

Governor's Council on Workforce Investment

Workforce System Development Committee

Meeting Notice

September 22, 2006

12:45 - 2:30 p.m.

**Country Springs Hotel
2810 Golf Road — Waukesha, WI 53187
(262) 970-5427**

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AGENDA:

- 1. Approval of the Minutes of August 16, 2006: For Action (Attachment)**
- 2. Update of *Ad Hoc* Recommendation Implementation - Clingan (Attachment)**
- 3. Workforce Investment Act Title I Local Plan Summary & Update on Incentive Grant Process - Denis**
- 4. Discussion of Preliminary Draft Recommendations - Koehn (Attachments)**

For further information, contact Committee staff: Linda Williamson, telephone (608) 261-6394, E-mail: 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: gloria.kirchoff@dwd.state.wi.us, or call her at (608) 267-2191.

Agenda Item # 1
DRAFT Pending Approval
COUNCIL ON WORKFORCE INVESTMENT
Workforce System Development Committee
August 16, 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 Drengher, Manager, Greenheck Fan Corporation; Donald L. Rouse, retired Vice President Corporate Operations, Kohl's Department Stores, Hartland; Georgann Stinson, Vice President, General Converters and Assemblers, Racine; Josh Zepnick, State Assembly Representative, Milwaukee.

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

Others Present: Sue Gleason, Dianne Reynolds, DWD; Mike Mortell, Teresa Barch, WOW WDB.

Mr. Ruud called the meeting to order at 9:00 a.m.

Agenda Item #1 Minutes:

Mr. Rouse moved, seconded by Ms. Drengher, to approve the May 3, 2006 minutes which were unanimously adopted.

Agenda Item # 2 *Ad Hoc* Milwaukee Committee:

Mr. Clingan presented a progress report on the activities in the Milwaukee and regional area related to the CWI Committee's recommendations that were submitted to the Governor. He highlighted key movement in issuance of new grants, facilities consolidation and infrastructure changes, programs changes with new opportunities, and filling a vacancy to provide staffing capacity. [For details refer to Agenda Item # 2 Status Report] Mr. Clingan stressed that this is an evolving process, and believed there has been positive progress, including Job Service and the Division of Vocational Rehabilitation moving into the same locations as W2 agencies, and \$75,000 was given to the Milwaukee Mayor's office for a coordinator position that will be responsible for assisting in achieving the Committee's recommendations for the employment and training system. The Committee members expressed appreciation for DWD's efforts to date. In response to Mr. Ruud's question regarding measuring "economic growth" and using labor market data, Mr. Clingan agreed that the whole system needs to be restructured to be "smarter" to ensure success for employers and job seekers.

In response to several concerns about Committee involvement in the Milwaukee leadership team and implementation steps, Mr. Clingan reassured the Committee that they will be included throughout this process. Ms. Gleason reinforced that by stating she views the Committee as being able to put a critical eye on these efforts. Another discussion was on the importance of Milwaukee's Job Centers having an integrated front-end coordinated system and needing a revamping at that front-end so that customers are positively treated and effectively served. There was further dialogue with specific points on needing the Private Industry Council's activities and Workforce Investment Act (WIA) Title I local plan to be in sync with these efforts

and making visible to partners customized training activities ensuring family-supporting wages. The Committee requested that a status report continue to be on their future agendas.

Agenda Item # 3 Update on Coordination with Workforce Strategies Committee:

Mr. Ruud reported on the conference call between the two Committee's Chairs and Co-Chairs. They discussed the level of participation of Committee members. Mr. Ruud sent a communication to the CWI Chair on that matter which will be on the September Executive Committee meeting agenda. He also stated that they compared notes as to where each Committee was at regarding their respective "metrics" assignments. Finally, Mr. Ruud noted that these meetings are very fruitful and will continue on a quarterly basis.

Agenda Item # 4 Joyce Foundation Grant Application and WIA Incentive Grants:

Ms. Gleason noted the material she sent under separate cover regarding the Joyce Foundation grant submitted by DWD will focus on state-level policy and systems changes to address the low-skill/low-wage environment with the goal toward family-supported wages. She stated the multiple strategies toward attaining that goal. The Joyce Foundation gave a preliminary endorsement for Wisconsin's proposal. Ms. Gleason reported that DWD will be proceeding with further research and development for this grant with final awards being decided November 30, 2006. Secondly, Ms. Gleason reported on the Department of Labor Incentive Grants that are awarded because a state has met or exceeded their WIA Title I performance goals. She stated that \$714,000 in incentive dollars will be distributed based on a request for proposal that emphasizes three categories: Youth activities in advanced manufacturing connected with the Career Pathways Model; Adult/dislocated worker or incumbent worker. Mr. Ruud expressed concern about the over-simplification of targeting industries and asked what the definition is for "industry-driven career pathways." Mr. Clingan stated that more details do need to be worked out on this and DWD wants to take the cues from employers around these issues to make sure that Wisconsin's economy is working with businesses that are thriving. Ms. Gleason identified what was working well at South Central where there is an emphasis on targeted industries and training in workplace skills. Mr. Zepnick wanted to have these efforts coordinated with the Department of Corrections (DOC) re-entry efforts. Ms. Bove echoed that and provided an example of the Department of Health and Family Services project with DOC for female re-integration with family/community/employment efforts. Mr. Burse also emphasized the need to have these grant projects embrace diversity. After a lengthy discussion, Mr. Ruud summarized the Committee's comments by encouraging DWD to have these grants be part of a consolidated effort toward the CWI's goals and infrastructure changes.

Agenda Item # 5 Discussion of Preliminary Draft Recommendations:

Ms. O'Brien explained that staff initiated the input requested by the Committee via an email communication to the WIA Title I partners statewide field staff and Mr. Clingan forwarded similar emails to central office staff. A summary of that input will be provided for the September 22, 2006 Committee meeting. For recommendation on front-line intake, Mr. Mortell walked through their intake form that they use as a triage process for first-time customers. He suggested that rather than the Committee focusing on a common intake form that has loaded system issues as well as IT needs, the recommendations address a uniform orientation/introduction to job centers with common principles. He noted the historical efforts of having a statewide intake form, and stressed that the local job centers should define their own service delivery approach unique to the needs of their customers. Mr. Rudd state that he wants the Committee's recommendations to be helpful that would put in place a "scope creep" process with standards whereby there is a positive customer perception and response to the customer's needs along with what really needs to happen behind the scenes among all of the partners in order to streamline the current cumbersome process.

Ms. Koehn reinforced that concept by emphasizing the need to readjust the front-end of the system as well as developing a process that would be welcoming new partners. There was a discussion of the employer as a "customer" and the need for a common assessment system to make sure there are successful outcomes of system changes. Mr. Ruud requested that more time be spent at the next meeting discussing the other draft recommendations for further refinements.

The meeting adjourned at 10:30 a.m.

Agenda Item #2

**Recommended by Workforce Systems Development Committee ~ ACCEPTED by the CWI
March 16, 2006 and forwarded to the Governor**

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, and; Public and private investment in Milwaukee's workforce development with a collective and coordinated agenda.

Status Report on Recommendations

Summary of Recommendations	Status August 16, 2006 by Bill Clingan
<p># 1 Create a Leadership Team DWD convenes a Milwaukee leadership team that includes representatives from the Mayor's Office, the Private Industry Council of Milwaukee County, Milwaukee Area Technical College, a representative from the Milwaukee 7 group, and a Mayoral appointee from the business community/private sector.</p>	<p>DWD provided \$75,000 for Mayor to hire a workforce policy advisor who will represent Mayor on Team. DWD will convene Team, hopefully, in September/October based on schedules/availability.</p>
<p># 2 The Charge that will be part of the Leadership Team's goals and objectives:</p> <p>A. 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.</p> <p>2.a. Improve coordination at the state, regional and local levels.</p> <p>2.b. Coordination at the state level among agencies administering related programs.</p> <p>B. Put the "One-Stop" back into a cohesive Job Center System. Design and implement a truly one-stop service delivery system for <u>all</u> customers (employers and job seekers) that transcends program funding. Coordination at the regional and local levels must maximize service delivery, eliminate duplication of services, and garner support of private foundations.</p> <p>C. Create a Consortium for Improved Training Services. Expand the current WDB/PIC collaborators to improve and increase training services.</p> <p>D. Develop a system for the collection and dissemination of easily accessible workforce, employer-focused information.</p>	<p>DWD Office of Economic Initiatives hired a person to be based in Milwaukee to help coordinate various workforce efforts.</p> <p>DOL funded a grant for the SE region (3 WDBs) that adds to the SE <i>Grow</i> grant to launch a Regional Workforce Alliance.</p> <p>Job Center facilities consolidation and program changes for new full-range service opportunities to all customers began this summer. WIA local plans being reviewed by DWD to address systemic issues.</p> <p>DWD provided training and employment grants this summer: \$88,996 WI Regional Training Partnership for industry retention & renewal; \$75,000 Initiative for a Competitive Milwaukee for an inner city business outreach program; \$500,000 City of Milwaukee for summer youth employment.</p>
<p># 3 DWD will take the lead in defining the "system" and broadening the current model using the suggestions in the UWM report and from the listening sessions.</p>	

AGENDA ITEM # 4
Workforce System Development Committee
Draft Preliminary Recommendations Post August 16, 2006
to the Governor for the
Council on Workforce Investment

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.

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 III.

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).

On Hold:

Recommendation IV.

a. Redesign the Workforce Development Areas to coincide with the seven regional economic areas.

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.

Agenda Item # 4

Summary Comments on Second Set of Draft Recommendations

At the request of the Committee, individuals were asked to comment on the Committee's second set of draft recommendations. Those individuals included Workforce Development Board (WDB) Directors, Workforce Development Area Workforce Investment Act (WAI) partner program representatives and the related central office managers of those programs in the Department of Workforce Development (DWD). Specifically, the following comments that were received reflect the opinions of several Committee members, the Wisconsin Manufacturers and Commerce as a representative on the Governor's Council on Workforce Investment, four WDB Directors, two Presidents of Technical Colleges, one Human Services field staff, and DWD managers administering the Vocational Rehabilitation (VR), Dislocated Worker, Unemployment Insurance (UI), Veterans, Job Service and Refugee programs.

Draft Priority Recommendation I. Establish measurable goals with an annual accountability system to:
(a) Provide incentives for the WDBs' 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/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.

Comments on draft priority recommendation I:

- Two support recommendations to redesign the current system with innovative ways to serve customers and respond to downsizing such as reviewing the quantity of Job Centers (JC), moving comprehensive JCs to technical colleges or universities to more efficiently address training and using technology better (e.g. computer email systems to the customer, automatic emailing of information of job leads, labor market/career information, 800 #s for rural customers). When a customer does need to return to the JC, there should be a team approach to efficiently provide different program information and enrollments.
- Develop and/or expand the database of services from all partners and a "pre-self assessment" tool for staff to identify needs/programs for the customer's starting point.
- Agree with recommendations and the goal must include "complete cooperation and buy-in from DWD and other state level agencies for this to occur." Locals can recruit non-state partners such as Community Based Organizations and private for-profit agencies. Again, the regional goal will only occur with top level state agency support and direction.
- The twenty-four hour timeframe is doable. However, discretionary funds are needed to support infrastructure needs such as having interpreters or alternative formats in order to immediately serve customers with disabilities. Agree with regional efforts with the recognition that cost sharing needs to meet federal program requirements.
- Absolutely essential to maximize program resources/coordination. (Conversely, DWD just diverted \$750,000 in state WIA funding for a new program outside of the one-stop system.) For regional efforts, locals are doing all they can and there needs to be an analysis as to why this is not happening. DWD could move this forward through departmental policy.

- "Does the partners serving them directly mean in their homes?" This will require more resources.
- Existing JC spaces typically did not leave room for expansion of more partners as funds were not available to pay for vacant space. Even if there is space, some partners do not want to be in a group setting that may be disruptive to their program delivery. Emphasize use of electronic age as physical co-location should not be the ultimate criteria to be a partner in a JC.
- Co-location is easier said than done with major obstacles being space constraints and splitting staff from their core agency along with the cost of doing so. Co-location issues and costs are not understood nor supported at the state level by all partner agencies. Locals are doing the best they can on regional issues.
- This goal is essential to work on first because "system improvements" cannot be addressed until the "system" is defined by its partners (within and outside of the JCs). Access to services is the goal so WDBs should have incentives to have partners involved in immediate customer friendly access and DWD's programs should enforce co-location as a gradual requirement. Provide dollars for third party facilitators for workforce partners' collaborative and joint planning for true buy-in of unified systems at the local levels as Memoranda of Understanding (MOU) and the current DWD-required agreements do not drive improvements.
- With funding cuts, not sure how realistic it is to expect more partners in the JCs, or faster response time? "The 24 hour response window is doable, if you don't expect the response to be terribly specific."
- VR wants to "offer project collaboration that improves and enhances service capacity and impact while emphasizing program deliverables." VR has good representation at JCs with staff teams to provide increased accessibility for staff and service delivery.
- UI program is already available on a 24/7 basis through a web-based system and also an automated telephone voice system. With advanced technology there may be a variety of options to facilitate closer cooperation with DWD-WIA program.

Draft Priority Recommendation II. 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.

Comments on draft priority recommendation II:

- Create an employer website as a national/international Wisconsin Job Bank for an employer to easily access jobseeker information by skill level based on key words and scan resumes by industry. Do not do on-the-job training (OJT) waivers but, instead, focus on enhancing customized training with employers. A sophisticated customized training program tied into a comprehensive employer system would also increase job matches. An automatic matching system could also improve the JC's role in

employment placement. Job seekers do not experience staffing agencies as friendly and using staffing agencies would be a disaster.

- "Yes, it is important to make the system more reactive to the needs of the business community including reduced liabilities."
- Overall, these are needed. "Are we overlooking the Economic Development entities? These entities are the first line of contact for a company that desires to re-locate or expand facilities within a WDB area."
- Necessary recommendations. Refine recommendation to be clear that you want the employer to be "shielded" from some/all of the array of employment related laws. Specifically, employment agencies can assume some of the liabilities by being the "employer" of record and then placing the JC clients on a "temporary" basis in "trial jobs" as occurs in W-2 - - the agencies assume responsibility for UI, etc.
- Employer incentives need to be flexible to meet the needs of any employer. Could the state use unrestricted funds to provide the 50% contribution and develop pilot projects? W-2/TANF funding can be used for employer incentives and do not require an employer match. Employment agencies can work as long as it is understood that the mutual goal is full-time, self-supporting jobs with advancement opportunities.
- JCs attempt to provide the client requisite "soft skills" that make them better employees. Be careful about discrimination issues so as not to address "liabilities" (e.g. Workers Compensation, UI, health care policies) in response to "targeted" or "high risk" population groups.
- Factor in the role of the public labor exchange in these collaboration efforts.
- Will this cost more money, and, if so, where will it come from?
- Historical experience has not indicated a problem with employers paying 50% or more as long as they get a qualified employee. "Staffing agencies are an important part of JC business" such as participants at Job Fairs. The caution is that they have their focus on the bottom-line business whereas WDBs have the bigger picture in mind regarding the regional economy.
- Identify the advantages for the employers. There is a need to get an accurate pulse on current and future job openings, understanding of entry level knowledge and skills needed for jobs, and then assess client's levels as it relates to positions to identify appropriate job placement preparation activities.
- This recommendation would promote the erosion of the employer/employee relationship. Companies should bear part of the cost of training. Currently, employers for the most part pay 100% of OJT. Employment agencies are involved with JCs, but most are reluctant to get engaged due to additional government scrutiny.
- Employers need to further invest in the system to help raise the quality of the pool of available workers, and the K-12 system has to improve its education efforts for employers' needs. Customized training for incumbent workers is a priority issue needing statewide discussion. Staffing agencies are already involved in JCs. Be careful about equitability issues and using public dollars to assist private, for-profit entities.

- VR has recommended "innovation and expansion partnerships that help facilitate efficient employer linkages." VR negotiates services individually with employers. Interested in collaboration with JC staff to increase connections with employer services.
- People should be "job ready" so there would not be a need for this. More flexibility in employer contributions would be welcomed. Most WDBS are already involved with staffing agencies so leave it to the local areas.
- UI agrees that there should be an exploration of new ways to employ and re-employ people by redefining employment and training relationships. One option could be to establish or access a Professional Employee Organization or similar entity that would be the employer of referred job seekers during an initial 90-day period to ensure that the employee can perform the specific requirements of the job.

Draft Priority Recommendation III. 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).

Comments on draft priority recommendation III:

- Vital! Any system coordination pieces like this will be welcomed. Currently the WDBs administers about 34 plans, mostly through DWD, in addition to about 115 agreements, MOUs, data sharing agreements, etc., which does not include all of the plans/agreements of partner agencies.
- Common intake would be problematic for VR and would add another layer as the majority of VR consumers are not engaged with other JC services. Confidentiality concerns.
- All partners at JC have to agree to this given the past historical difficulty.
- "Good luck. About one of the most complex systems around with not a real good history of collaboration."
- Partners together must define a single vision that drives a model for service delivery.
- This is already occurring in some areas. All programs at a JC would need to agree to a locally modified tool.
- This is very important to accomplish to ensure one vision of the "workforce system" and break through the silo program thinking.
- Location is the key. How much information could be put on a website that a client could access at many sites?
- Improve technology to be user-friendly and increase access for all customers.

- Use State WIA funds to identify this as a priority. "DWD also has to back up its rhetoric and walk the talk here."
- Concerned that requirements of the program will not be captured and/or the need for confidentiality. Veteran's staff require five years to reach competencies in their array of programs to effectively serve veterans.
- UI could explore technological ways to have UI claimants become automatically registered in JobNet and also ensure expanded outreach to new UI claimants.

B. What 3 key activities/policy changes/other ideas would you recommend to address the Committee's vision that drives the above recommendations? Vision Statement: "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."

B. Comments:

- The Committee's vision is admirable. "The barrier, however, is that there is no support for this vision either at the federal or even state level..." and in the absence of a well-thought-out workforce development strategy, "a very selfish bureaucracy results."
- Good vision.
- There needs to be a pool of state dollars that could be accessed in partnership for the employer to use for training needs at the job site and/or other referrals for customers served through the JCs, and possibly have the Department of Commerce administer it.
- Increased and improved activities between industry and WDBs to provide skilled and motivated hires that result in wages and benefits for self-sufficiency. Core competencies that are well defined and measurable. Foster successful alliances at local, regional and state levels.
- System changes best occur at local level so let them do it. Resources have to be available to target system change and make sure they happen. Move to more technology-based systems to deliver on-time services to customers.
- Create a national and international jobseeker/employer matching system. Provide more customized training opportunities. Increase use of technology.
- VR's participation on the WDB has helped their visibility, provided important resources and knowledge about employers' needs for job seekers.
- Concerned the recommendations say "do more with fewer dollars."
- Need earlier projection of job openings with skill-set needs. Expand computer-based information systems and follow-up systems for clients not hired.
- Concern that the system is increasingly being driven for those who can quickly achieve improved employment but what about those who are unable to maintain/be placed in the labor market?
- Get completely focused on creating and supporting the One-Stop system. WDBs can be strategic and flexible in meeting customer's and regional needs. Metrics are essential.

- Use technological tools and resources to streamline administration (e.g. joint workshops/committees to address mutual interests) and establish benchmarks for improvement and transparency.
- Improve connections between UI and JC/Job Service reemployment services to make sure claimants know what is available to them such as exploring automatic JobNet registration and referrals.