for Milwaukee to achieve a competitive workforce, the workforce development system must include far more entities.

Create a Clear Leadership Structure

There was almost unanimous agreement that there was a vacuum of leadership in local workforce development efforts. The report recommends looking at a tripartite leadership model: First, a team consisting of the PIC Board, DWD, and MATC; second, a local champion, a new voice to lead the charge for workforce excellence (Mayor Tom Barrett); and thirdly, an Employer Champion. In addition, this leadership team needs a lead facilitator whose job it would be to ensure that these three leadership elements communicate effectively among themselves as well as to their primary constituencies and work together for the greater good.

Coordinate Services and Funding

Effective coordination of services throughout the system is essential to realize the goal of a high quality regional workforce sustained by engaged employers and public and private investment in training. Coordination needs to occur within each Job Center, throughout the Job Center network, and throughout the broad workforce development system. Coordination of funding needs to occur within

DWD and between leading state agencies and other public sector funding sources, as well as between public sector funding sources and private foundations. We recommend the leadership structure focus coordination in three ways.

Collect and Disseminate Essential Information

One of the major barriers to collaboration efforts is the lack of easily accessible, up-to-date information. The broader workforce development system needs such information on what the main actors provide and what employers need. This would lead to less duplication of services and stronger relationships. In addition, the main actors themselves would benefit from an understanding of what it is the broader workforce development system provides and how players work together. Finally, funders, employers, and the economic development community need to have available easily accessible, employer focused information. All need to know how the system works and the benefits of collaborating.

Agenda Item #6
DRAFT - Council on Workforce Investment – Measurement Initiatives

	Benchmarking Regional Metrics Initiative (BRMI)	Workforce System Dashboard Measures (WSDM)
Purpose	<p>To provide a set of broad economic measures for seven Wisconsin regions based on the current CWI GROW grants.</p> <ul style="list-style-type: none"> Chosen metrics will include those related to industry growth and diversity, education levels, population demographics, quality of life issues. Metrics are intended to provide benchmarks that can be used to gauge the overall economic health of a region and also to help a region target its resources and energies to address certain challenges and opportunities. 	<p>To provide a high level “dashboard” look at basic workforce system measures.</p> <ul style="list-style-type: none"> The dashboard will be a limited number of key system measures vs. federally required program specific requirements. Measures should be included that address desired business needs rather than focusing only on targeted job seeker populations. This might be a streamlined effort related to the federal “common measures.”
Intended Audience	Regional readers in workforce development, education, economic development, regional planning, local government, business and labor.	Workforce system policy stakeholders and decision makers who are interested in the overall achievements of the “system” as a whole rather than any one individual program.
Example Measures	<ul style="list-style-type: none"> Industry diversity in the region % of adults with Bachelors Degree or above Average wages in the region 	<ul style="list-style-type: none"> Diversity of businesses served at JCs Degree/Credential attained in a JC program Wage at placement of customers at JCs
Lead CWI Committee	Workforce Strategies Committee	Workforce System Development Committee
Lead CWI Staff	Fred Bartol	Pamela O'Brien
Other DWD Lead Staff	Eric Grosso and Jeff Sachse, DWD Office of Economic Advisors	DWD data staff in DWS and DVR
Other Resources	UW Center on Wisconsin Strategy (COWS)	?? - Sally Cutler, North Central Workforce Development Board
Status of Effort	<p>Mid-Feb. - quick CWI review Late Feb/early Mar – public review and comment March 16th – Present progress to full CWI</p>	Preliminary discussion in committee