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Council on Workforce Investment

WORKFORCE STRATEGIES COMMITTEE

Concourse Hotel
1 West Dayton -- Madison, WI
608-257-6000

December 8, 2006
10:45 a.m. to 12:30 p.m.

Agenda

- I. Call to Order and Minutes of August 3 and September 22, 2006 Meetings -- **Action**
- II. CWI Project Updates (For Information)
 - A. GROW II Implementation
 - B. Joyce Foundation "Shifting Gears"
 - C. CWI Special Innovations Projects
 - D. MSSC System Implementation
- III. Planning for the Next Year (For Discussion)
 - A. CWI Full Meeting Follow-up
 - B. Review of 2005-06 Objectives/Strategies and Key Accomplishments
 - C. Priorities for 2007
- IV. Adjourn

Meeting Materials Enclosed

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Meeting materials are posted on the CWI web site at <http://www.wi-cwi.org/>. For questions about the agenda items, 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. If you have special needs such as an interpreter or written materials in an alternative format, please contact Gloria Kirchoff at (608) 267-2191 or by email at Gloria.Kirchoff@dwd.state.wi.us.

COUNCIL ON WORKFORCE INVESTMENT

Workforce Strategies Committee

Madison, WI

(Draft Pending Committee Approval)

August 3, 2006

Members Present: Dean Welch and Lee Rasch (co-chairs), Jewel Currie, Barb Fleisner, John Heyer, Debra Malewicki, A. Kent Olson, Patrick Schillinger, John Wagnitz (for Senator Dave Hansen), Mark Reihl and by phone: Jayson Chung (for Daniel Clancy), William Chaudoir, Susan Hatch, and James P. Hill

Members Absent: Rod Copes, Elizabeth Burmaster, Ellen Holt, Sen. Joe Leibham, Norma Tirado, and Joan Wilk

Staff Present: Fred Bartol, Sheryl Billups

Guests: Heather Hinkforth (general public) and by phone: Teresa Barch and Neil Hall (WAJTE), Dale Dulberger (Milwaukee Area Technical College), and Jim Mackey (WTCSB)

Key Issue

I. Call to Order and Minutes

Co-chair Dean Welch called the meeting to order at approximately 1:10 p.m. A new Committee member, Debra Malewicki (Wisconsin Small Business Development Centers, U.W. Extension), was introduced. Ms. Malewicki replaces Erica Kauten who retired.

While waiting for other members to join the meeting, Welch opened the floor to comments from guests. Heather Hinkforth requested time to discuss her thoughts on workforce issues. She briefly explained her background and interest in speaking at the meeting. She noted that she had been the only female in a bricklayer apprenticeship. She believes the union made things difficult/closed doors and that DWD and the apprenticeship program did not aggressively enforce EEO policies/requirements. She also explained that she was representative of working single mothers and this was a group that needed attention. She encouraged the Committee to consider EEO policies and enforcement efforts as part of its policy making efforts.

Action: Upon assurance of a quorum, Welch requested action on the minutes of the April 28, 2006 Committee teleconference. Lee Rasch moved to approve the minutes; Jewel Currie seconded the motion and it passed unanimously.

II. CWI and DWD Initiatives

Fred Bartol and Sheryl Billups provided brief updates on a variety of CWI and DWD initiatives currently underway. Among initiatives discussed were the following.

A. **Healthcare Workforce Taskforce**

Bartol gave a brief update on the "Safe Lifting" grant initiative. The purpose is to encourage training in safe lifting of patients in various health care settings. \$325,000 in WIA discretionary funds had been made available for grants to health care providers; the

Department received 31 applications requesting a total of \$628,000. Letters of intent have been issued to 18 grantees for grant amounts of between \$5,000 and \$20,000, and grant agreements were now in the process of being finalized. Rick Orton of the DWD Office of Economic Initiatives is the contact for further information.

B. Project Lead the Way

Bartol provided a brief update on DWD's involvement with the "Project Lead the Way" pre-engineering program for high- and middle-schools. He noted that the Kern Family Foundation of Waukesha has been spearheading efforts to establish PLTW in schools throughout the state. DWD is now in its second year of partnering with the Department of Public Instruction to support schools implementing PLTW with Kern funds. One result of this partnership is that it gives DWD a place at the table in shaping the PLTW project statewide, particularly with regard to establishing ties between these school programs and regional Workforce Development Boards and WIA Youth Councils.

In response to questions Bartol explained that the Kern Foundation provides the bulk of the funding -- approximately \$2.3 million dollars; DPI contributes approximately \$125,000 and DWD contributes \$50,000.

C. WIA Performance Incentive Grants

Billups reported that DWD, Wisconsin Technical College System and Dept. of Public Instruction are working together to develop the guidelines that local areas will use to apply for the \$714,000 in WIA Incentive funds provided by the U.S. DOL. The projects funded through these dollars will focus on advanced manufacturing and occupational basic academic and employability skills/competencies. Career Pathways will provide the over-arching framework for projects. It is expected that guidelines will be distributed, proposals submitted and projects approved in time for a January 2007 start-up. Three projects are expected to be funded, one for each of three target groups: adult/incumbent workers, dislocated workers, and youth.

D. GROW Grants

All of the GROW regional partnerships have submitted 2nd quarter reports indicating progress on their projects. Bartol provided very brief overviews of each project, and noted that the guidelines for the second round of GROW grants went out July 10, with applications due August 25. Only current grantees were eligible for this second round; the seven current regions cover the entire state. The current plan is to evaluate proposals in time to announce grant awards at the CWI meeting on September 22. Bartol also noted that two of the regions gave presentations on their projects at the Governor's Workforce Development Conference, and the Milwaukee/Southeastern Wisconsin GROW partnership was slated to present to CWI on September 22.

During follow-up discussion on GROW, Kent Olson suggested that a detailed report on each GROW region's activities would be helpful to other regions in planning their GROW II projects. Bartol indicated that such a report was one of several steps, including a web page and the regional metrics report, that OEI planned to develop soon to provide more detailed information on the GROW grant program.

E. Regional Metrics

The list of proposed metrics had been finalized based on discussions with this committee and a public comment process. The DWD Office of Economic Advisors has produced a complete set of draft metrics for one region; OEI staff is now in the process of finalizing a report format for presenting these and those for the other 6 regions. OEA has indicated producing the numbers for those other six regions should be able to be produced fairly quickly. The plan is to try to have a draft metrics report on all seven regions ready to present at the September 22 CWI meeting. The one exception was the special metric on business "births and deaths," which CWI requested at its June 16 meeting, but will involve additional time to develop. The report format is designed to create a fairly streamlined report: for each indicator a numeric value, that value as a percentage if appropriate, and, for comparison purposes, the percentage for the US as a whole.

In discussion, members noted the need to look at metrics from the perspective of a "balanced scorecard" rather than a "report card".

F. CWI Special Innovation Grants

As announced at the last CWI meeting, three grants have been approved -- Racine Area Manufacturers and Commerce Advanced Manufacturing project, South Central WDB's Regional Distance Learning project, and Southwest WDB's Virtual Job Center Project. All three have submitted the additional information needed to proceed with grant development and have received authority to begin as of July 1, 2006 while grants are being finalized.

G. Joyce Foundation Grant

After a series of listening sessions (in which some CWI members participated), the Joyce Foundation has issued an RFP for grant proposals for "Shifting Gears" grants (up to \$1 million each for projects lasting two years) aimed at major state level policy transformations in the area of workforce development. DWD has been working with the technical college system, WAJTE, the Center on Wisconsin Strategy, DPI, the UW System and other partners to develop a proposal, and submitted a letter of intent July 21. The project concept focuses on organizing more of the state's workforce programs around a "career pathways" approach. The Department expects to hear next week whether it has been invited to submit a full proposal, which would then be due August 25. The Strategies Committee will have an important role to play in any eventual project supported by this grant.

H. U.S. DOL High Growth Job Training Initiative for Advanced Manufacturing

The U.S. DOL has issued a grant solicitation focused on advanced manufacturing. \$10 million is available nationally for grants to develop and implement innovative, industry-driven training solutions that address advanced manufacturing's critical workforce challenges. Several grants are being submitted from Wisconsin. One is a multi-state national demonstration project under the umbrella of the Manufacturing Skill Standards Council. It focuses on implementing manufacturing skill standards and credentialing in five states -- Wisconsin, Minnesota, Indiana, Ohio and California. Milwaukee Area Technical College, through their WISPASS program, is the Wisconsin partner in this project. At the request of MATC, the DWD Secretary and the CWI Chair submitted letters of support for this project.

In discussion about individual initiatives and in general, staff clarified the funding history of the GROW grants (first round with \$500,000 in 2005; second round with \$400,000 in 2006) and the CWI involvement in determining how funds will be used, including focus on advanced manufacturing (March 2006 CWI meeting). Discussion also focused on the difficulty that members have in explaining to new partners what the CWI does and what initiatives/grants it has initiated. It was suggested that staff provide members information on what regions are doing and CWI initiatives underway.

III. Strategies Committee Organization

Co-chair Lee Rasch reported that the Workforce Strategies Committee Co-chairs and Workforce System Development Committee Co-chairs have started to meet quarterly. The meetings are intended primarily as problem-solving session. Rasch noted that the Co-chairs addressed issues related to helping Committees function more effectively, particularly issues related to member participation. While noting that most members were able to attend this meeting, he offered some suggestions to consider, e.g., defining a quorum as those attending, forming a steering committee, reconfiguring membership, etc.

Jewel Currie suggested that some form of simple communication method (newsletter or other means) about what the CWI is doing and accomplishing would help members educate themselves and others about the CWI and the issues it is addressing. Among other suggestions were establishing a year long

meeting calendar, allowing proxy votes, developing a brief document/publication listing key accomplishments, and developing an "activity action" list and assigning members responsibility for following through on specific activities (short-term commitments).

IV. Committee Next Steps

A. Use of CWI Advanced Manufacturing Project Funds

Sheryl Billups briefly reviewed the Committee's previous discussions about the \$100,000 designated by the CWI for support of advanced manufacturing. While recognizing that not all committee members responded, she noted that the results of the survey of members on focus areas for use of the funds indicated support for the Manufacturing Skills Standards Council assessment, training and certification system as the top priority. Billups also reviewed staff recommendation focusing on capacity building (e.g., support for comprehensive Job Centers as certification centers, staff training, and employer education). The rationale for focusing on capacity building activities moving in this direction is that this is a new system that may not be consistently connected to the workforce development system and may not be widely understood by employers or workforce development professionals. In addition, this focus is more likely to support, rather than duplicate, other activities currently being funded to support advanced manufacturing (e.g., Workforce Advancement Training grants, Advanced Manufacturing Solutions, U.S. DOL Advanced Manufacturing grants in process, etc.).

There was considerable discussion about the standards and system, with active participation from Jim Mackey (Wisconsin Technical College System) and Dale Dulberger (Milwaukee Area Technical College). Among key issues discussed were the following:

- The importance of helping employers understand the need to/value of upgrading the skills of their workforce and how the MSSC system can help them
- Evidence that employers are interested in such a system demonstrated and that the system can make a difference by:
 - ⇒ involvement of employers in standards development (over 400)
 - ⇒ participation in pilot projects in several states (including Wisconsin) over the last two years
 - ⇒ national and state studies demonstrating the core skills/competencies that employers identify as critical and in short supply
- The need for incentives to encourage workers and employers to engage in assessment and training, particularly financial incentives for employers to support assessment and training to the standards (initially may need see some evidence of positive results before they will commit their own resources).
- Concerns about the various initiatives and resources being directed to support advanced manufacturing in the state, lack of specific results to date and need for evaluation on bottom-line business results (e.g., productivity)

Action: Barbara Fleisner moved to accept the staff recommendations; John Heyer and Jayson Chung jointly seconded the motion. The motion passed with one no vote (Kent Olsen).

B. Use of Remaining CWI Special Innovations Project Funds

Fred Bartol provided a brief background on the Special Innovation Project funds, why approximately \$100,500 of these funds were not fully allocated in the just completed solicitation process, the Committee's role in recommending alternate uses for the funds, and the staff recommendation for use of the funds. The staff recommendation suggested using the funds for a set of small "GROW Supplement" grants, that could be integrated into existing GROW projects and directed to innovations in specific areas. The two areas recommended by staff included proposals that would:

- adapt and apply state- or regionally-developed economic and workforce data to specific elements of an established regional strategy, or

- Initiate, or take specific implementation steps in, career pathway projects.

Committee discussion and comments focused on other potential project ideas, particularly ideas that might be generated from "best practice" activities already implemented or underway through the current GROW grants and the need to incorporate a clear focus and clear metrics for evaluating results. There was also discussion of how and when grants would administratively be integrated into GROW (simply added to current grants or separate grants).

Action: John Heyer moved to incorporate the funds into the GROW grants; Barbara Fleisner seconded the motion, and it passed unanimously.

In follow-up discussion, Welch requested that staff prepare a survey of potential project focus areas that could go out to Committee members as soon as possible. The survey should incorporate project activities that might be considered "best practices" of GROW regions, as well as the two ideas presented by staff. These would help the Committee determine priority areas for use of these funds; it could also offer a starting point for considering future Committee focus areas.

C. Committee Objectives and Long Term Next Steps

Billups noted that the CWI's 2005 Report to the Governor included goals and objectives that were intended to guide Council activities over the year and highlighted the three objectives assigned to the Strategies Committee. She suggested that it might be helpful for the Committee to review those objectives and their related strategies and action steps in assessing progress to date and planning future activities.

The co-chairs indicated that at its next meeting the Committee will be working to identify its work activities for the next year, as well as developing its recommendations on use of the remaining CWI Innovations project funds. To assist in that effort, he directed staff to prepare a meeting schedule for next year, the results of the survey on project ideas, and a list of all grants (with brief description). The Co-chairs also requested that staff send the Committee's 2005 objectives as part of the meeting package.

V. New Business and Announcements

Staff highlighted several upcoming events/activities of potential interest to the Committee, including:

- A orientation and training session on the Aspin Institute's Business Value Assessment, sponsored by WAJTE and the CWI, is scheduled for September 13 and 14. A small amount of funds segregated for CWI meetings (\$500) was committed to help support this even.
- The next CWI meeting is scheduled for September 22 and will be held in Waukesha
- The Governor will be designating September as Workforce Development Month again this year. Staff is looking for opportunities to highlight this in some way at the September meeting.

VI. Adjournment

There being no further business, the meeting adjourned at approximately 4:00 p.m.

COUNCIL ON WORKFORCE INVESTMENT

Workforce Strategies Committee

Country Springs Hotel ~ Waukesha, WI

(Draft Pending Committee Approval)

September 22, 2006

Members Present: Dean Welch and Lee Rasch (co-chairs), William Chaudoir, Jayson Chung (for Daniel Clancy), John Heyer, Deborah Mahaffey (for Elizabeth Burmaster); Debra Malewicki, A. Kent Olson, Mark Reihl

Members Absent: Rod Copes, Jewel Currie, Barb Fleisner, Susan Hatch, James P. Hill, Ellen Holt, Patrick Schillinger, Senator Dave Hansen, Sen. Joe Leibham, Norma Tirado, Joan Wilk

Staff Present: Fred Bartol, Sheryl Billups, Sue Gleason

Guests: Jerry Hanoski (Western WDA), Rick Orton (DWD/DWS), Paula Lampley and Leonor Rosas (UMSO), Neil Hall (WOW WDB)

Key Issue

I. Call to Order and Minutes

Co-chair Dean Welch called the meeting to order. Action on the minutes of the August 3, 2006 minutes was deferred to the next meeting.

II. Update on Current Activities

Fred Bartol provided a brief update on the CWI's Regional Metrics project and the GROW Initiative.

A. Regional Metrics

Bartol explained that the metrics provide a common framework of economic measures for each of the GROW regions. DWD expects to send the metrics out through a publication or other mechanism in the next few weeks. They will also be published on a web site planned for the GROW initiative.

Questions and discussion focused on how the metrics will be used, how the data can be manipulated to address specific questions/issues, the extent of local input into determining measures, and the need for some kind of technical assistance to regions. Bartol noted that DWD expected to provide some technical assistance as the metrics are deployed, probably during a GROW Roundtable.

B. GROW Initiative

Bartol provided a draft of a report on the GROW initiative, which included brief summaries of each of the GROW region activities from GROW I and planned activities from GROW II. This is the first of several activities that will emerge to help get information distributed across the state about GROW activities, including development of a GROW web page. The summaries will be sent back to GROW regions for review/corrections before formal publication. Bartol also explained that GROW grants have been determined; the next step is to put together grant agreements, which will include specific deliverables.

III. Future Opportunities

Bartol and Sheryl Billups provided brief overviews of several initiatives that the Committee may be interested in pursuing in the coming year. These included the Shifting Gears (Joyce Foundation) project, Life Long Learning Accounts (LiLAs), and the new Workforce Readiness Skills Certification.

Bartol noted that the Shifting Gears proposal had been well received by the Joyce Foundation and that DWD and the WTCS were optimistic that Wisconsin would receive Joyce Foundation funding. Jayson Chung also expressed optimism, but noted that a decision would not be final until November, with an announcement in December.

Billups reminded members that the Chair had referred the LiLA issue to the Committee for future consideration at the last CWI meeting. Billups also noted that Workforce Readiness Skills Certification was a new national effort, with full roll-out expected in January 2007.

During discussion, questions were raised about the focus on high wage occupations in the Shifting Gears Project. Bartol and Chung explained that this focus reflected the Governor's Grow Wisconsin plan emphasis on targeting public resources on high-demand, high-wage jobs and industries that can improve the state's economy and provide family supporting wages.

Members noted that there would be value in looking more closely at all of the new issue areas. Several members noted that career pathways as described in the Shifting Gears project was a particularly compelling issue. Deborah Mahaffey expressed interest in workforce readiness skill certification; other members suggested some comparative analysis of various workforce readiness standards would be useful.

IV. Planning for Next Year

Bartol and Billups referred members to two versions of the Committee 2005-2006 work plan, which specifies the objectives for which the Committee is responsible and the related strategies and action steps developed by the Committee. Bartol pointed to the various GROW activities that relate specifically to Committee objectives, while Billups outlined the specific Committee/Council activities that advanced the objectives. Billups and Bartol observed that most state level, as well as GROW activities, have focused on two of the three objectives assigned to the Committee. Little Committee activity has focused on the second objective, workforce preparation and support. The three new issues discussed previously would address this objective.

During discussion, members indicated that GROW should continue to be a priority, with other issues linked to it. Career Pathways was also suggested as a top priority. Members indicated that they wanted to see more "actionable" items, best practices, and tracking of outcomes/results.

In discussion of the future meeting schedule, Rasch suggested that the Committee should use in-person committee meetings planned in conjunction with full CWI meetings as opportunities for discussion. Specific Committee actions could be scheduled for "interim" teleconference meetings to be held in the general timeframe suggested in the proposed calendar. (It was also noted that the proposed February 2007 teleconference date conflicted with another state event.)

Follow-up Action:

Committee members requested staff to conduct several specific follow-up actions:

- Provide members a copy of the full Joyce application.
- Review and revise current Committee work plan, indicating what "action" steps have been completed
- Develop a committee survey to enable Committee members to identify specific priorities among remaining issues and potential new issues for discussion at the December meeting.

There being no further business, the meeting was adjourned.

WORKFORCE STRATEGIES COMMITTEE MEETING
December 8, 2006

Committee Planning for 2007 -- Themes and Discussion Questions

The CWI as a whole begins discussion of its future direction at the December 8 meeting. Also on December 8, the Workforce Strategies Committee will continue discussion of its future priorities that it began at its September meeting. A key objective of this discussion is to define Committee priority strategies that both build on its previous efforts and recognize new and emerging issues. The following key emerging themes and key discussion questions are intended to facilitate the Committee's continued dialogue on its future priorities.

Key Emerging Themes

Several key themes have emerged over the last several years and are increasingly being reflected in new initiatives under discussion or in development at the state and national levels. Among these are:

- Growing state and federal interest in **regional partnerships** in workforce development, particularly those that transcend conventional political, administrative, or geographic boundaries and build innovative relationships among regional stakeholder groups.
- Intensified focus on **industry sectors** in organizing workforce development on both a statewide and regional basis, as relatively established sector efforts in manufacturing and health care are joined by emerging efforts in areas like biotechnology and energy.
- Increased attention to **career pathways** as mechanisms for aligning K-16+ education and training systems, as well as other work-based learning for both youth and incumbent workers, with industry skill needs and opportunities, both statewide and region-by-region.

Key Committee Discussion Questions

Committee members are encouraged to review the Committee's 2005-06 Work Plan and Key Accomplished previously distributed, as well as key emerging themes, in considering the following questions.

1. Do any of the Committee's three objectives need to be reconsidered or reframed? If so, which objectives and how should they be changed?
2. Do any of the Committee's key strategies need to be eliminated all together? If so, which strategies?
3. Do some strategies need to be reframed or revised to better advance the Committee's objectives? If so, which strategies should be changed and how?
4. Which **one** objective and **one** related strategy do you consider most important and would address first?
5. What key action step (or steps) would best serve to accomplish the objective and strategy above?