

Governor's Council on Workforce Investment

Workforce System Development Committee

Meeting Notice

Friday

December 9, 2005

12:30 p.m. to 2:30 p.m.

**Concourse Hotel
University Room C-D
1 West Dayton Street
Madison, WI
(608) 257-6000**

AGENDA:

- 1. Approval of the Minutes of November 14, 2005 (Attached)**
- 2. Ad Hoc Committee Deliverables (Action Item): Thomas Burse (Attached)**
- 3. Priority Action Steps (Action Item): Christopher Ruud (Attached)**
- 4. Program Metrics/Dashboard Discussion: Christopher Ruud (Attached)**
- 5. Public Comments on the Proposed Job Center Service Standards and Job Center Requirements: Gary Denis**
- 6. Report on the Southeast Grow Grant: Sue Gleason and Francisco Sanchez**
- 7. Progress Reports on Credentialing, Baldrige and State Interagency Team**

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

Pending Approval **COUNCIL ON WORKFORCE INVESTMENT**

Workforce System Development Committee **November 14, 2005** **Milwaukee Job Center North** **Milwaukee, 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; Bill Clingan for Secretary, Wisconsin Department of Workforce Development; Kathleen Drengler, Manager of Training and Development, Greenheck Fan Corporation, Wausau; Donald L. Rouse, retired VP Corporate Operations, Kohl's Department Stores, Hartland; Georgann Stinson, VP of Operations, General Converters & Assemblers, Racine; State Representative Josh Zepnick.

Members Absent: Jessica Clark, Donald W. Layden, Jr., Sally Peltz, John Scocos, David Vierthaler.

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

Others Present at the Committee Meeting: Gary Denis and Dianne Reynolds, Bureau of Workforce Programs, DWD; Sheryl Billups, CWI/DWD; Francisco Sanchez and Teresa Barch, WOW WDB; Teresa Pierce, Workforce Connections; Sheila Knox, Job Service; Lea Collins-Worachek, Job Service.

Mr. Ruud called the meeting to order at 9:35 a.m. Mr. Ruud was congratulated for being selected as the new Co-Chair. Much appreciation was expressed for Mr. Joe Gilles' tenure as the former Co-Chair. Ms. Koehn introduced Dr. Paula Lampley of Job Center North who provided a brief summary of the Center's activities and emphasis on "real work for real pay" as the goal for people to be fully self-sufficient.

Revised Agenda Item #1:

Ms. Koehn, seconded by Ms. Stinson, moved to approve the minutes of July 28, 2005.

Mr. Rouse, seconded by Mr. Burse, moved to approve the minutes of September 16, 2005. Both motions unanimously passed.

Revised Agenda Item #2:

Mr. Burse, Chair of the Ad Hoc Committee, provided a status report that included:

- a. Noting the great progress on understanding the strengths within the workforce infrastructure and identifying suggestions for systemic improvements;
- b. The UWM Landscape grant activity helping tremendously with a cooperative relationship. The Ad Hoc Committee intends on having a joint press conference sometime in January to highlight UWM's final grant report and to emphasize the Committee's parallel efforts.
- c. In January, the Committee also intends to finalize draft recommendations that will be forwarded to the full Committee for discussion and endorsement;
- d. The Committee is attempting to collaborate with other area activities (The Greater Milwaukee Economic Development Partnership that just received one-half million dollars from the Department of Commerce, the Private Industry Council's Job Center Network Subcommittee, and the recently awarded CWI-funded Regional Grow Grant so that the recommendations are complementary);

e. He stated that the Ad Hoc Committee could disband in March as suggested by Sue Gleason but cautioned that there will need to be a mechanism to guide the implementation of any adopted recommendations, and there will likely still be regional issues to address.

The last point was discussed by the Committee with expressed concerns. Mr. Ruud questioned how to keep the momentum going to implement the Committee's strategies. Ms. Koehn also was concerned about a lack of oversight of system changes that would likely be one of the impacts of the Ad Hoc recommendations. She also noted that regional strategies still need to be tackled which perhaps could be in tandem with the Committee's oversight role of the regional Grow Grant that was recently awarded. There was discussion about folding back the work of the Ad Hoc Committee into the full Committee's agenda. Representative Zepnick expressed agreement with the time limited agenda of the Ad Hoc Committee, and also emphasized the need for continued monitoring. In response to Representative Zepnick's question, Mr. Clingan stated that given this was a Gubernatorial Council, DWD would adjust as best they could to be responsive to the Committee's needs. Mr. Ruud stated that the full Committee will assess how to best attend to these issues. **By consensus, the Committee concurred on the importance of staying engaged in the implementation of the Ad Hoc Committee recommendation, and that the Ad Hoc Committee would provide a status report on "deliverables" for the meeting on December 9, 2005.**

Revised Agenda Item #3:

Mr. Ruud reported on highlights of the November 4, 2005 Executive Committee meeting that included:

- a. A sample of metrics is being reviewed and the Strategies Committee has been assigned that task, and he circulated samples of potential measurements;
- b. The CWI Chair is ready to charge the Committees with moving to the next level of activity on making recommendations for the Governor's consideration;
- c. The December 9, 2005 meeting would start with the full Council meeting followed by Committee meetings;
- d. The Grow Grants were discussed and Ms. Koehn asked if this Committee could be assigned the Southeast Grow Grant oversight role as it would dovetail with more work on regional issues. [The Strategies Committee was designated to have oversight of the Grow Grants.] There was also a question for Ms. Gleason as to how these Grow Grants would be coordinated with the DWD priorities and CWI activities. **In response to Committee questions on "regional" issues, Mr. Clingan stated that DWD would provide labor market information to the Committee.**

There was further discussion about the necessity to be a part of funding priorities, and engaged in grant activities as another re-tooling of the system for improved service delivery. Mr. Ruud also stated the usefulness of having DWD identify the funding activities/sources related to the Committee's action steps. Ms. Billups noted that the Executive Committee would have a more extensive conversation about the Committee's roles. **Based on a motion by Representative Zepnick, the Committee would request the Executive Committee to appoint the Workforce System Development Committee as the oversight entity for the Southeast regional Grow Grant, and that they would coordinate with the other CWI standing committee.**

Revised Agenda Item # 4_(Discussed in two parts)

Mr. Denis discussed the Draft Certification Requirements for Comprehensive Job Centers that were issued via email on November 4, 2005 for public review and comment that included members of the Committee. He noted the differences from the first draft that the Committee reviewed, most notably, the deletion of requirements for satellite centers with a new emphasis on "access points to services." Mr. Denis also identified the process and various input garnered in the development of this draft.

Comments from the Committee included:

- a. The need to have clear lines of coordination with services that may not be funded by the One-Stop mandatory partners, but nonetheless, provide vital services for workforce efforts such as the Department of Health and Family Services programs and significant County efforts;

- b. Clarity on physical co-location requirements versus cooperative agreements such as the Temporary Assistance to Needy Families program which is a mandatory One-Stop partner designated by the Governor;
- c. The need to have an understanding of the impact of these proposed changes on the current system. What will the "system" look like if these proposals were implemented in the next six months and what is DWD's vision for the future workforce system in terms of services provided, partner involvement, etcetera? Mr. Clingan stated that he would be glad to share with the Committee some of the discussions and thoughts on how a job center should look;
- d. What are the implications for these in terms of funding, and how can they be measured for compliance?

There was further discussion including WOW representatives expressing concern about programs still operating very separately, and that Job Service could be severely affected by these proposals as well as more funding cuts. Mr. Clingan stated that there was not a hiring freeze but that because there were less funds available from the federal government than in the past, the Department has not been able to fill the vacant Job Service positions. Mr. Ruud requested DWD staff to provide all of the public comments to the Committee, and proposed a mechanism for the Committee's input given the November 21, 2005 DWD two week turn around deadline. **It was agreed by consensus that the Committee members would provide individual comments to Mr. Denis by the deadline date, and a December 9, 2005 Committee agenda item would be to review the public comments.**

Revised Agenda Item #5:

Ms. Reynolds discussed the Draft Wisconsin's Job Center Service Standards and Outcomes document that was published for public review and comment on November 4, 2005.

She stated that the general outline remained the same as the previous draft that was shared with the Committee members at their September meeting. Representative Zepnick questioned the use of the term "customer" and suggested a more positive term be used. Mr. Denis explained that a number of different terms, e.g. client, participant, had been used over the years and opinions have changed over time as to what is most appropriate. In response to Ms. Bove's question about how these will be addressed in Job Center contracts and/or memorandum of understanding, Ms. Reynolds stated that this would be addressed in the local plans with the second phase of this process starting in late December. Mr. Ruud stated that it would be useful for these documents to identify what is actually mandated in federal and state law/regulations, and what items are DWD requirements.

Revised Agenda Item #6:

Mr. Denis updated the Committee on the credentialing program. He stated that DWD has had training at the recent Dislocated Worker and Job Center Roundtables, and referenced the ten National Association of Workforce Development Professionals competency areas.

Revised Agenda Item #7:

Ms. Billups summarized the activities of the Baldrige Express Grants that are in full implementation with six WDBs.

Other Items:

1. Representative Zepnick praised the Wisconsin Jobs 2006 brochure and suggested these be provided to DPI and other educational entities as part of a student's occupational assessment.
2. Mr. Rouse may have questions of Ms. Colussy on the WIA Reauthorization position paper so this was deferred to a meeting when she is available to attend.
3. Mr. Clingan stated that DWD intends to put together a calendar of anticipated events and required reporting timelines so that the CWI could schedule for more effective input into DWD's activities. Mr. Ruud reinforced this notion so that the Committee would have adequate time to review and provide guidance on material. He also asked whether DWD has identified best practices in a number of key areas of workforce issues (e.g. referrals among partners) as part of this DWD timeline of activities? The meeting was adjourned at 11:15 a.m.

Agenda Item # 2

Ad Hoc Committee Deliverables for the Workforce System Development Committee December 9, 2005

Activities	Timeline
Draft specific recommendations based on the themes from the <i>Ad Hoc</i> Listening Sessions and preliminary findings of UWM's stakeholder surveys	Mid December- Mid January
a. Presentation and discussion of UWM's findings and grant project b. Discuss draft <i>Ad Hoc</i> Committee report c. Discuss coordination with S.E. WI Grow Grant and other workforce/economic development initiatives	January 26, 2006
a. Hold press conference in Milwaukee on UWM's Report along with the thrust of the <i>Ad Hoc</i> Committee's efforts b. Finalize <i>Ad Hoc</i> Committee report	Early February 2006
a. Present <i>Ad Hoc</i> report to the full Committee for action and forward to the next CWI meeting b. Committee discussion on mechanism(s) to monitor the progress on implementing recommendations, assess the impact on the system, and focus on regional issues	Late February 2006
CWI meeting in Milwaukee with the Committee's recommendation regarding the <i>Ad Hoc</i> report on the agenda for action	March 16, 2006
Committee reviews follow-up activities	April/May 2006

Agenda Item # 3

Priority Action Steps

Objectives	Strategies	Action Steps by Priority #	Status
<p>Objective F - Maximizing Resources</p> <p>Increased collaborative use of existing resources and use of new alternative funding resources, including discretionary federal grants. (<i>Workforce Systems Development Committee</i>)</p>	<p><u>Strategy 1:</u> Disseminate best practices for maximizing resources.</p> <p><u>Strategy 2:</u> Identify "road blocks" from surveys and recommend strategies to address them.</p> <p><u>Strategy 3:</u> Review performance of WIA and target funding for performance awards, technical assistance and training.</p> <p><u>Strategy 4:</u> Establish metrics to measure the value of funds for infrastructure system support and workforce program gaps.</p> <p><u>Strategy 5:</u> Assess how to effectively infuse funds into the system.</p> <p><u>Strategy 6:</u> Explore foundation and business entities.</p> <p><u>Strategy 7:</u> Improve collaborative approaches for grant writing.</p> <p><u>Strategy 8:</u> Target resources to key areas.</p>	<ul style="list-style-type: none"> ○ # 1 Review Inventory of State job placement and employment-training programs to assess how to provide sustainable financial support for the One-Stop infrastructure, maximize resources for effective service delivery, and identify possible options to minimize the number of persons/agencies distributing funds ○ Develop a state formula and process to dispense funds for One-Stop infrastructure costs based on a common definition for how funds may be spent with specific outcomes. ○ # 5 Establish ways to ensure funds directed toward a sustainable One-Stop infrastructure are consistently accountable to the State, including WDB annual metrics reports and identification of continuous improvement steps with benchmarks for success. 	

Objectives	Strategies	Action Steps by Priority #	Status
<p>Objective D - Service Delivery System</p> <p>Increase flexibility and efficiency of Wisconsin's workforce development (Job Center) and the quality of services to employers, job seekers and employment and training partners. <i>(Workforce System Development Committee)</i></p>	<p><u>Strategy 1:</u> Advise the Governor on a vision for Wisconsin's Job Center system.</p> <p><u>Strategy 2:</u> Establish a clear mission for workforce development areas and regional economic-driven workforce related activities.</p> <p><u>Strategy 3:</u> Develop high-level performance based scorecard on workforce system effectiveness.</p> <p><u>Strategy 4:</u> Provide guidance, identify needs and changes to meet vision.</p>	<ul style="list-style-type: none"> ○ # 2 Make recommendations on the redesign of the workforce system, including connecting workforce development areas to regional economic areas. ○ # 3 Develop a “monthly operations report” or “dashboard” or “balanced scorecard” that can be used to monitor leading indicators and operating metrics, which generate required results, also published ○ # 4 Make recommendations on Job Center standards that are measurable for the delivery of services with annual accountability back to the State. ○ Review program metrics and who owns them and identify a means to reflect a drive to continuously improving productivity. ○ Oversee/monitor staff credentialing system project implementation. 	
<p>Objective E - Coordination and Collaboration</p> <p>Increased and improved state and local interagency communications and strategic/program planning to ensure alignment and effective implementation of CWI goals. <i>(Workforce System Development Committee)</i></p>	<p><u>Strategy 1:</u> Establish consistent two-way state/local communication with WDB directors and seek input from Workforce Development Boards, Chief Local Elected Officials, and workforce system partners through forums, surveys, and other methods.</p> <p><u>Strategy 2:</u> Develop strategies for strengthening communications between technical colleges and WDBs.</p>	<ul style="list-style-type: none"> ○ # 6 Develop recommendations on enforcing WDBs completion of all elements of required WIA Memorandum of Understanding that establishes coordination, referral, and infrastructure funding for all required one-stop partners (with fund allocation contingent on meeting requirements). ○ Develop guidelines and provide technical assistance that allows sufficient time for Chief Local Elected Official to solicit nominations in order to increase effectiveness and participation levels of Workforce Development Boards. ○ Develop recommendations on regional planning among WDBs using economic regions (including metropolitan statistical areas) as part of a plan 	

	<p><u>Strategy 3:</u> Identify strategic issues for accountability back to state.</p> <p><u>Strategy 4:</u> Develop high level performance-based scorecard on workforce system effectiveness.</p> <p><u>Strategy 5:</u> Guide state level planning measures and coordination focused on strategic issues</p>	<p>requirement for all programs operated/managed by the State.</p> <ul style="list-style-type: none"> o Oversee/monitor Baldrige Express project implementation. o Oversee/monitor Milwaukee Landscape project implementation. 	
<p>New: Post-28th July 2005 Meeting The motion unanimously adopted: "Approve the above chart with the caveat that there would be additions and edits over time."</p>		<p>Respond to the Position Paper presented to the Committee by the WIS Association of Job Training Executives</p>	
		<p>Develop some sort of incentive program to encourage all Job Center partners to stay in or come back into the One Stops</p>	
		<p>Finalize the metrics that support the concept that increased economic growth in a WDA is an indicator that programs are working</p>	
		<p>Develop a new state controlled formula and process to disperse funds for one-stop infrastructure costs based on a common definition for how funds may be spent with specific outcomes</p>	
		<p>Establish ways to ensure funds directed toward a sustainable one-stop infrastructure are consistently accountable to the state. Include WDB annual metrics reports and identification of continuous improvement steps with benchmarks for success</p>	
		<p>Develop recommendations on regional planning among WDBs using economic regions (including</p>	

		MSAs) as part of a plan requirement for all programs operated/managed by the state	
		Fund a forum for sharing best practices amongst the WDA executive directors and regional economic (leaders?)	
		Define the need for "education" within the one-stop center and identify how the university, college, technical school, and K-12 can best be used	

Agenda Item # 4

High Level Performance Measures of Major State-Administered Workforce Programs

NOTE: Each program has different federal and/or state-required performance measure reporting criteria. In addition, even though the name of the measure may be the same it is measured differently for each program.

HIGH LEVEL CATEGORIES of PERFORMANCE MEASURES	Workforce Investment Act (WIA title I)	Veterans Employment & Training	Vocational Rehabilitation	Adult Ed & Family Literacy (WIA title II)	Vocational & Technical Education	W-2 WI Works	Job Service (WIA title III)	Unemployment Insurance
Adult Entered Employment Rate	X	X	X	X	X	X	X	X
Adult Employment Retention Rate	X	X		X	X	X	X	
Adult Earnings Change/Gain (Wage Replacement Rate)	X					X		X
Adult Employment and Credential Attainment Rate	X					X		
Dislocated Worker Entered Employment Rate	X							
Educational Gains				X	X	X		
Placement in Postsecondary Education/Training				X				
Dislocated Worker (DW) Employment Retention Rate	X							
DW Earnings Change	X							
DW Employment and Credential Attainment Rate	X							
Older Youth (OY) Entered Employment Rate	X							
OY Employment Retention Rate	X							
OY Earnings Change	X							

HIGH LEVEL CATEGORIES of PERFORMANCE MEASURES	Workforce Investment Act Title I	Veterans Employment & Training	Vocational Rehabilitation	Adult Ed & Family Literacy (WIA title II)	Vocational & Technical Education	W-2 WI Works	Job Service (WIA title III)	Unemployment Insurance
OY Credential Attainment Rate	X							
Younger Youth (YY) Skill Attainment Rate	X							
YY Diploma Attainment Rate	X							
YY Placement and Retention Rate	X							
All Youth: Placement in Employment or Education Rate	X							
All Youth: Attainment of a Degree or Certificate Rate	X			Adult X	Adult X			
All Youth: Literacy and Numeracy Gain	X					Adult X		
Employer Customer Satisfaction	X						X	
Job Seeker Customer Satisfaction	X					X	X	
Equal Access to Services			X					
Financial Management						X		
Equity- Prep for Nontraditional Employment & Training					X			
Unemployment Insurance Claimant Exhaustion Rate								X
Unemployment Insurance Trust Fund Savings								X

Prepared for the CWI Workforce System Development Committee Meeting, December 6, 2005