

Governor's Council on Workforce Investment

***Workforce System Development Committee
Meeting Notice***

March 6, 2007

**Workforce Development Center of Waukesha County
892 Main Street
Pewaukee
(On the Campus of Waukesha County Technical College)**

9:30 a.m. to 12:00 noon

Toll-free Conference Call #: 1-888-677-9189; enter 2629 followed by the pound sign (2629#) when prompted for the code.

AGENDA:

- 1. Approval of the Minutes of December 8, 2006: For Action (Attachment)**
- 2. Chair's Report - Christopher Ruud**
- 3. Update and input on the Joyce Foundation RISE Project - Sue Gleason (Attachment)**
- 4. Input on the WIA State Plan (due May 1) - Gary Denis**
- 5. Draft Recommendations - Christopher Ruud (Attachment)**
- 6. Updates and Deliverables from Previous Meetings:**
 - Summary information from national meetings - Tina Koehn, Bill Clingan, Dick Best**
 - Key Planning Dates for Committee Schedule - Gary Denis**
 - Ad Hoc* Recommendation Implementation - Bill Clingan**
 - Governor's Response to April 2006 CWI Recommendations - Bill Clingan**

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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 Kristy Budde, telephone (608) 266-9199, Email: kristy.budde@dwd.state.wi.us

AGENDA ITEM #1
DRAFT Pending Approval
COUNCIL ON WORKFORCE INVESTMENT
Workforce System Development Committee
December 8, 2006
MEETING MINUTES

Members Present: Business Co-Chair Christopher Ruud, Vice President 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; Donald Rouse, Past Vice President Kohl's, Waukesha; Andrew Schuster, for the Secretary, Department of Veterans Affairs; Georgann Stinson, Vice President, General Converters and Assemblers, Racine; Josh Zepnick, State Assembly Representative, Milwaukee.

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

Others Present: Francisco Sanchez, WOWWDB; Gary Denis and Sue Gleason, DWD; Sally Cutler, NCWWDB; Dick Best, WCWDB; Bob Borremans, SWWDB; Steve Terry, NWWIB, Inc.; Roe Parker, WTCS Board; Doug Moquin and Susan Hatch, CWI.

Mr. Ruud called the meeting to order at 10:45 a.m.

Agenda Item #1 Minutes:

Mr. Rouse moved, seconded by Ms. Bove, to approve the November 2, 2006 minutes which were unanimously adopted.

Agenda Item #2 Chair's Report:

Mr. Ruud expressed appreciation for all of the work members did in between Committee meetings. He also thanked the subgroup on "front-end" issues for their thorough work thus far and requested that they also address the Virtual Job Center concept as discussed at the morning CWI meeting as part of their "technology" strategy. Mr. Ruud reported on the Executive Committee meeting and noted that there would be a strategic planning meeting in February. **The goal is to have the Committee draft recommendations finalized to be included in this strategic planning process.**

Agenda Item #3 Alternative Workforce System Delivery Models and WIA Activity Timelines for CWI Involvement:

Mr. Denis circulated a WIA plan chart of related activities and noted that the Department of Labor may only ask for a WIA State Plan modification in 2007 related to performance measure negotiations and other issues deemed appropriate for changes from the State's perspective. Mr. Denis circulated the Federal Register that has all of the required elements for a state plan. In response to a question on the role of the CWI, WIA states that "the state board shall assist the Governor" in the "development of the State plan." Mr. Ruud stated that the CWI wants to have the CWI proposals, recommendations and initiatives in alignment with a revised State Plan. **Mr. Clingan emphasized that the CWI also needs to participate in the development of the local plan guidelines to have an impact on what is happening at the local level.**

There was further discussion about the Committee's and CWI's involvement with agreement to:

- a. **Take the WIA plan chart to the next level and provide a draft of what needs to be reviewed with adequate time for input at each Committee meeting;**
- b. **Discuss and agree on key directions both from the Department and the CWI in February; and**
- c. **Provide input on a draft State Plan modification in April.**

There was a discussion about the National Performance Incentive Grants that are more educationally based for training and the funding allocation process. In terms of resources, Mr. Denis noted that the JobNet suite has job orders indicating 80,000 employers are using JobNet out of 130,000 businesses in the state. DWD also looks at the total number of jobs per the 20% of job orders posted on job order. Mr. Ruud asked if it was possible to aid employers so they would only need to do one advertisement for a job position. Mr. Denis explained that they are involved in these kinds of developments to increase and improve the system. There was further discussion about job orders and some concerns of employers, as well as duplication (e.g. Job Center entering into a data system and the Technical College entering the same information into a different system). Mr. Denis discussed another major electronic system: ASSET is the system for WIA clients and part of the CARES system for the W-2 program. There is work in progress to migrate the CARES data to ASSET so that only one application will need to be done for each client effective in 2008. It was noted that CARES will still be a standing system for other programs administered under the Department of Health and Family Services, such as Medicaid, FoodShare (formerly known as Food Stamps), and other social services programs. The Case Manager's Desk Reference (CMDR) system allows Job Center case managers to view information for a customer that is compiled from other systems. This allows the case manager to coordinate services for the customer, and eliminates unnecessary referrals to programs that the customer is already involved with. Another case management system, IRIS, is being used in Job Centers for vocational rehabilitation programs and requires a separate, second entry of customer data for those who are being served with WIA funds.

A customer flow chart was requested to ensure that these systems are being merged to benefit the clients. In response to a question on what other states are doing, Mr. Denis provided a summary of a few states that have other systems as part of his ongoing research to provide the most efficient systems across programs at less cost. **Mr. Ruud suggested that these efforts may be part of a recommendation at the federal level for systems support.** Mr. Clingan pointed out that the "system" needs to be more efficient particularly given the anticipated 22-24 Job Service staff reductions.

Mr. Best reported on the National Association of Workforce Boards' recent national meeting to discuss the national leadership shifts and WIA reauthorization, which is anticipated to be acted on in early Spring. **Mr. Best agreed to provide a summary on the highlights of the proposed WIA reauthorization elements to the Committee. The Committee also requested information on best practices in Alabama, Pennsylvania and the state of Washington. Ms. Koehn and Mr. Denis will report back to the Committee from the National Association of Workforce Boards' meeting in February 2007.** Finally, Mr. Denis pointed out the service delivery summary of best practices, "Strategies for Integrating the Workforce System: Best Practices in Six States", and highlighted some new technologies they are exploring such as virtual job centers, swipe cards to keep track of services, distance counseling (via two-way video) and video interviewing.

Agenda Item #4 Draft Recommendations:

Mr. Ruud briefly explained that three subgroups are developing recommendations based on (1) a single, seamless front-end for all Job Center customers, (2) measurable goals with an accountability system, and (3) improved participation of private sector employers for training, job placement, and retention. Mr. Ruud said that he has had conversations with Ms. Gleason about how the Joyce Foundation grant could support career ladder/pathway activities and the Committee's recommendations. There was further discussion about the Joyce grant efforts. Ms. Gleason will forward the 20 page summary of the grant that includes a budget. Ms. Gleason also anticipated the *Grow 3* process to support the GROW regional partnerships. **Mr. Ruud also pointed out that there will need to be a state policy change, which the Committee ought to have some involvement with, and Ms. Gleason noted that most of**

the state policy change will be primarily with the Technical College System. It was noted that one of the subgroups' recommendations was to review the Wisconsin Technical College System's Vocational State Plan as part of the WIA requirement for the CWI to "comment at least once annually on the measures taken under" the Vocational and Applied Technology program. **Mr. Ruud requested that this review be added to the revised chart (noted in agenda item #3 above) showing the Committee's anticipated reviews and strategic planning involvement for the 2007 meetings.**

Agenda Item #5 Update on *Ad Hoc* Committee Recommendation Implementation: DWD convened the Leadership Team in November. At the meeting, UWM presented their findings that were used for the Committee's *Ad Hoc* recommendations and there was a fruitful discussion on possible solutions. The next meeting, anticipated for January 2007, will be convened by Milwaukee Mayor Barrett to review best practices as well as include key employers who have had experiences with the workforce system. Mr. Ruud noted the UWM recommendations were an excellent source for the Leadership Team to develop solutions, and that this Committee's recommendations needed to be discussed with the Leadership Team. Representative Zepnick wanted to ensure that this Committee's recommendations get implemented in a reasonable timeframe. **The Chair, with the consensus of the Committee, asked Mr. Clingan to let the Leadership Team know that he is a member of this Committee, and given that the Committee has a responsibility and concern for the Leadership Team's success, Mr. Clingan will report to the Committee on the Leadership Team's progress. Further, that the Committee is willing to take additional steps if progress is not made in a timely manner to implement systemic changes. Mr. Rouse emphasized that the Mayor's office should not duplicate research, such as the best practices that DWD is doing, and the necessity for the Leadership Team to transcend the political process in order to implement the CWI's recommendations. It was requested that the Committee see the workforce dollar summary for the City of Milwaukee in detail, the County, and the 7 Regional Counties that will be provided to the Leadership Team. The Committee also requested to be informed of the next Leadership Team meeting.**

Agenda Item #6 Update on Implementation of CWI Recommendations submitted to the Governor:

This item was deferred until the Committee receives a communication from the Governor.

Before the Committee divided into their working subgroups, it was noted that Ms. Cutler's extensive input for the infrastructure subgroup was greatly appreciated and the Directors' suggestions would be folded into the subgroups' recommendations.

The meeting adjourned at 12:45 p.m.

Action Items Summary for Follow-Up:

- 1. Gary Denis: Revise planning chart Committee's to (a) reflect anticipated reviews and strategic planning involvement for the 2007 meetings including the WIA Title I State Plan modification and draft WIA Local Plan Guidelines; (b) add the Vocational and Applied Technology program and State policy directions of the Wisconsin Technical College System State Board; (c) correct chart based on Committee's discussion.**
- 2. Discuss and agree on key directions both from the Department and the CWI in February and plan accordingly.**
- 3. Develop a customer flow chart.**
- 4. Bill Clingan: Notify the Committee of the next Milwaukee Leadership Team meeting; provide the Committee with the material on workforce dollar summary for the City of Milwaukee in detail, the County, and the 7 Regional Counties; update on activities at next Committee meeting.**

- 5. Tina Koehn, Dick Best, Gary Denis: Provide information from national organization's meetings on items pertinent to the Committee.**
- 6. DWD staff: Best practices in Alabama, Pennsylvania and the State of Washington.**
- 7. Invite Don Sykes to the next Committee meeting.**
- 8. Updated list of statewide funding sources.**

AGENDA ITEM # 3

CWI System Development Committee Meeting – March 6, 2007

February 26, 2007

To: CWI System Development Committee

From: Sue Gleason, Director of the Office of economic Initiatives and CWI Liaison

Re: Request for Input on the Regional Industry Skills Education (RISE) project

There are several key policy and implementation questions related to the RISE project that we envision seeking CWI input and guidance throughout the 2 year grant period. The two areas that I would like to request input on at the March 6th meeting are:

- The immediate question of business engagement in the project, and
- The longer term question of how a career pathways model will impact the workforce system in the coming years – how might the process and flow of services differ in 5 years. We will obviously not be able to answer this question immediately but I wanted to start the conversation.

For your review and to help with this discussion, the following page is an illustration of an adult career pathways model that highlights the sections that are the focus of the RISE project.

1. Business engagement – what strategies should be the priority to engage businesses at every level of career pathways development? Questions include:

- a. An ongoing standing group or sector-specific ad hoc groups as needed?
- b. Statewide or regional based on key sectors?
- c. Choosing which sectors/pathways to focus on? – statewide or regionally?
- d. Involvement in developing sector-specific curricula?
- e. As a deliverer of training?
- f. Developing more mentor/job shadow experiences?
- g. Providing paid release time for incumbent workers?
- h. Approving use of tuition reimbursement?
- i. How should we identify businesses to engage? i.e. - Should CWI businesses be the key go-to businesses or should engagement be broader? i.e. WDB business reps, Tech College employer advisory committees, chambers, industry associations, others?

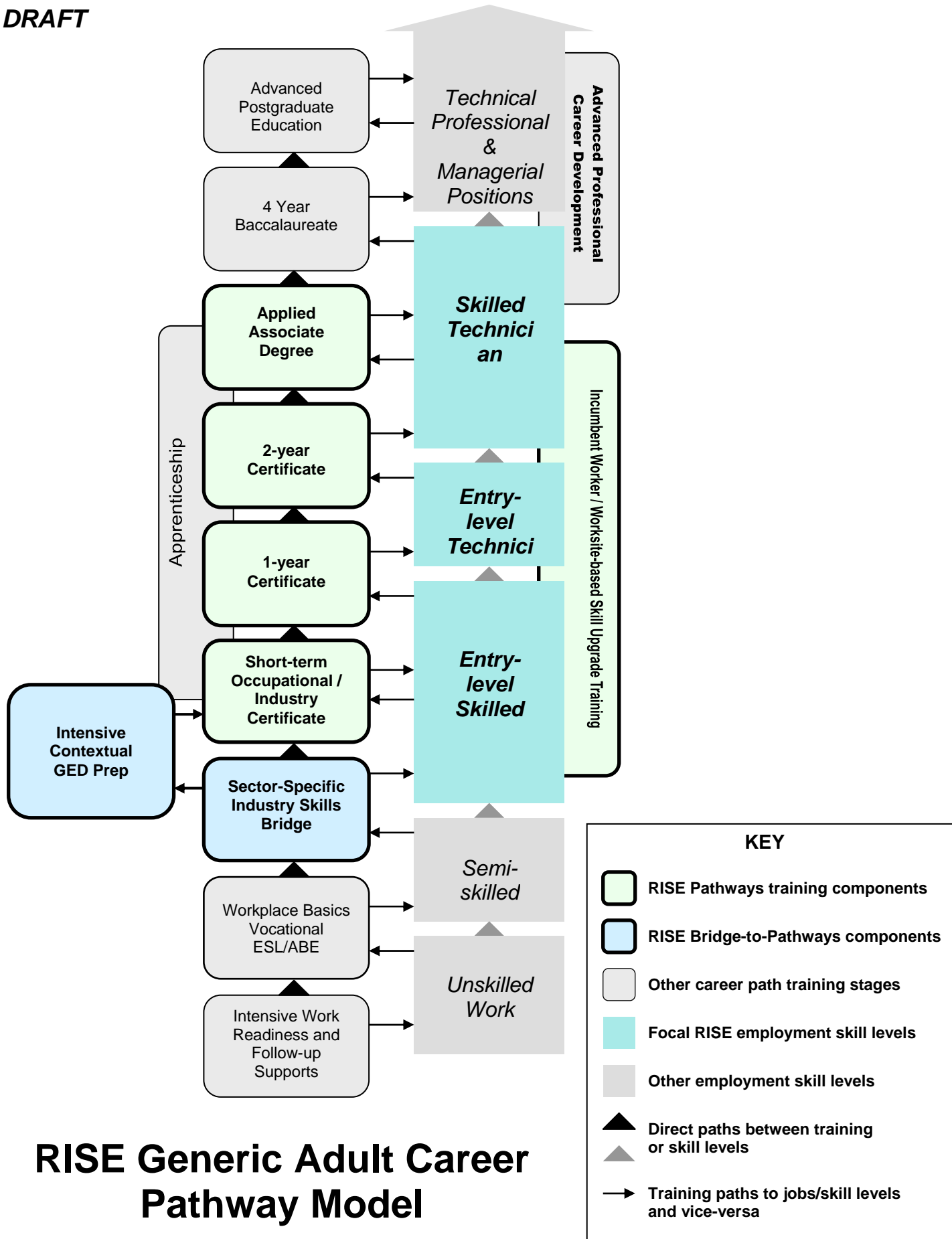
2. How will the process and flow of service differ 5 years from now if we are successful in implementing policy and system changes to support a career pathways model?

A few preliminary questions for discussion include:

- a. Will system engagement with individuals last longer as they cycle in and out of services to build skills and advance careers? Are current programs designed to support that?

- b. Will the service focus be more on education and training and less on job seeking? How can the system be designed to do both?
- c. Will there be tensions between the dual goals of career advancement for individuals and meeting skill needs for businesses? How can the system be designed to ensure both?
- d. How does the current system and network of Job Centers support a career pathways model? How does not? What are the policy changes that might be needed?

DRAFT



RISE Generic Adult Career Pathway Model

AGENDA ITEM # 5

POST JANUARY 07 CONFERENCE CALL WORKING DRAFT - SUBGROUP II

Reminder of Process:

- Initial preliminary draft recommendations introduced by the Co-Chairs at the May 2, 2006 Committee meeting
- Input from stakeholders received through September and reviewed by the Committee
- Further discussions and additions/changes to recommendations at the November 2, December 8 Committee meetings and Subgroups' conference calls

RECOMMENDATIONS

Recommendation II. Establish measurable goals of the One-Stop system with an annual accountability system to:

II. 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).
- Provide consistent funding to support base-line and additional infrastructure growth.

II A.1. Strategy: The Governor directs the state agencies that are responsible for administering WIA mandatory partner programs participate in the funding of the Job Center infrastructure for on-going sustainability effective program year July 1, 2007 beginning with the ten DWD-administered programs.

II. A. 2. Strategy: Provide consistent funding and earmark WIA program year 07-08 state set-aside funds, incentive dollars, and request General Purpose Revenue to support the Job Center infrastructure.

II. A. 3. Strategy: WIA Local Plan Guidelines must include progress of partner participation to ensure a one-stop system of all WIA mandatory partners.

II. A. 4. Strategy: Ensure service delivery to all customers with appropriate resources in the Comprehensive Centers for second-language, disability accommodation and benefits counseling/work incentives assistance.

II. A. 5. Strategy: DWD identify successful alternative delivery models.

II. A. 6. Strategy: Submit program waiver requests and recommendations in federal employment and training programs' reauthorizations to support the CWI recommendations.

II. A. 7. Strategy: CWI will develop dashboard metrics that will be used as part of an accountability system for DWD-administered employment and training programs.

II 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:

II. B. 1. Strategy: DWD provide technical assistance to WDAs to identify and apply for other sustainable funding sources including matching dollars from other programs (e.g. Food Stamp Employment and Training, Earned income tax credit, technical colleges and faith-based entities), and improve collaboration with state programs to maximize local service delivery (e.g. Wisconsin Employment Transportation Assistance Program.)

II. B. 2. Strategy: DWD Office of Economic Initiatives provide technical and financial support via WIA state set-aside dollars for regional planning.

II. B. 3. Strategy: Ensure CWI's meaningful input on the WIA State Plan.

II. B. 4. Strategy: CWI/Governor's vision and recommendations need to drive the system with DWD developing an analysis of the WIA local plans related to statewide objectives.

II. B. 5. Strategy: CWI to review the Wisconsin Technical College's Vocational State Plan as part of the WIA Act requirements.

SUBGROUP II FURTHER DETAIL/EXPLANATION (Key points will be put in final report)

II. A. 1. Attachments ____ lists the WIA partner programs and identifies an example of phase-in implementation for state levels by program.

II. A. 2. It is vital for the state to create and provide base operating costs for the Comprehensive Job Centers and ensure consistent funding for the workforce infrastructure and program partner participation.

II. A. 3. DWD needs to provide ample time and clear guidance on one-stop partner participation for the local negotiation process to complete meaningful, operational Memoranda of Understanding.

II. A. 4. Resources are necessary to meet the WIA assurances as well as coordination with partner entities. For example, collaborate with the Aging and Disability Resource Centers to identify resources to offer benefits counseling /work incentives planning and assistance as well as providing ongoing training and technical assistance to Job Center staff.

II. A. 5. The emphasis needs to be on increasing the efficacy of service delivery, reducing physical-locale costs, and eliminating duplication of services, that would be part of the WIA Local Plan guideline requirements. Broaden the scope of service delivery beyond WIA.

II. A. 7. The strength in this recommendation is to mandate DWD staff to incorporate this and other accountability systems that validate successful service delivery and can identify needed system improvements.

II. B. 2 Continue efforts to align the WDAs economic development and training activities with the *Grow Grant* activities and other regional initiatives funded through the Department; and require with ample time necessary for regional planning as part of the WIA Title I Local Plan Guidelines. Two vital goals for this revised planning: not to duplicate efforts among agencies, and improve collaboration of many programs' services.

II. B. 3. The CWI's roles identified in the Workforce Investment Act requires ample time for discussion and analyses on (a) strategic planning and steering high-level direction for the major workforce programs' funding and plans; (b) the planning phase for the development of the WIA state plan and/or modifications; and, (c) the planning phase for the development of the WIA Title I Local Plan Guidelines and to review draft guidelines in order to dovetail with the CWI's infrastructure dashboard metrics and other priorities.

II. B. 4. Identify future focus areas for WIA Local Plan Guidelines, other DWD plans, and related directives/policy development. Local Plan guidelines and other operational elements should reflect the broad statewide objectives and allow the local areas to design their own innovative strategies to meet those objectives.

II. B. 5. "The state board shall assist the Governor"... (to) "comment at least once annually on the measures taken under" the Vocational and Applied Technology program.

NOTES FROM THE LAST MEETINGS' DISCUSSIONS PENDING

Look at Michigan and Atlanta economic development activities and one-stops; Workforce Advanced Training Grant for on-line delivery, and actively pursue other grant sources.

Deliverables pending: Resurrect the partner inventory of WI's Workforce Education and Training Programs Summary and add the state agency strategic planning and plan submittal timeless. Compile chart on partners who are on the 11 Workforce Development Boards and are providing partner services at, or connect to, each comprehensive Job Center.

Summary Comments from WDB Directors

"What have been the major issues surrounding infrastructure discussions? Other comments:

- *Equitable cost allocations among partners (e.g. sharing associated costs of office space rental, resource room staff, etc.). Some partners are unable or unwilling to share in costs so what leverage does the WIA "collaborator" have? If co-location is the order of the day, what will the state do to get all partners to "pay and play?"*
- *Properly staffing the resource areas for general population inquiries (vs. specific program staff support for assisted services)*
- *Shrinking dollars particularly in Wagner-Peyser funds and loss of FTEs that supported the resource services for the universal population. Local WP staff not being able to make funding decisions. Marginal services at this vital front-line level will create havoc in the entire system.*
- *DWD's continuing add-on requirements at job centers without the accompanying necessary funding to implement (e.g. specific signage, extended Job Center hours, etc.); DWD has "over-engineered" the system for the past several years-- policies and directives far exceed the capacity of the system.*
- *The lack of state investment and coherent direction of our workforce system has put at risk the operational excellent, demand-driven and commitment to quality in service delivery. If there's going to be a statewide one-stop system, then there needs to be a state investment of the infrastructure.*
- *Electronic modalities/virtual system still require a lot of funding and staff resources, and at the end of the day, most people still want and need one-on-one personal service. There is still a large population of people who are computer illiterate.*
- *How to communicate to general public customers about job centre hours, closures, etc.*

State Program Infrastructure Participation

Department of Workforce Development WIA Mandatory Partner-Administered Programs:

- WIA activities for Adults, Youth & Dislocated Workers (WIA Title IB)
- Adult Job Service - Labor Exchange such as Job Net (Wagner-Peyser WIA Title III)
- Vocational Rehabilitation (WIA Title IV)
- Welfare-to-Work (No longer a federally-funded program)
- Temporary Assistance to Needy Families/WI W-2 (Added by the Governor)
- Veterans Employment and Training Services & local veteran's outreach Trade Adjustment Assistance (and NAFTA-TAA)
- Unemployment Insurance

Department of Health and Family Services WIA Mandatory Partner-Administered Programs:

- Food Stamp Employment and Training and Food Stamp Workfare
- Senior Community Service Employment Program- Older Americans Act

Wisconsin Technical College System WIA Mandatory Partner-Administered Programs:

- Education and Family Literacy (WIA Title II)
- Carl D. Perkins Vocational and Applied Technology Education

Department of Commerce:

- Community Services Block Grants

No state-administering agency:

- Housing and Urban Development E & T Activities

Proposed phase-in at the State level to support the One-Stop Infrastructure

Below is an example from a Congressional WIA Reauthorization proposal that would introduce phase-in state levels for each program:

Program	General Clause	2 nd Year	3 rd Year	4 th Year	5 th Year
Wagner-Peyser	Not in excess of 3% of FY federal funds to carry out program	Not in excess of 3%	Not in excess of 3%	Not in excess of 3%	Not in excess of 3%
Vocational Rehabilitation	Not in excess of 3% of FY federal funds to carry out program	Not in excess of 0.75%	Not in excess of 1.0%	Not in excess of 1.25%	Not in excess of 1.5%
Education	Not in excess of 3% of FY federal funds to carry out program	Not in excess of 3%	Not in excess of 3%	Not in excess of 3%	Not in excess of 3%
Other programs	Not in excess of 1 1/2%	Not in excess of 1 1/2%	Not in excess of 1 1/2%	Not in excess of 1 1/2%	Not in excess of 1 1/2%

Elements for Infrastructure Definition

[Detail came from subgroup discussion and WDB Director's input]

Wisconsin's "infrastructure" definition: Base costs of facilities, equipment and staffing requiring a dedicated funding stream to maintain the employment-related system for services to job seekers, employers and other members of the public that coalesce all partners' activities (beyond co-location). The base level amount to properly maintain a comprehensive job center is estimated at \$_____.

The following list identifies the common infrastructure elements:

Basic Level One

Rent: common use space for all customers
Rent: designated room(s) for partner use
(e.g. UI hearings, agency drop-in, client waiting room);
Job Center Reception Front Desk Staffing;
Job Center Resource Room Front Desk Staffing (e.g. information and job search);
General "Help" Desk Staffing;
Operations Manager/Center Coordinator;
Equipment and Supplies for the Front Desks/Help areas;
Universal Access (e.g. accommodation for persons with disabilities, etc.)
Updated Inventory/Resources of related programs in the area with contact names/numbers/websites and referral mechanism;
Partner Website creation/maintenance;
Marketing to Job Center clients (job seekers and employers);
General signage costs at Job Centers;
Leasing/purchasing common furniture;
Purchase and maintenance of computers;
Purchase and maintenance of public telephones (e.g. TTY and UI Call-in);
Common health and safety equipment and communication;
Costs of parking, signage and maintenance including required disabled parking;
Common office supplies purchases and maintenance (e.g. photocopying);
Utilities: Common HVAC, trash removal and other maintenance costs;
Common IT costs;
Common Payroll time.

POST JANUARY 07 CONFERENCE CALL WORKING DRAFT- SUBGROUP III

Recommendation III.

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

III. A. Eliminating or reducing the liabilities employers face for an employee hired through the Job Centers. *Comment from Subgroup: What are the obstacles that exist today? (Workers Compensation, Unemployment Insurance, lack of skills, legal ramifications for employer when hiring staff)*

III. A. 1. Strategy: Susan and Christopher

III. A. 2. Strategy: Incentives for employers to hire Job Center customers must be systemically implemented and include options such as (a) 30-day trial period; (b) apprenticeships; (c)

Comments from Wisconsin Regional Training Partnership (WRTP): Apprenticeships in traditional terms should be a separate issue as these are very rigorous, highly structured and take a lot of start-up time. Perhaps focus on a recommendation that would build the capacity of Job Centers to assist employers with the implementation of trial period policies, etc., given that employers may currently establish a trial period, training wage, probationary period or other employer policy (or negotiated them in the case of a union employer or industry).

III. A. 3. Strategy: Establish or access a Professional Employee Organization or similar entity that would be the employer for an initial 90 day period to ensure that the employee can perform the specific requirements of the job. *From Unemployment Insurance Division's September 2006 comments during the public input process.*

Comment from WRTP: Note that PEOs typically co-employ a client's workers for an extended period of time. PEOs are responsible for payroll processing, benefit administration, and other human resource management tasks of the client. They generally charge 4-7 % of employee earnings. Instead, maybe your recommendation should be to administer a transitional or trial jobs program.

The emphasis on better linkages to the private sector is important.

Laura Dresser, COWS, uses the term "workforce intermediaries" to broaden the scope of agencies beyond "temp" agencies.

III. 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:

- **Creating employer financial incentives to provide job seekers with on-site training for job readiness and "employability" skills prior to an employee hire, and/or targeting funds to workforce intermediaries for cross-program job readiness and "employability skills" training.**

WRTP: Employers do not have experience providing job readiness or employability skills training, because they expect employees to have those skills before they are hired. We think employer incentives should probably be limited to training new employees once they are selected for CST programs or hired under OJT contracts. There is a shortage of resources for this purpose already.

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

WRTP: In our experience, this is not necessary. Milwaukee has willing employers who provide a match and offer higher quality jobs for properly trained employees.

III. B. 1. Strategy: Increase employer's knowledge on the use of the Job Centers via
a. Expanded services via JobNet Business improvements such as (1) reducing the amount of time spent by Job Center staff entering job listings, (2) having one user-friendly, non-duplicative electronic job listing system that all partners (DWS, DVR, Technical Colleges, etc.) would use, and (3) providing a skill-based resume search feature.
b. Include this strategy as a benchmark in the WIA local plan guidelines as a priority for the Business Services activities.

III. B. 2. Strategy: (From the Ad Hoc Committee Recommendations) Provide employers with onsite job placement support for newly hired employees, for "soft skills", English as a Second Language, and disability accommodation.

III. B. 3. Strategy: Labor market, industry and business needs must be clearly identified in the WIA local plans, and updated monthly to be used by Job Center staff for prioritizing training services and matching customers for available employment. The Job Center focus must be to prepare job seekers for job openings or new entrepreneurial ventures to meet market demand.

WRTP: The best mechanism is the use for Customized and on-the-job training with funds restricted to training linkages with employers committed to hiring the successful graduates.

III. B. 4. Strategy: DWD to provide assistance to WDBs for marketing/soliciting training providers to be on the WIA state certified training list that correspond with the employment needs of the private sector in each WDA.

WRTP: These are all helpful recommendations to improve Job Centers' industry knowledge, responsiveness, and timeliness. "Quality control" of providers is a bigger issue that needs to be addressed as well as having providers recognized for the state list on a regional basis, not by WDA.

III. B. 5. Strategy: Submit to Wisconsin's Congressional delegation the following law and regulation changes, and request waivers to the Department of Labor to

a. Allow employers to be on the WIA state certified training list for Individual Training Accounts that would enable on-site training;

b. Permit local areas to request the use of a portion of WIA local area formula allocation funds to provide incumbent worker training, and other statewide employment and training activities;

c. Provide the ability to have employers involved in training directly with Job Center customers without the usual employer liabilities, and permit a sliding scale employer-match for customized training and on-the-job training to increase employer connections with the one-stop system;

d. Add provisions that facilitate work site training directly from employers of prospective job seekers and new hires for a 30-day trial period outside of the three WIA training requirements (Individual Training Accounts, on-the-job training and customized training) to immediately respond to labor shortages;

e. Permit the use of a portion of the WIA Rapid Response funds to conduct incumbent worker training and expand the authority in general on the use of statewide reserve funds.

WRTP: Incumbent Worker training is vital, and has been a missing piece.

III. C. Improving the model for WDAs and the process for the job seekers moving through the Job Center system, and 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.

Comments from Subgroup: What are the obstacles to working with Job Centers from the staffing agencies' perspective? Job Centers could be the outsourced Human Resources Department for companies. (SC Johnson in Racine does this.) Easiest thing to outsource is the end piece/result.

What is the niche that staffing agencies don't do? Fill that niche instead of competing with staffing agencies. Create a situation where staffing agencies see the benefit of "pulling" employees out of the Job Center to give the Job Center customer a leg up or top priority for being hired by employers. Make it a benefit, not a competition. Job Centers should have an "unfair advantage" in placing employees over staffing agencies.

III. C. 1. Strategy: With the July 1, 2007 WIA set-aside funds, establish a demonstration grant in Milwaukee for consistent delivery of placing Job Center customers into unsubsidized employment and work site skills training by staffing agencies to (1) improve the job placement process; (2) improve retention; (3) refocus Job Center staff efforts on assessment of customer's needs, matching preparation of a job seeker's skills with current industry/labor market needs, (4) assist in implementing the Ad Hoc Committee training recommendations.

WRTP: Any Milwaukee-targeted recommendations should be assessed via the Mayor's Office and the Leadership Team.

III. D. Creating other incentives for job seekers to want to get through "the system" to effectively participate in self-sufficient employment.

III. D. 1. Strategy: Refocus the Job Centers' staff role on (1) preparing job seekers with the skills and knowledge necessary, (2) providing two tiered customer service through (a) immediate employee placement of unsubsidized jobs and (b) full-time, self-sufficient jobs with advancement opportunities.

Comments from Subgroup: Does the job seeker want to get through the system? Is there any incentive for him/her to do that? Incentive for job seeker to get employed in 30 days. Increase velocity. Passport concept-- should be a guide as well as a safety net.

Employers "pull" employees versus job centers "pushing" job seekers. How do we change the paradigm? Need to make the system smarter. Job Centers could identify a need and fill it, i.e. welders. Best practices from Job Centers regarding hiring all levels of employees. Striving to increase skills and wages. If you have an \$8/hour job, what does it take to move up to a \$ 10/hour job? How do we give people incentives to increase their skills and wages? Internships, career ladders. Comment from Ad Hoc Committee Recommendations: 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.

WRTP: In our experience, the problem is not that job seekers do not have sufficient incentives to get through the system. The problem is that the system sets up too many hoops and takes too much time to complete the process. If an individual has been selected for employment-linked training by an intermediary and/or an employer, the system should expedite the process.

Other notes from previous discussions (November 2 and December 8, 2006)

Information still to garner and fold into recommendations:

- *Obtain executive summaries of successful training/placement programs and youth and adult apprenticeships. How many programs are there? Can these programs be replicated in other industries? Who can we invite to talk about successful training/placement programs and youth and adult apprenticeship programs?*
- *What percentage of job seekers using the Job Centers get hired?*
- *Information on Technical College's job posting system*
- *Information from Job Centers and employers on obstacles to employers hiring employees*

Notes from Subgroup III Conference Call; Friday, January 12, 2007

- *The attachment is structurally confusing. Can we make it clearer? The numbering is confusing*
- *Need a WTCS (Wisconsin Technical College System) person on our committee. --Christopher Ruud*

- Tom Burse referenced the email from Eric Parker with WRTP (Wisconsin Regional Training Partnership). Linda will forward it to everyone.
- DWD (Department of Workforce Development) is working with the NAACP in Milwaukee. Karen Morgan (Director of the Bureau of Apprenticeship Standards) is coming up with proposals for the DWD Secretary's Office, which will then go back to the NAACP. -- Bill Clingan
- TransGrad Program at Wisconsin Department of Transportation (DOT) has a short course to prepare people to get into an apprenticeship program. Involved in Milwaukee with Marquette Interchange project. -- Tom Burse
- Pick a Job Center in Milwaukee and do a "best practices" model of the things we're talking about - using staffing agencies, apprenticeships, etc. (Suggested UMOS on Capitol Drive -- Tom Burse)
 - Need a broader recommendation to do the above. -- Christopher Ruud
 - May not know enough about what the best practices are. -- Christopher & Kathy Drengler
 - Try direct marketing apprenticeships to current Job Center customers via letters, posters in the Job Centers, a website, etc. -- Christopher Ruud
 - Target and contact certain employers that hire apprentices.
 - Staffing agency sales people will know this. Should be able to get 5-10 easily. -- Susan Hatch
 - We can craft something here (in DWD) and send it to the committee. -- Bill Clingan
- WRTP Big Step Program is funded through Wisconsin DOT. -- Tom Burse
- Does WTCS or DWD have a program where people are pre-screened or pre-trained for jobs?
 - Bucyrus and ??? -- Bill Clingan
- Can't hire enough drafters. Only 5 graduate each year but there are 40 openings. Training is a 2 year technical college degree. Greenheck Fan is thinking of running their own drafting program. -- Kathy Drengler
 - Ruud Lighting has problems hiring drafters too. Last opening took 6 months to fill. Sometimes hire people with training but no degree. -- Christopher Ruud
- Which is more successful - training/placement programs or youth and adult apprenticeships?
- Have to reduce employer liability. -- Christopher Ruud
- Create a system where staffing agencies want to pull Job Center customers out of the Job Center. -- Christopher Ruud
- What is needed to make Milwaukee Job Center customers/candidates "useable"? -- Susan Hatch & Christopher Ruud
- Clarify the comment about SC Johnson. This reads like SC Johnson gets their employees from the Job Center. They do not. They hire almost exclusively through a staffing agency. -- Christopher Ruud

Information Requested

"What percentage of job seekers using the Job Centers get hired?"

The data that can be obtained phrases the question as "What percentage of Adult job seekers who receive staff assisted services at the Job Centers and exited between October 1, 2004 and September 30, 2005 get hired?" Answer: 75.3 %

DWD Bureau of Apprenticeship Standards

The DWD Bureau of Apprenticeship Standards had 1,167 apprenticeship programs in Wisconsin and just under 10,000 apprentices. The programs are in three sectors of the economy: construction, industrial/manufacturing and service. There are approximately 900 nationally-approved occupations for apprenticeship purposes and Wisconsin is using approximately 200 of that total.

Wisconsin Regional Training Partnership and Trans Programs

WRTP and the WRTP/BIG STEP Center of Excellence is a nationally recognized model of workforce development intermediaries. Their 2006 annual report will not be available for another month but they reported data from a UWM report: In Milwaukee, from September 2005 to September 2006, there was a 1% increase in apprenticeship, but of that, a 19% increase in minority apprenticeship; From November 2005 to November 2006 data showed a 30% increase in minority apprenticeship.

The TrANS class produces 15 graduates on a regular cycle. For example, another 15 students recently graduated from the M-TrANS worker training program operated by the Wisconsin Regional Training Partnership/Big Step. The most recent class involved full-time schooling and training, with graduation ceremony scheduled on June 30th.

The M-TrANS program trains workers for construction-related jobs, especially for highway construction work. In the past two years, nearly 100 Milwaukee-area workers have successfully completed the M-TrANS training courses. Another part-time class started in January, and the final class for the year will begin in September.

Employer's Comments from the WIA Employer Survey 2006

Below are some common themes (and sample comments from employers) about how services to employers could be improved regarding job orders. As far as the quality of applicants, there are a couple of issues. First, the quality of people's hard and soft skills, and second, job seekers applying for jobs they do not qualify for. The Job Centers should be helping with both of those issues.

Quality of Applicants

- Timeliness and appropriate applicants.
- I understand you have no control over the applicants and what they do, but we only got two applications.
- The quality of individuals at Workforce Development is very poor. Received about 500 resumes in a 6 month period and only a few were even qualified for an interview.
- Screen applicants for complete work history, references, etc.
- **Offer skills training workshops.**
- **Several applicants (most) did not meet requirements of the positions posted (i.e., qualifications).**
- **Quality of candidates and timeliness.**
- Target better qualified employees.
- Applicants were instructed to phone for appointment. Of all applicants, none of them called. This was a very important instruction.
- No qualified applicants applied.
- Find ways to improve the quality of candidates.
- Send me only qualified candidates.
- More applicants.
- **Need more qualified applicants.**
- Send only applicants with resident assistant experience.
- There weren't qualified candidates to fill the position.
- **Disappointed in the way the candidates arrived for the interview. Most were dressed casual, some were down right sloppy.**
- Better screening.
- Applicants are sending resumes that do not meet requirements.

Resumes

- Improve resume software.
- Improve resume assistance.
- Help search for applicants.
- **Resume assistance definitely needs improvement!**
- **The ability to search resumes online, even if it required a small fee.**
- I have received a lot of resumes and letters with misspelled words. Perhaps someone could help with spelling?
- Offer help with resumes - some applicants' resumes are pitiful.

Employers Posting Jobs Themselves on JobNet Business

- **Make it easier to post job online.**
- Make things easier to do.
- Maybe a mailing once a job is posted spelling out what to do when canceling the posting.
- Make the online posting more user-friendly.

General

- Keep accurate jobs posted in a timely manner.
- **Never get follow-ups on job postings; a call would be nice now and then.**
- **Hold more job fairs.**
- More verbal contact.
- I did email asking to remove the job posting once the position was filled but it was not removed and we still kept getting phone calls/emails from interested people.
- Faster follow-up.
- **Maybe you need more advertising.**
- Better "refreshing" of description to keep new applicants looking. Perhaps dated listings and prioritizing as they age?
- All employers should list wages. (*JobNet Business doesn't require employers to list a wage. -- Linda*)

Apprenticeship Information: Wisconsin Youth Apprenticeship: Skills for the Future

End of Year 2005-2006 Program Profile

Number of Youth Apprentices	1944	Number of Employers	1279
Number of Local Consortia	34	Number of School Districts	309
		Number of Private Schools	7

Program Areas and Total Enrollment

Auto Collision	27	Insurance	2
Auto Technician	260	Logistics	8
Biotechnology	18	Lodging Management	59
Drafting & Design/Architecture	20	Mfg/Machining	88
Drafting & Design/Mechanical	17	Mfg/Plastics	5
Drafting & Design/Engineering	59	Mfg/Production Technician	108
Financial Services	211	Printing/Graphic Arts	39
Health Services	588	Production Agriculture/Animal Science	186
Industrial Equipment	10	Production Agriculture/Crops & Soils	35
Information Technology	107	Tourism	11
Information Technology/Networking	6	Welding	81



Enrollment Profile:

46% of students are female

10% of students are ethnic minorities



Youth Apprenticeship Graduates:

1994	17 Students in printing
1995	72 Students in printing and finance
1996	169 Students in nine program areas
1997	347 Students in fifteen program areas
1998	419 Students in thirteen program areas
1999	469 Students in fifteen program areas
2000	554 Students in twenty-one program areas
2001	1333 Students in twenty-one program areas
2002	1588 Students in twenty-one program areas
2003	1578 Students in twenty-two program areas
2004	1112 Students in twenty-two program areas
2005	1048 Students in twenty-two program areas
2006	931 Students in twenty-two program areas*

*numbers not yet complete

Youth Apprenticeship... Investing in Wisconsin's future

Youth Apprenticeship is an innovative business/education partnership that prepares high school students for challenging careers in Wisconsin's leading industries.

- The Department of Workforce Development partners with local businesses throughout the state and with statewide business and industry associations to identify the competencies needed in the workplace.
- Local businesses hire students and provide mentors to teach the work-related competencies, as well as workplace ethics and communication skills.
- High schools and technical colleges provide specific related instruction for the youth apprentices.

How does Youth Apprenticeship benefit students? Youth apprentices graduate from high school with marketable skills and valuable work experience, in addition to advanced credits in most technical colleges. Grade point averages typically improve for youth apprentices over the course of the program. Over 75% of youth apprentice graduates enroll in technical colleges and/or universities after graduation. Over 80% obtain employment.

"Not only have we gained extraordinary job candidates from the Youth Apprenticeship program, but our employees and managers have learned from the students."

First Federal Savings Bank, La Crosse

How many businesses are involved? Close to 1500 Wisconsin businesses employed a youth apprentice during 2004-05. Many provide financial assistance and part-time jobs to youth apprentices who continue their education beyond high school.

97% of businesses say they would recommend the program to other employers. Up to 90% of employers offer jobs to their youth apprentice graduates.

"Because of our involvement in the Youth Apprenticeship program, we are able to custom-design our future workforce..."

Memorial Community Hospital, Edgerton



Participating businesses include: Aurora Health Care, Bergstrom Automotive, M&I Bank, Heidel House, Zimbrick Buick, Meriter Hospital, RB Royal Industries, Grande Cheese, Waukesha Engine, Serigraph, Wausau Hospital, Green Bay Press Gazette, Alliant Energy, Briggs & Stratton, Abbotsford State Bank, Luther Manor, Promega, Braeger Chrysler, Royal Credit Union, Mercury Marine, Webcrafters, Tundra Lodge

Youth Apprenticeship Facts and Figures. . . .

How many students are involved in youth apprenticeship? Almost 2000 students enrolled in youth apprenticeship programs during the 2004-05 school year. 47% of the students were female and 9% of the students were ethnic minorities. Since the program began in 1992, over 10,000 students have received a youth apprenticeship skill certificate.

How many school districts are involved?

322 of Wisconsin's 426 school districts and 7 private schools belonged to one of 35 local partnerships around the state. The schools are responsible for recruiting the students and contributing to the cost of the related classes. The youth apprenticeship classes are taught at the high school, local technical college, or area businesses.



How are state funds used? State funds are distributed to local partnerships through an annual request for proposal process to support the cost of a local coordinator, recruiting employers, and paying for the classroom instruction. *No funds are provided to local businesses.* Many businesses provide financial support for local programs, in addition to hiring and training the youth apprentices. In-kind funding is also provided by many schools, chambers of commerce, and technical colleges.

What happens to youth apprenticeship graduates? Recent follow-up surveys of graduates from 2000 through 2003 indicate that 87% are currently employed and 78% enrolled in post-secondary education after high school graduation. 82% reported that their current employment is related to their YA training.

How many programs are available for students? Training is available in 22 program areas, many of which are growth industries in the state. (Not all areas are available in all school districts – partnerships select areas based on local labor market needs.)

Program Areas and Enrollment for 2004-05

Auto Collision	36	Insurance	3
Auto Technician	256	Lodging Management	57
Biotechnology	21	Logistics	8
Drftg&Design/Architecture	15	Mnfg/Machining	86
Drftg&Design/Engineering	58	Mnfg/Plastics	2
Drftg&Design/Mechanical	20	Mnfg/Prod Technician	96
Financial Services	191	Printing	43
Health Services	616	Prod Ag/Animal Science	208
Industrial Equipment	9	Prod Ag/Crops & Soils	47
Information Technology	111	Tourism	7
Info Tech/Networking	11	Welding	66

Department of Workforce Development August 06