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# Council on Workforce Investment

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## WORKFORCE STRATEGIES COMMITTEE ~ TELECONFERENCE

Friday, April 28, 2006  
2:30 - 4:00 p.m.

### AGENDA

- I. Call to Order and Introductory Remarks
- II. Approval of December 9, 2005 Meeting Minutes (**For Action**)
- III. Regional Initiatives
  - A. Update on regional metrics
    1. Revisions to the metrics document
    2. Status of the comments process
    3. Next steps
  - B. Update on GROW grants
    1. Summary of 1st Quarter reports
    2. Overview of April 4 Leadership "Roundtable"
  - C. GROW II
    1. Priorities/Principles in Planning GROW II
    2. Sectors and GROW II  
*Discussion question: To what extent (and how) should the next round of GROW grants encourage sector-based strategies in the various regions?*
- IV. CWI and the Advanced Manufacturing Sector
  - A. Brief recap of recent CWI and committee discussions of "Advanced Manufacturing Solutions," and overview of other state or local efforts
  - B. Options for CWI initiatives related to the advanced manufacturing sector  
*Discussion questions: How can CWI promote workforce development efforts in advanced manufacturing that will both meet employer needs and offer measurable returns on investment in such efforts? How can the CWI best contribute and add value to current state efforts?*
- V. Future Aspen Institute Presentation on Business Value Assessment
- VI. Wrap-up and Agenda/Discussion Items for June 16 Meeting
- VII. Adjourn

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Interested parties may attend the meeting in person at the State Labor Building (GEF 1), Room A 415. 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.

**COUNCIL ON WORKFORCE INVESTMENT**

*(Draft Pending Approval)*

**WORKFORCE STRATEGIES COMMITTEE**

December 9, 2006 -- Madison, Wisconsin

**Meeting Minutes**

**Members Present:** Barbara Fleisner (serving as acting chair); Kay Moormann (for Dan Clancy, WTCS), William Chaudoir, John Wagnitz (for Sen. Dave Hansen), Susan Hatch, John Heyer, James P. Hill, Erica Kauten, Ellen Holt, Norma Tirado, Joan Wilk

**Members Absent:** Lee Rasch, Dean Welch, Rodney Copes, Jewel Currie, Elizabeth Burmaster, Sen. Joe Leibham, Xiong Lo, Kent Olson, Mark Reihl, Patrick Schillinger

**CWI Staff Present:** Fred Bartol, Sheryl Billups, Sue Gleason,

**Others Present:** Jessalyn Frost (DWD/DWS)

**Key Discussion Issues**

Barbara Fleisner, serving as acting chair, called the meeting to order at approximately 12:45 p.m. John Wagnitz moved approval of the minutes of November 29; Ellen Holt seconded the motion and it passed unanimously.

**I. Presentation -- Strategies to Respond to Healthcare Workforce Needs**

Norma Tirado provided an overview of the healthcare workforce shortage and efforts by the Select Committee on Healthcare Workforce Development, Department of Workforce Development, and selected regional efforts to address this shortage. Among the points discussed were:

- The aging population overall, as well as the aging of the current healthcare workforce, are key factors contributing to the healthcare worker shortage.
- The greatest job growth in healthcare is registered nurses; a critical need is for instructors, who are on average older than registered nurses overall. Other healthcare fields are also growing, for example "Rad Techs" and "Surg Techs". The technical college system has responded to the extent that the state is expected to have enough "Rad Techs".
- A variety of regional efforts are underway to address the worker shortage, including efforts in the Northeast Area (Fox Valley), which has created a Health Care Alliance and is doing a demographic survey among other things to identify current and future needs and working with the technical colleges to create needed programs.

**II. Regional Metrics Project**

Fred Bartol provided an overview of implementation issues and process for the Regional Metrics Project. Committee discussion focused on external review and comment and the measures suggested in the paper.

- Review and comment. Members noted the need for comprehensive review to obtain broad buy-in and ensure the CWI did not duplicate regional efforts now underway. They also noted the need to clarify who the audience is and the potential differences in approach that may be needed (passive/general audience versus proactive/targeted audience). One suggestion was to present the paper and obtain feedback at the Governor's Economic Development Conference. Committee members also noted the need to clarify the purpose of the metrics, e.g., standardization, benchmarking, best practices, etc., before the paper is distributed.
- Measures: Members suggested that other state level metrics be reviewed (e.g., Taxpayers Alliance/Competitive Wisconsin), noted possible additions to the list of indicators (e.g., entrepreneurial growth, insurance coverage or some other type of health care indicator, etc.), and the need to keep the number of measures reasonable and manageable.

"Next steps" for the Committee included: clarifying purpose, clarifying audience, and review/incorporating suggestions into the list of indicators. The revisions could then be sent to the full CWI for input before making it broadly available for review/comment.

### III. Workforce Information Grant

Sheryl Billups briefly reviewed the options for CWI participation in helping the DWD gather information for assessing current and planning future activities under the Workforce Information State Grant. Options ranged from offering suggestions about potential venues for DWD staff to solicit views from business/others to a more active role (hosting listening sessions or focus groups). Members noted that it would be important to educate those whose feedback is requested. Consensus emerged that DWD should focus efforts around linking to events already planned. Members emphasized that to obtain meaningful feedback, DWD staff would need to educate the targeted audience first. Members suggested that contacting the planners for the WEADA conference would be an important first step.

### IV. Advanced Manufacturing Solutions and CWI Role

Fred Bartol reviewed previous Committee actions to endorse the WTCS Advanced Manufacturing Initiative and to request that the Council charge the Committee with identifying ways the CWI could support the AMS effort. The Committee then began considering the list of potential activities, ranging from those linking specifically to the AMS initiative to actions that took a broader perspective. These include activities that could link current CWI efforts (e.g., GROW grants, Job Center coordination) and/or could be organized around an industry cluster approach (manufacturing) that incorporated other areas of Committee interest (e.g., career education summit focused on manufacturing, work place learning centers, youth apprenticeship, school-based career education programs, etc.) In reviewing the first few options, Committee members raised questions about what role the WTCS saw for the CWI in its AMS efforts. Members suggested that this be addressed before the Committee took further action. Members also suggested bringing the issue to the full Council for discussion.

There being no further action, the meeting was adjourned at approximately 2:00 p.m.

## Proposed guiding principles for planning “GROW Grants II”

1. *GROW II projects must build on the regional partnerships already in place*
  - No distinction between “new” versus “existing” partnerships—all will be competing as “existing” partnerships
    - Partnerships must encompass the entire region
    - Partnerships must include all required partners
  - No new regional formations except for (if justified):
    - Additional out-of-state counties
    - Combinations of current one-WDB GROW regions
  
2. *GROW II will see a general shift in funding emphasis:*
  - Less emphasis on partnership building—except for targeted, strategic expansions/recruitment of new partners
  - Less emphasis on initial strategic planning: a solid strategic plan will be a prerequisite
  - More focus on plan implementation through specific projects
  
3. *GROW II will be a more competitive process*
  - There is no guarantee that all projects will be funded
  - Last year’s starter projects must demonstrate significant progress in moving beyond foundation-laying
  - Last year’s full-funded partnerships will need to propose targeted projects taking their partnerships to new levels or in new directions
  
4. *Competition for GROW II funding will favor projects offering demonstrable “value added” in the following areas:*
  - Firm grounding in data-driven regional strategic analysis, based on development and application of regional metrics and other tools
  - Clear strategic vision indicating competitiveness for other regional funding and grant programs besides GROW
  - High-quality sector-development strategies (beyond mere “targeting” of certain industries)
  - Strong and substantive business engagement and close alignment with economic development efforts
  - Substantial matching funds and clear, specific, and plausible plans for leveraging local resources for long-term sustainability

**Council on Workforce Investment**  
**WORKFORCE STRATEGIES COMMITTEE**  
April 28, 2006

**Discussion Paper: Advanced Manufacturing As Committee Focus Area**

The CWI Workforce Strategies Committee has focused attention on industry sectors to advance its strategic objective "to increase partnerships supporting career opportunities and advancement in key occupational sectors." The Committee has also committed to strategies to pursue job creation methods and workforce education and training to maximize career advancement opportunities in industry sectors and to support public-private sector cooperation in implementing industry-driven education and training.

The Committee has engaged in learning opportunities related to industry clusters and career clusters and heard presentations on state initiatives directed at specific industries, including health care and manufacturing. A recent outcome of these efforts has been the Committee's recommendation to the CWI as a whole to support the Wisconsin Technical College System's Advanced Manufacturing Solutions Initiative. Related to the Committee's industry/sector strategy, the Executive Committee has recommended that a portion of the CWI's WIA State Activity Funds be used to support a projected direct to advanced manufacturing.

A key challenge for the Committee is to determine how best to build on these efforts, find and incorporate new information as appropriate, and develop policy and/or funding recommendations with respect to manufacturing that can advance the CWI's objectives.

**Advanced Manufacturing Defined and Governor Doyle's Grow Wisconsin Plan**

The National Council for Advanced Manufacturing defines advanced manufacturers as follows:

*"Advanced manufacturers make extensive use of computer, high precision, and information technologies integrated with a high performance workforce in a production system capable of furnishing a heterogeneous mix of products in small or large volumes, with both the efficiency of mass production and the flexibility of custom manufacturing in order to respond rapidly to customer demands."*

This definition is reflected in Governor Doyle's Grow Wisconsin Plan focus on manufacturing, which calls on government efforts focused on "building high quality goods, with high skilled labor, in advanced technologically sophisticated factories." The Governor has identified a range of initiatives to strengthen Wisconsin's manufacturing sector, among them:

1. Creating a Manufacturing Competitive Council to make funding recommendations related to performance benchmarking, supply-chain development, new technology and product development, and lean manufacturing.
2. Designating WIA and Commerce funds for distressed communities and regions that have suffered from plant closings and high unemployment.
3. Supporting WTCS's Advanced Manufacturing Solutions efforts and Manufacturing Extension Partnership (MEP)
4. Creating an early warning system to formalize a response protocol to offer assistance and help manufacturers update (involving Commerce, DWD, WHEDA, other state agencies based on AFL-CIO, WRTP, WMEP created system).
5. Marketing Wisconsin industrial sites on-line through the Location One Information System (LOIS)
6. Investing in manufacturing, agricultural, technology clusters, with up to \$250,000 available for each cluster
7. Focusing 75% of Department of Commerce Customized Labor Training funds on manufacturing.

### Other Manufacturing-Related State/Local Activities

Two recent developments may help inform discussion about the "next steps" needed to support advanced manufacturing and development of a high-skilled manufacturing workforce.

#### **1. A Wisconsin Manufacturing Extension Partnership Study Analyzing Manufacturing Statewide and Regionally**

- Identified 43 driver industries of which 24 were statewide drivers. (Driver industries are those that sell products outside of their region, state or country and return new monies to the economy; a statewide driver is located in two or more of seven state regions).
- Found that while Wisconsin manufacturers demonstrate significant strengths, they also face several important barriers that could limit the state's readiness for competition: poor image, high taxes, inability to contain manufacturing costs, and an emerging two-tiered workforce.
- Found that while Wisconsin firms are ready to transition to a new "value added" manufacturing strategy, success is not assured. Success "will depend primarily on the performance of their leaders and employees in managing the complexities of a new global manufacturing paradigm."

#### **2. Manufacturing Skills Standards Certification System/WisPASS Initiative**

- These industry-led skill standards were developed and launched through the Manufacturing Skill Standards Council (MSSC), chaired by James McCaslin, President/COO of Harley-Davidson.
- The standards incorporate academic, employability, and occupational/technical knowledge/skill areas applicable to 14 manufacturing sub-industries. Together, they define the knowledge, skills, and performance needed by frontline manufacturing workers (including front line supervisors) in high performance, value-added manufacturing environments.
- MSSC launched the nation-wide industry-led skills, assessment and certification system in November 2005. The assessment and certification system provides assessment and credentialing in four modules leading to certification as a manufacturing production technician. MSSC expects to launch its related web-based training program in June or July 2006. A teacher training program is also expected to be available at this time.
- Milwaukee Area Technical College, through a grant from the Department of Labor, served as a pilot for development of the MSSC assessment and certification system (called WisPASS in Wisconsin). Currently, four institutions in Wisconsin are MSSC-certified assessment centers: three technical colleges (Milwaukee, Gateway, and Moraine Park) and UW Stout. MATC is continuing efforts through a second U.S. DOL grant to increase the number of assessment/certification centers and develop related curricula within the technical college system. The curriculum is expected to be available in June. MATC also has an interest in studying productivity impacts to measure "return on investment" to employers who invest in assessing, training and certifying its workforce through this system.
- Some WDBs are finding the manufacturing skill standards extremely useful in their efforts to partner with employers, using them as the basis for identifying employer-specific workforce skill needs and training strategies to address those needs.

### CWI Workforce Strategies Committee Considerations

The March 16 Workforce Strategies Committee agenda includes discussion of options for CWI activities related to advanced manufacturing. In considering the questions presented on the agenda, Committee members may want to discuss potential policy recommendations and/or project activities that could:

- Influence manufacturing productivity and demand for high wage jobs and development of a high skilled workforce.
- Enhance leadership and linkage across state agency efforts.
- Add value/expand upon AMS, MSSC or other efforts.

**DRAFT**

**State Activities That (or May) Incorporate Advanced Manufacturing Focus or Elements**

Several key state-administered programs and initiatives that include a focus on advancing Wisconsin's manufacturing industry are listed on the chart below, organized by their primary purposes. Several caveats should be kept in mind with respect to this chart: It does not represent a comprehensive list of state programs; the division of programs across the key purposes is not "clean", since some programs may address more than one purpose; most of the programs listed are not limited to manufacturing and may target other industries as well. This chart is provided as a starting point for discussion of: (a) key services supported with state resources, (b) of need for coordination of those services across programs/agencies, and (c) of service gaps that may exist. *Note: Programs with an asterisk (\*) listed under Commerce are among programs included in the Wisconsin Development Fund.*

<p><b>Workforce Improvement</b> <i>(Current/Incumbent Workforce)</i></p> <p><u>WTCSB/Tech Colleges</u></p> <ul style="list-style-type: none"><li>▪ Advanced Manufacturing Solutions</li><li>▪ GPR Grant for Workforce Advancement Training</li><li>▪ GPR Grant for Workplace Adult Education</li><li>▪ Manufacturing Skills Standards Certification Assessment/WisPASS (implemented through DOL Grant to Milwaukee Area Technical College)</li></ul> <p><u>Commerce</u></p> <ul style="list-style-type: none"><li>▪ Customized Labor Training Fund*</li><li>▪ Business Employee Skills Training*</li></ul>	<p><b>Business Development/Improvement</b> <i>(Business Development/Employer Focused)</i></p> <p><u>Commerce</u></p> <ul style="list-style-type: none"><li>▪ Major Economic Development Fund*</li><li>▪ Technology Development Fund*</li></ul> <p><u>UW Ext Small Business Development</u></p> <ul style="list-style-type: none"><li>▪ Wisconsin Entrepreneur Network*</li><li>▪ SBDC Training/Consulting Services</li></ul> <p><u>DWD</u></p> <ul style="list-style-type: none"><li>▪ Jobs and Business Development (targeted to low-income)</li></ul> <p><u>State Supported Non Profits</u></p> <ul style="list-style-type: none"><li>▪ Wisconsin Manufacturing Extension Partnership (Commerce/WTCSB)</li><li>▪ Wisconsin Forward Award</li></ul>	<p><b>Workforce Preparation</b> <i>(Potential/Future Workforce)</i></p> <p><u>DWD</u></p> <ul style="list-style-type: none"><li>▪ Youth Apprenticeship -- Manufacturing</li><li>▪ CWI Grow Grants</li><li>▪ Wagner-Peyser (Job Service) Manufacturing Industry Liaisons</li><li>▪ WIA state activity funds (also local WIA adult, dislocated worker and youth programs as determined by WDBs)</li></ul> <p><u>DPI</u></p> <ul style="list-style-type: none"><li>▪ Carl Perkins Voc Tech Ed</li><li>▪ Career Cluster Initiative</li><li>▪ Employability Skills Standards Certification</li></ul> <p><u>WTCSB/Tec</u></p> <ul style="list-style-type: none"><li>▪ Carl Perkins Voc Tech Ed</li><li>▪ Tech Prep</li></ul>
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**Information Resources**

- DWD WorkNET labor market information, career information, advanced manufacturing publications (Career Poster; Industry Perspective) -- job seeker, employer, workforce professional focus