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Governor

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Chair



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# Council on Workforce Investment

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## EXECUTIVE COMMITTEE TELECONFERENCE

Friday, November 17, 2006  
10:00 a.m. to 11:30 a.m.

*If attending in person*  
201 East Washington Ave., Room H405  
Madison, Wisconsin

### AGENDA

- I. Call to Order and Minutes of September 1, 2006 Meeting -- **For Action**
- II. Committee Chairs Updates (Information)
  - A. Co-Chairs Teleconference
  - B. Workforce System Development Committee
  - C. Workforce Strategies Committee
  - D. Dislocated Worker Sub-Committee - Advance Transformer Study
- III. Review of 2006 CWI Activities and 2007 CWI Priorities (Discussion)
  - A. Review of 2005-2006 Accomplishments
  - B. Emerging Key Issues
  - C. 2007 Priorities
- IV. Plans for the December 8, 2006
- V. Adjourn

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### To Access This Teleconference

- Participants **outside of the Madison calling area**: Dial the toll free number, **1-888-677-9189**; when prompted, enter conference code **2629 followed by the pound (#) key**.
- Participants **within the Madison calling area**: Dial the local number, **(608) 316-0022**; when prompted, enter **2629 followed by the pound (#) key**.
- If you have problems getting connected, call Wisline's Helpdesk at 1-800-442-4614 (in Madison or toll free).

Interested parties may attend the meeting in person at the State Labor Building (GEF 1), Room H 405. All visitors to the State Labor Building must use the main entrance at 201 East Washington Avenue and obtain a visitors pass at the reception desk. This entrance is handicap accessible.

### Enclosed Meeting Materials

1. Agenda
2. Minutes of September 1, 2006 Executive Committee meeting
3. Summary of CWI 2005-2006 Accomplishments

Meeting materials are posted on the CWI web site at <http://www.wi-cwi.org/>. For questions about the agenda, contact Sheryl Billups, Department of Workforce Development, Division of Workforce Solutions by phone at 608-266-9615 or by email at [sheryl.billups@dwd.state.wi.us](mailto:sheryl.billups@dwd.state.wi.us). If you have special needs such as an interpreter or written materials in an alternative format, contact Gloria Kirchoff at (608) 267-2191 or email [gloria.kirchoff@dwd.state.wi.us](mailto:gloria.kirchoff@dwd.state.wi.us). (Text phone users may call the Wisconsin Telecommunications Relay System at 711 to request assistance.)

## COUNCIL ON WORKFORCE INVESTMENT

### CWI EXECUTIVE COMMITTEE

*(Draft Pending Review and Approval)*

#### Meeting Minutes

Friday, September 1, 2006

(Teleconference)

- Members Present:** Paul Linzmeyer (Chair); Joel Rogers (Vice-Chair); Roberta Gassman, Doug Moquin, Dean Welch, Christopher Ruud
- Members Absent:** Mary Burke, Lee Rasch, Tina Koehn
- Staff Present:** Sue Gleason, Sheryl Billups
- Others Present:** JoAnna Richard, Gary Denis, Sandra Breitborde (DWD); Neal Hall (for Teresa Barch, WAJTE)

#### Key Issues

##### I. Call to Order and Approval of Minutes

Paul Linzmeyer called the meeting to order at approximately 9:40 a.m.

**Action:** Gassman moved, Rudd seconded the motion, to approve the minutes of June 2, 2006. The motion passed unanimously.

##### II. Workforce Strategies Committee Report

###### A. Manufacturing Skill Standards Proposal

At the request of Dean Welch (Committee Co-chair), Sheryl Billups provided a background on the Manufacturing Skill Standards Council (MSSC) system and the Workforce Strategies Committee recommendations to provide \$100,000 for capacity building efforts to support the system. Support would be directed to employer-focused public information, workforce development system staff training, and certification of comprehensive job centers as MSSC-certified assessment centers.

Gassman expressed strong support for Wisconsin's involvement, but indicated that unions need to be involved. Linzmeyer also expressed support, noting that the system offered an important opportunity for New North manufacturers and other regions focusing on the manufacturing sector. Welch commented on the importance of employer connections. Rogers expressed concern that employers have been slow to adopt manufacturing skill standards, though they have been around since 2001. Members also questioned the extent to which this addresses an identified need. They also noted several factors important to implementation, among them: targeting employers who build in pay increases as skills increased/workers become certified, rolling out in an order and manner that will improve acceptance and use, and linking this effort to the GROW grants and the technical college's Advanced Manufacturing Solutions Initiative.

**Action:** Gassman moved to accept the recommendations; Rogers seconded the motion. The motion passed with Rogers abstaining.

In follow-up discussion about implementation, Gassman expressed support for linking the effort to the technical college system efforts. She suggested that the WTCS President, Dan Clancy, could become a member of the Executive Committee. There was general support for this suggestion. Christopher Ruud suggested that the Strategies Committee should also follow-up. Welch noted that it would take a grass roots effort to get the system implemented; it would be helpful to get the GROW regions to start thinking about it.

#### B. Unspent CWI Special Innovations Project Funds

Welch reviewed the Committee's recommendations for use of unspent Special Innovations grant funds, explaining that under the recommendations, funds would reinforce GROW grant funds, with special focus on regional metrics and career pathways. He explained that the Committee also was interested in making GROW regions aware of good ideas being implemented through GROW efforts across the state; some of the "best practices" might also be supported with these extra dollars.

**Action:** Rogers moved to accept the Committee's recommendations; Gassman seconded the motion. It passed unanimously.

#### III. Workforce Information Grant Application for 2006

Sandra Breitborde, Director of DWD, Bureau of Workforce Information, provided a brief overview of DWD plans for using the U.S. DOL grant to support the state's labor market information efforts. She explained that the first two items that are planned (populating the workforce information database and producing industry and occupational employment projections) are core products that must be done. The third product, publishing an annual economic analysis report, is a new requirement; this is an area where the CWI may want to be actively involved.

In discussion, questions were raised about activities related to special studies and the definition of "economic transition." Breitborde indicated that it is broadly defined, giving states considerable flexibility to use dollars as needed. For example, DWD studied the community impact of the Dephi closing in Southeast Wisconsin. Gassman noted that Wisconsin has specific criteria for communities in distress (e.g., high unemployment levels, high levels of dislocations, etc.).

**Action:** Rogers moved approval of the draft plan as presented; Moquin seconded the motion; it passed unanimously.

#### IV. Workforce Systems Development Committee Report

Christopher Ruud (co-chair) reviewed current Committee activities. He indicated that a status report on the first set of Committee recommendations on system improvements shows some progress being made. In addition, the Committee is making some progress on the next set of recommendations for system improvement. An issue that has been raised is regional boundary differences -- the seven GROW regions vs. the 11 Workforce Development Areas.

#### V. Grow II Grants

Sue Gleason provided a brief overview of the status of the GROW II grants, pointing out the summaries included in the Executive Committee meeting packet. She indicated that \$764,000 has been requested while only \$500,000 is available. The formal review is beginning, with criteria based on the guiding principles approved at the last CWI meeting and what has been done to date. Gleason indicated that funding decisions are expected in time to be announced at the September 22 CWI meeting. She also indicated that any Committee member who wanted a full copy of the applications and/or who wished to sit in on applicant interviews planned as part of the review process should contact her. Dean Welch requested a copy of the full applications.

Linzmeyer noted that his review of applications indicated that some areas are making progress, but that overall implementation is uneven. Rogers noted that the CWI has some responsibility to train and provide technical assistance to the regions so that they understand what is expected. Gassman indicated that discussions will occur internally about how DWD can provide the needed technical assistance.

## VI. Report for July NGA State Liaisons Meeting

### A. National Support for Regional Direction

Gary Denis provided a brief overview of the recent Milwaukee meeting of the National Governors' Association Liaisons. Among presenters was a representative of the U.S. DOL who talked about the WIRED initiative. This represents the federal effort to move to a regional approach that links workforce and economic development more effectively and to infuse the WIRED philosophy into the WIA system. It also reflects the U.S. DOL's disillusionment with workforce development boards, which are not as productive as the U.S. DOL had hoped they would be. This perspective is also why DOL is investing in the technical college system rather than WDBs. In response to questions about combining WDAs to reflect this regional approach, which Wisconsin has implemented through its GROW regions, Denis noted that WIA legislation prohibits the Governors from changing WDA boundaries. However, the state might want to consider incentives to encourage local areas to request consolidation.

### B. Waivers

Denis pointed out that Wisconsin participates in only one of the many waivers the U.S. DOL has approved (related to service providers for individual training accounts). The Department has approved a high number of requests; it uses the waivers to address what it considers deficiencies in the WIA legislation.

## VII. Joyce Foundation Shifting Gears Grant

Gleason provided a brief overview of the "Shifting Gears" grant proposal, which was submitted to the Joyce Foundation. The proposal is a result of very good interagency cooperation; DWD and the WTCS are very optimistic that the proposal will be favorably received and funded. The "career pathways" approach detailed in the proposal will fundamentally change how Wisconsin does business in the workforce development area.

There being no further business, the meeting was adjourned at approximately 10:40 a.m.



**COUNCIL ON WORKFORCE INVESTMENT**  
**Strategic Direction for 2005 Through 2006 and Key Accomplishments**

<p align="center"><b>VISION</b></p> <p>Wisconsin invests in its people to provide <i>QUALIFIED WORKERS FOR QUALITY JOBS</i>, delivering these investments through an:</p> <ul style="list-style-type: none"> <li>❖ Effective and agile workforce investment system that provides career-ladder opportunities</li> <li>❖ Resulting in a highly educated, skilled and motivated workforce,</li> <li>❖ For a vibrant, globally-competitive economy,</li> <li>❖ And an exceptional quality of life for Wisconsin's citizens.</li> </ul>	<p align="center"><b>MISSION</b></p> <p>The CWI provides strategic leadership to Wisconsin's workforce investment system by advising the Governor on:</p> <ul style="list-style-type: none"> <li>❖ Preparing the workforce for the future</li> <li>❖ Supporting the changing workplace, and</li> <li>❖ Ensuring state and regional success.</li> </ul>	
<p align="center"><b>GOALS</b></p> <ol style="list-style-type: none"> <li>I. Identify existing and future regional workforce and skill needs</li> <li>II. Support effective regional strategies to align the supply of qualified workers with the emerging demand</li> <li>III. Upgrade the demand to advance a high-wage, high-growth economy</li> <li>IV. Target resources to key growth industries in different regions of the state</li> <li>V. Ensure a comprehensive, effective and accountable workforce development system to deliver the education and training services to achieve the vision</li> </ol>		
<p align="center"><b>Objectives</b></p>	<p align="center"><b>Strategies</b></p>	<p align="center"><b>2005-2006 Accomplishments</b></p>
<p><b><u>Objective A- Workforce Information</u></b></p> <p>Improved statewide and regional information (and methods for its ongoing collection and distribution) about workforce preparation and skill needs, employer demand, and industry/occupational growth, in forms readily usable in public and private decision-making. (<i>Workforce Strategies Committee</i>)</p>	<p><b><u>Strategy 1:</u></b> Identify skill gaps facing current employers and workers in established industries/occupations.</p> <p><b><u>Strategy 2:</u></b> Identify additional data needs at the regional level to assist in economic development, education and workforce planning.</p> <p><b><u>Strategy 3:</u></b> Develop techniques and mechanisms to quickly identify state and regional opportunities.</p> <p><b><u>Strategy 4:</u></b> Develop ways to communicate new opportunities in order to encourage well educated and highly skilled workers, particularly those trained in Wisconsin, to remain in Wisconsin.</p>	<p><u>Policy</u></p> <ul style="list-style-type: none"> <li>○ Recommended uses for U.S. DOL Labor Market Information Grant funds</li> </ul> <p><u>Projects</u></p> <ul style="list-style-type: none"> <li>○ Developed Regional Metrics Benchmarking Initiative in partnership with DWD Office of Economic Advisors – final implementation in Dec. 2006</li> </ul>

Objectives	Strategies	2005-2006 Accomplishments
<p><b><u>Objective B - Workforce Preparation and Support</u></b></p> <p>Advance and enrich lifelong learning for Wisconsin citizens through innovative PK-16 education and employer-based training systems, with special attention to under-served and special-needs populations. (<i>Workforce Strategies Committee</i>)</p>	<p><b><u>Strategy 1:</u></b> Maximize the development, effectiveness, and use of distance education technology.</p> <p><b><u>Strategy 2:</u></b> Provide for a workforce preparation system that is more flexible and responsive to economic needs.</p> <p><b><u>Strategy 3:</u></b> Transition to a career development system that is transparent, accessible and has the capacity to meet the needs of a diverse citizenry and workforce.</p> <p><b><u>Strategy 4:</u></b> Strengthen access and articulation to post-secondary education and work, such as recommended in the COBE (Committee on Baccalaureate Expansion) Report.</p>	<p><u>Policy</u></p> <ul style="list-style-type: none"> <li>o Recommended support for COBE report</li> </ul> <p><u>Projects</u></p> <ul style="list-style-type: none"> <li>o Funded South Central Distance Learning Project (\$100, 000 through CWI Special Innovations Projects)</li> <li>o Funded Southwest Technical College study on impact of services on dislocated workers from Advance Transformer (1996 plant closing)</li> <li>o Recommend funding of WIA Dislocated Worker Rapid Response Projects (Dislocated Worker Sub-Committee)</li> </ul>
<p><b><u>Objective C - Targeted Regional Priorities</u></b></p> <p>Increased opportunities for innovative regional partnerships that support career opportunities and advancement in key occupational sectors. (<i>Workforce Strategies Committee</i>)</p>	<p><b><u>Strategy 1:</u></b> Identify/pursue job creation methods and workforce education and training models to maximize career advancement opportunities in existing regional industry sectors.</p> <p><b><u>Strategy 2:</u></b> Identify, support and disseminate successful models of public-private cooperation for implementing industry-driven education and training for both future and incumbent workers.</p> <p><b><u>Strategy 3:</u></b> Support multilateral regional networks/partnerships (of business, labor, education and economic development and workforce development agencies) for cultivating high-growth, high-wage industry occupations appropriate to each region.</p>	<p><u>Policy</u></p> <ul style="list-style-type: none"> <li>o Recommended support for WTCS Advanced Manufacturing Solutions Initiative</li> <li>o Endorsed statewide MSSC certification system implementation</li> </ul> <p><u>Projects</u></p> <ul style="list-style-type: none"> <li>o Development and funding of GROW I and GROW II Initiative (\$965,000)</li> <li>o Funded RAMAC Advanced Manufacturing Project (\$100,000 through CWI Special Innovations Project)</li> <li>o Funded MSSC certification system implementation (\$100,000).</li> </ul>
<p><b><u>Objective D - Service Delivery System</u></b></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><b><u>Strategy 1:</u></b> Advise the Governor on a vision for Wisconsin's Job Center system.</p> <p><b><u>Strategy 2:</u></b> Establish a clear mission for workforce development areas and regional economic-driven workforce related activities.</p> <p><b><u>Strategy 3:</u></b> Develop high-level performance based scorecard on workforce system effectiveness.</p> <p><b><u>Strategy 4:</u></b> Provide guidance, identify needs and changes to meet vision.</p>	<p><u>Policy</u></p> <ul style="list-style-type: none"> <li>o Recommended vision and strategies for improving the state's workforce investment system</li> <li>o Recommended strategies to improve Milwaukee's workforce investment system</li> </ul> <p><u>Projects</u></p> <ul style="list-style-type: none"> <li>o Funded Milwaukee Workforce Investment Landscape Assessment (\$60,00)</li> <li>o Developed and funded workforce investment system staff development credentials program (\$33,000 over two years)</li> </ul>

Objectives	Strategies	2005-2006 Accomplishments
<p><b>Objective E - Coordination and Collaboration</b> 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><b><u>Strategy 1:</u></b> 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><b><u>Strategy 2:</u></b> Develop strategies for strengthening communications between technical colleges and WDBs.</p> <p><b><u>Strategy 3:</u></b> Identify strategic issues for accountability back to state.</p> <p><b><u>Strategy 4:</u></b> Develop high level performance-based scorecard on workforce system effectiveness.</p> <p><b><u>Strategy 5:</u></b> Guide state level planning measures and coordination focused on strategic issues.</p>	<p><u>Policy</u></p> <ul style="list-style-type: none"> <li>○ Reviewed/commented on WIA two year plan, Job Center system criteria, and WIA Incentive Award Proposal</li> </ul> <p><u>Projects</u></p> <ul style="list-style-type: none"> <li>○ Developed and funded WDB Leadership Development through WFA Leadership Assessment and Follow-up (\$31,000 over two years)</li> </ul>
<p><b>Objective F - Maximizing Resources</b> 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><b><u>Strategy 1:</u></b> Disseminate best practices for maximizing resources.</p> <p><b><u>Strategy 2:</u></b> Identify "road blocks" from surveys and recommend strategies to address them.</p> <p><b><u>Strategy 3:</u></b> Review performance of WIA and target funding for performance awards, technical assistance and training.</p> <p><b><u>Strategy 4:</u></b> Establish metrics to measure the value of funds for infrastructure system support and workforce program gaps.</p> <p><b><u>Strategy 5:</u></b> Assess how to effectively infuse funds into the system.</p> <p><b><u>Strategy 6:</u></b> Explore foundation and business entities.</p> <p><b><u>Strategy 7:</u></b> Improve collaborative approaches for grant writing.</p> <p><b><u>Strategy 8:</u></b> Target resources to key areas.</p>	<p><u>Policy</u></p> <ul style="list-style-type: none"> <li>○ Developed/revised CWI funding policy and established 2006 funding priorities</li> <li>○ Letters to Wisconsin's Congressional delegation expressing concern about budget proposals related to Carl Perkins Vocational and Technical Education Act and Adult and Family Literacy Act</li> </ul> <p><u>Products:</u></p> <ul style="list-style-type: none"> <li>○ Developed initial and 2006 update of state workforce investment programs/resources inventory.</li> </ul>