

Jim Doyle
Governor

Tim Sullivan
Chair



Ron Danowski, Director
201 E. Washington Avenue, Rm. G100
P.O. Box 7972
Madison, Wisconsin 53707-7972
Telephone: (608) 266-3485
Fax: (608) 261-8506
Web site: <http://www.wi-cwi.org>

Council on Workforce Investment

July 3, 2007

To: Secretary Roberta Gassman

From: Ron Danowski, CWI Designee and DET Division Administrator

On behalf of the Workforce System Development Committee of the Council on Workforce Investment, I am pleased to forward the second set of workforce development recommendations and the full report which was unanimously approved by the Committee at its meeting on June 7, 2007. The adopted motion, moved by Representative Zepnick, was to forward the second set of recommendations to you "to be incorporated into any workforce development plan sent to the Governor."

As you know, this set of recommendations builds on the first set of recommendations which were submitted to Governor Doyle in April 2006. The committee has been working over the past two years on recommendations that will help strengthen both the Milwaukee workforce system and the State of Wisconsin. They are pleased to see the progress in Milwaukee and are also looking forward to working with you and the Governor to make improvements in the system to better meet job seeker and employer needs.

Thank you for considering the work that has been done by the Workforce System Development Committee.

cc: CWI Members

Workforce System Development Committee
Recommendation Set # 2

This second set of recommendations was approved by the Committee in June 2007. They enhance and refine the original set of recommendations from the Committee, adopted by the Council on Workforce Investment, and forwarded to the Governor in April 2006. (Attachment A)

Vision

Increase participation for job seekers and employers in a sustainable, comprehensive, training and employment system with streamlined administrative roles at the state and local levels and accountability for continuous improvement and public transparency.

Guiding Principle

A systemic, consistent state-supported job center infrastructure system must have sufficient velocity to move the customer through the system with optimal effectiveness to ensure appropriate services and training to match the needs of the private sector for job placements. Ultimately, leading to family sustaining wages with career paths that coincide with labor market employment projections for continued economic growth in Wisconsin.

The major themes from public input that helped focus the recommendations:

- Define "system" as a single unit and begin to put that system into all operational activities;
- Develop incentives to fully engage all workforce partners with Workforce Development Boards;
- Establish strategies for private sector participation to increase job placement and retention.

I. Recommendation

Define the workforce infrastructure "system" as a single unit. Then, roll out that "single system" into all operational activities beginning with a seamless, single front-end process for all customers.

II. Recommendation

Establish measurable goals of the One-Stop system with an annual accountability process to:

- II. A. Provide incentives for the Workforce Development Boards (WDB) 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 twenty-four hour response window. Provide consistent funding to support baseline and additional infrastructure growth.**
- 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.**

III. Recommendation

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.**
- 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:**
 - 1. 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.**
 - 2. Requesting a waiver from the Department of Labor to eliminate the 50% employer contribution for Workforce Investment Act (WIA) on-the-job training and customized training.**
- III. C. Improving the model for WDBs 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 employment agencies that have the pulse of the regional economy and employers.**
- III. D. Creating other incentives for job seekers to get through "the system" and effectively participate in self-sufficient employment.**

Suggested Strategies to Implement the Second Set of Recommendations

Strategies for Recommendation I

- I. A. Strategy: Form a workgroup of field line staff to develop a front-line protocol that would include general information on all job center services and programs for potential customers and design a front-end triage assessment for all customers. Members of this workgroup would also include key partners that may not be located in job centers such as the County Veterans Service Officers. To step-off this strategy, the Committee's Subgroup would identify the charge, outcomes and composition of this workgroup.
- I. B. Strategy: Assess existing models and identify the best means, including electronic access, for providing general program information and services beyond WIA Title I to all customers.
- I. C. Strategy: The front-line protocol needs to be designed (1) to ensure that referrals are being made correctly and that customers are able to timely and efficiently access resources, and (2) with a tool for feedback and accountability in order to determine if the system is working.
- I. D. Strategy: To continually coordinate sharing of information, develop ongoing training so that staff remain current on program/service availability, including those external to the job center.

Strategies for Recommendation II

- II A.1. Strategy: The Governor directs the state agencies that are responsible for administering WIA mandatory partner programs to participate in the funding of the job center infrastructure for ongoing sustainability, effective with the program year that begins on July 1, 2007, and beginning with the ten Department of Workforce Development (DWD)-administered programs.
- II. A. 2. Strategy: DWD will review all WIA Title I required partner's ability to equitably participate in the infrastructure costs per each program's regulatory parameters. DWD and partner programs at the state level will identify federal requirements that could limit participation in funding and possible flexibility in the interpretation and application of these federal limitations. For programs that expressly prohibit a financial contribution, DWD and partner programs will discuss other roles for participation in the infrastructure.
- II. A. 3. 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 infrastructure.
- II. A. 4. Strategy: WIA Local Plan Guidelines must include progress of partner participation to ensure a one-stop system of all WIA mandatory partners.
- II. A. 5. 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. 6. Strategy: DWD will identify successful alternative delivery models.
- II. A. 7. Strategy: Submit program waiver requests and recommendations in federal employment and training programs' legislation to support the Council on Workforce Investment (CWI) recommendations.
- II. A. 8. 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. 1. Strategy: DWD will 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 will provide technical and financial support via WIA state set-aside dollars for regional planning.
- II. B. 3. Strategy: Ensure CWI's meaningful input in the development of 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 will review the Wisconsin Technical College's Vocational State Plan as part of the WIA Act requirements.

Strategies for Recommendation III

- III. A. 1. Strategy: Incentives for employers to hire job center customers must be systemically implemented and include options such as 90-day trial periods, short-term apprenticeships, and innovative models.
- III. B. 1. Strategy: Increase employers' knowledge about 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 (DWD, Vocational Rehabilitation, 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: Provide employers with on-site 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.
- 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.
- 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 directly involved in training 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 being provided directly by 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.

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, and (4) assist in implementing the Ad Hoc Committee's training recommendations.

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

Brief Discussion of Recommendations

I. Recommendation

The strategies for this recommendation are an effort to have direct customer service delivery staff design a front-line protocol of entrance in order to efficiently serve all customers. While it is understood that such a protocol will vary by job center (urban or rural), the job center system needs to present itself in a common, business-like fashion. There needs to be consistent, user-friendly tools to access information and receive services. 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). Examples that were discussed included the electronic self-assessment tool used in the Waukesha-Ozaukee-Waukesha WDA and the Department of Health and Family Services electronic self-screening tool for potential program(s) eligibility. Finally, there was consideration to have as part of an outcome for this recommendation, a flow chart of the current process for customers with the steps they have to go through for all 17 WIA partner programs per job center, and a vision and timetable for minimizing the customer "hoops".

II. Recommendation

A reasonable service delivery expectation is that if a customer cannot be assisted during his/her first job center/on-line visit, a 24-hour response time by the partner(s) should be in place, rather than having the customer return to the job center multiple times. The WIA local plan process has been used as the collaboration tool for establishing such referrals and service delivery collaboration. However, the Committee identified the need for DWD to provide ample time and clear guidance on one-stop partner participation for the local negotiation process in order to have meaningful, operational Memoranda of Understanding. Additionally, the local planning process should reflect the broad statewide objectives and allow the local regional areas to design their own innovative strategies to meet those objectives. The emphasis needs to be on increasing the effectiveness of service delivery, reducing physical costs, and eliminating duplication of services. Attachment B identifies the current WIA required partners for the Memorandum of Understanding and DWD's Comprehensive Job Center criteria for partner participation.

Second, it is vital for the state to earmark base operating costs for the Comprehensive Job Centers and provide consistent funding for the workforce infrastructure and program partner participation. Broadening the scope of service delivery beyond WIA Title I would also aid job seekers, as well as potentially increasing financial/in-kind efforts. For example, collaboration with the Aging and Disability Resource Centers could identify resources to offer benefits counseling and/or work incentives planning and assistance training to job center staff. Attachment C identifies the elements that need to be included in

the state's definition of "infrastructure." Attachment D is an example from a Congressional WIA reauthorization proposal that would introduce phase-in state level financial infrastructure support by program.

Finally, the Committee emphasized the issue of accountability as key to validate successful service delivery and identification of needed system improvements. The Committee will be working on their last action step related to a measurable infrastructure assessment tool: "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, and also to be published."

III. Recommendation

Strategies in these recommendations loop back to the first recommendation: An understandable system that effectively serves people throughout the entire process which results in job skills to match employers' needs. There is a vital need to have job centers engage employers and adequately assess people's soft skills and job skills for appropriate training. Attachment E lists the skill gaps of the labor pool and WIA participant data. Attachment F summarizes the recent WIA Title I Employer Survey.

Process and Background

The standing committees of the CWI developed objectives and strategies in 2005 based on their mission statement, Governor Jim Doyle's Executive Order and the WIA mandated responsibilities of the State Board. As part of the research and fact-finding phase, the CWI's Committee on Workforce System Development garnered input from state agency representatives, policy makers at the local level and service delivery staff from across the state; surveyed the 11 WDB Executive Directors, private-sector Chairs and the Chief Local Elected Officials; conducted a Job Center Roundtable Listening session with workforce program partners on "how to design a successful, flexible and efficient system from a blank sheet of paper," and held meetings at five job centers across the state. The Committee formulated action steps related to their strategies, then drafted a paper with recommendations to implement the first priority action step. The first set of recommendations were adopted by the CWI at the March 16, 2006, meeting and forwarded to the Governor in April 2006. Those four high-level recommendations were based on the following vision: "Combine all of the WIA required partner agencies under one governing organizational umbrella and one funding structure, with the intent to create a common direction and improved system efficiencies all the way through to the regional and local level."

Recommendations in this report are consistent with that earlier vision, and augment in further detail the necessity for a coordinated system that ensures the effectiveness of each program individually, as well as collaboratively, with the job center infrastructure in order to appropriately serve employers and job seekers. The process for this second set of recommendations began in May 2006 with the introduction of preliminary draft recommendations for Committee discussion. Through the summer, input was garnered from multiple stakeholders on the preliminary ideas:

- Comments were received from Wisconsin Manufacturers and Commerce, Workforce Development Board Directors, Presidents of the Wisconsin Technical Colleges, one Human Services field staff, and DWD managers administering the Vocational Rehabilitation, Dislocated Worker, Unemployment Insurance, Veterans, Job Service and Refugee programs.
- The Committee modified recommendations and strategies accordingly, and, due to partners' comments, the Committee placed on the back burner "Recommendation IV."
 - (a) Redesign the Workforce Development Areas to coincide with the seven regional economic areas and
 - (b) Continue to fund state workforce initiatives aligned with the seven regional economic areas, and require coterminous boundaries, where feasible, for activities of other major state initiatives such as the Medicaid Infrastructure Grant." Stakeholders continued to actively participate in Committee and subgroup meetings to help develop this report (Attachment G).

In addition to the above-referenced activities, the Committee conducted other activities including:

- Presentations and discussions with DWD labor market analyst on regional strategies.
- Presentations on WDBs' services to businesses and staff credentialing efforts.
- Reviewed:
 - Development Report Card for the States*, Corporation for Enterprise Development;
 - Strategies for Streamlining Workforce Development Programs to Improve Performance*, Employment and Training Administration;
 - Strategies for Integrating the Workforce System: Best Practices in Six States*, Social Policy Research Associates;
 - Grow Wisconsin* economic development initiatives and CWI-funded *Grow Wisconsin* grants;
 - Workforce Innovation in Regional Economic Development Initiatives and Wisconsin's Regional Industry Skills Education Initiative;
 - Baldrige Express Grants on continuous improvement efforts;
 - Department of Commerce regional areas;
 - Wisconsin's *WIA State Plan 2005-2007* and WIA Congressional Reauthorizations;
 - Local and state WIA Title I performance information;
 - Department of Labor state waiver approvals; and
 - History of Wisconsin's Job Center standards and workforce development area changes.

ATTACHMENT A

First Set of Recommendations Approved by the CWI and Forwarded to the Governor April 2006

Vision

Combine all the WIA required partner agencies under one governing organizational umbrella and one funding structure, with the intent to create a common direction and improved system efficiencies all the way through to the regional and local level.

Recommendation 1

The Department of Workforce Development administers 10 of the 17 required partner programs. We recommend a first step toward the vision is to create a consolidated organizational structure to govern these programs and hold them all accountable to support the vision of a One-Stop model down to the regional and local levels.

Recommendation 2

Streamline the funding process.

We recommend that the Governor communicate to Congress, the State Legislature, and all involved federal departments that we need to have new laws/reauthorizations begin to fit together the array of programs to provide efficiencies in the administration of and service delivery for customers.

Specific areas for co-program coordination include:

- (a) create one planning and funding cycle,**
- (b) consistent reporting criteria,**
- (c) consolidated application process across programs for customers and**
- (d) consistent performance measures.**

Recommendation 2a

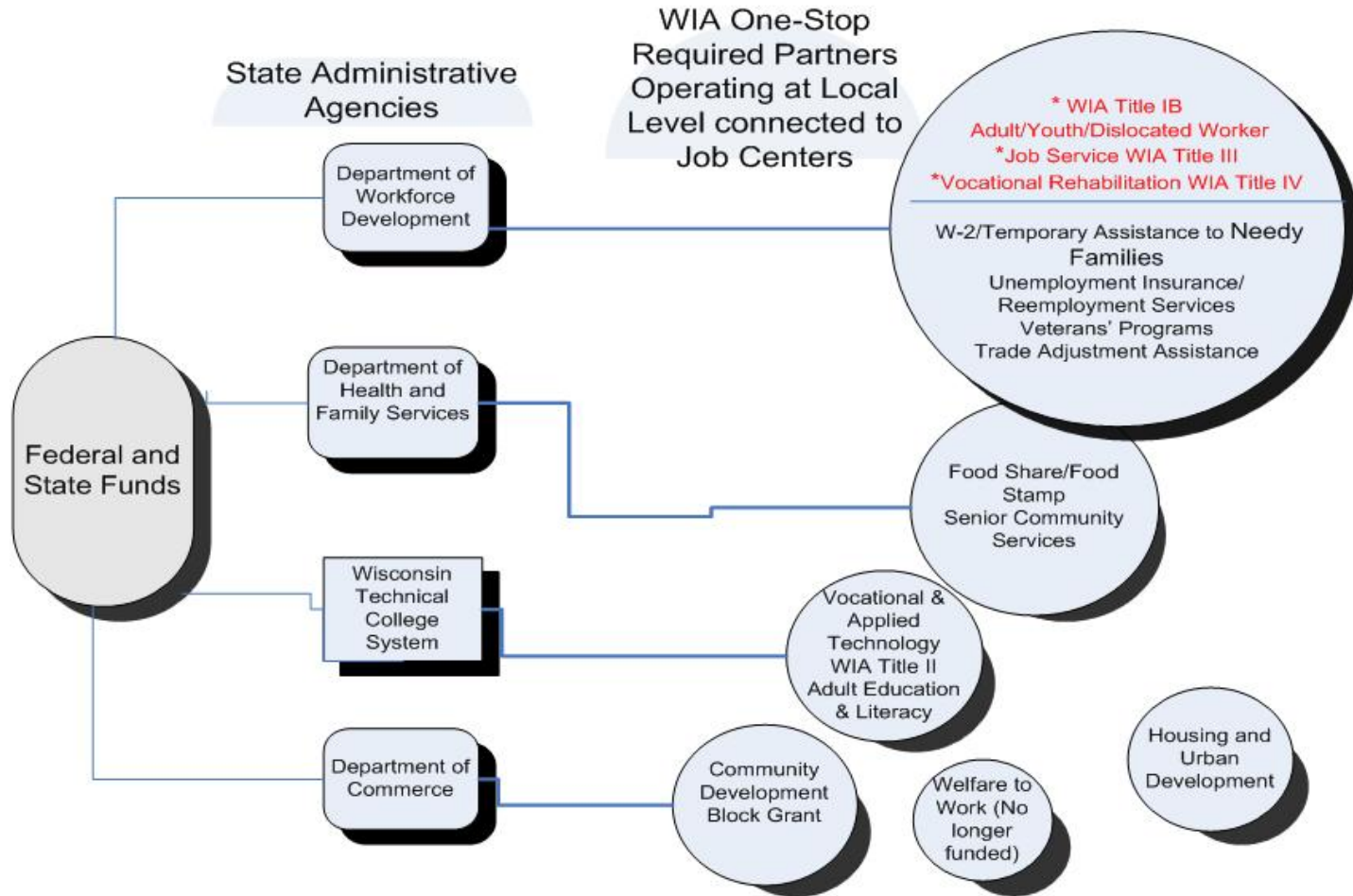
We also propose an interim step for streamlining the funding process – Begin with the Governor directing the DWDs program administrators to negotiate common waiver requests to their federally funded agencies for the purpose of program efficacy within a fluid, coordinated One-Stop system.

Recommendation 3

Create sustainable financial support for the One-Stop infrastructure.

We recommend another first step as the Governor direct his Cabinet and all accountable agencies to (a) create financial incentives for One-Stop participation and involvement; (b) design a "fair share" allocation method among all of the state-administered workforce training and employment placement programs; (c) develop a measurable scorecard to create accountability within the infrastructure.

ATTACHMENT B



* WIA Title I December 29, 2005, DWD Guidelines required these three programs' staff to be physically housed at Comprehensive Job Center 100 percent of the time it is open.

DWD Guidelines allowed the locals to choose at least four of the other program partners (listed in black) and be physically housed at Comprehensive Job Center 50 percent of the time it is open.

ATTACHMENT C

Proposed Definition and Elements for Infrastructure Definition

Detail was derived from subgroup discussion and WDB Executive Director's survey 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 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., Unemployment Insurance 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)
- Costs of parking, signage and maintenance, including required disabled parking
- Partner website creation/maintenance
- Marketing to job center customers (job seekers and employers)
- General signage costs at job centers
- Leasing/purchasing common furniture
- Purchase and maintenance of public telephones (e.g., TTY and UI call-in)
- Common health and safety equipment and communication
- Updated inventory/resources of related programs in the area with contact names/numbers/websites and referral mechanism
- Common office supplies, purchases and maintenance (e.g., photocopying)
- Utilities: common HVAC, trash removal and other maintenance costs
- Common IT costs
- Common payroll time

Level Two

- Core computer skills training
- Tier approach for occupational training to consolidate efforts with Technical Colleges, WIA funds and W-2 resources
- Occupational/work site training for participants from various programs
- Interview skills, Life skills, financial literacy and other common workshops among programs
- English as a Second Language courses
- Work Incentive Counseling
- Joint marketing and targeted employer outreach
- Cross-program support services (e.g., transportation, child care)
- Assessment testing of basic skills, and interests to determine appropriate training or job placement
- Benefits Counseling
- Other shared services

ATTACHMENT D

Proposed phase-in at the State level to support the One-Stop Infrastructure
From Congressional WIA Reauthorization Proposal

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%

ATTACHMENT E

Skill Gaps of Labor Pool

According to DWD's Labor Market Analysts, from now until at least 2014, Wisconsin is most likely to experience the largest skill gaps in:

- (1) reading comprehension;
 - (2) active listening;
 - (3) speaking;
 - (4) writing; and
 - (5) critical thinking.
- Significant skill gaps will also likely exist in 13 other skills as illustrated in the following table.

Skills with the Largest Skills Gaps		
Skill	Skills Gap Index	
	2005-2007	2004-2014
Reading Comprehension	100	100
Active Listening	97	97
Speaking	94	94
Writing	91	91
Critical Thinking	89	89
Active Learning	83	86
Instructing	80	83
Learning Strategies	86	80
Monitoring	74	77
Coordination	77	74
Social Perceptiveness	71	71
Time Mgmt	69	69
Judgment and Decision Making	66	66
Service Orientation	57	63
Complex Problem Identification	63	60
Mathematics	60	57
Persuasion	54	54
Equipment Selection	51	51

WIA Title I Participant Data

What percentage of adult job seekers, who received staff-assisted services at the Job Centers, and exited between October 1, 2004, and September 30, 2005, got hired? 75.3 %

In the WIA adult program, participants are typically low income (80%), single parents (42%) and African-American (36%). These participants are also the least likely to obtain and retain employment after exiting from the program.

In addition, among all adults being served in the WIA Title I program, there continues to be a wage gap by gender as noted below.

Comparison of Sixth Month Average Earnings by Gender			
PY03		PY04	
Male	Female	Male	Female
\$10,366	\$8,640	\$10,989	\$9,311

ATTACHMENT F

Employers' Comments from the WIA Employer Survey 2006

Below are the common themes and sample comments from employers who utilize the job center system. Specifically, regarding job orders, employers expressed concern about the quality of applicants to meet the needs of the job and the quality of people's hard and soft skills.

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.

ATTACHMENT G

CWI Workforce System Development Committee Members, Staff, and Other Participants

Members of the Workforce System Development Committee are from the private sector as well as persons from a number of state agencies who are familiar with many of the workforce programs and collaborative efforts:

Christopher Ruud, Private sector business Co-Chair; Ruud Lighting
Tina Koehn, Public sector Co-Chair; United Migrant Opportunity Services
Fred Ellen Bove, Department of Health and Family Services (Replaced by Karen Timberlake, May 2007)
Thomas Burse, Buveck Consultants/Construction Managers
Bill Clingan, Department of Workforce Development (Replaced by Ron Danowski, March 2007)
Kathleen Drengler, Greenheck Fan Corporation
Susan Hatch, Hatch Staffing Services (New member, January 2007)
Donald Rouse, Kohl's Department Store
John Scocos and Andrew Schuster, Department of Veterans Affairs
Georgann Stinson, General Converters and Assemblers, Inc. (Resigned, January 2007)
Representative Josh Zepnick, Wisconsin Assembly 9th District

Workforce System Development Committee staff:

Pamela O'Brien, Department of Workforce Development
Mary Pasholk, Department of Workforce Development
Linda Williamson, Department of Workforce Development

Active, Ongoing Participants:

Theresa Barch, W-O-W WDB and WAJTE
Sally Cutler, North Central Wisconsin WDB
Mark Kessenich, Milwaukee PIC
Michael Mortell, W-O-W WDB
Francisco Sanchez, W-O-W WDB
Steve Terry, Northwest CEP
Western Wisconsin WDB - Workforce Solutions
South Central WDB
Fox Valley WDB
Southwest Wisconsin WDB
Bay Area WDB
Southeastern Wisconsin WDB
West Central Wisconsin WDB