



WISCONSIN

Workforce Investment Act

ANNUAL REPORT

Program Year 13

July 1, 2013 - June 30, 2014

Wisconsin is Open for Business



Department of Workforce Development

Wisconsin's Workforce Investment Act Annual Report

Program Year 2013: July 1, 2013-June 30, 2014

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Scott Walker, Governor
Reginald J. Newson, Secretary

November 14, 2014

Ms. Rose Zibert
Acting Regional Administrator
U.S. Department of Labor - ETA
John C. Kluczynski Federal Building
230 South Dearborn Street, 6th Floor
Chicago, Illinois 60604

Dear Administrator Zibert,

I am pleased to present the Workforce Investment Act (WIA) Annual Report for Program Year 2013.

Working in collaboration with the Governor's Council on Workforce Investment, the 11 Workforce Development Areas, the Wisconsin Technical College System, the Wisconsin Economic Development Corporation and many other workforce partners, Wisconsin has advanced Governor Scott Walker's vision to equip Wisconsin's workforce with the skills needed to fill job openings today and in the years to come.

Under the Governor's leadership, Wisconsin has created over 100,000 private sector jobs since December 2010, and the state's unemployment rate has dropped to its lowest post-Recession point at 5.5% in September 2014.

As noted in this report, one of Governor Walker's key goals is to help Wisconsin's workers become among the most prosperous and innovative in the country. A strong talent development system, including strategic WIA investments as well as state resources, goes part and parcel with this commitment.

Looking forward, DWD stands ready to work with federal partners to implement the Workforce Innovation and Opportunity Act (WIOA) to ensure Wisconsin's workforce has the skills needed to fill openings.

Sincerely,

A handwritten signature in cursive script that reads "Reggie Newson".

Reggie Newson
Secretary

CC: Cathy Brooks, Federal Project Officer, DOL-ETA
Tommy Ouyang, Region V Performance Specialist, DOL-ETA
Scott Jansen, Administrator, DWD-Division of Employment and Training

Table of Contents

| | |
|--|----|
| Executive Summary | 5 |
| Economic Environment | 6 |
| Governor Walker’s Workforce Initiatives | 7 |
| Labor Market Information..... | 9 |
| Waiver Usage..... | 10 |
| Governor’s Council on Workforce Investment..... | 11 |
| DWD Strategic Partnerships..... | 12 |
| WIA Statewide Performance | 14 |
| WIA Program Management..... | 14 |
| Youth Program..... | 17 |
| Dislocated Worker Program..... | 18 |
| Wagner-Peyser | 21 |
| Veterans..... | 23 |
| Statewide Strategies for Success | 25 |
| State Workforce Information Delivery Systems | 29 |
| WIA Success Stories | 33 |
| Workforce Development Area Program Year Highlights | 37 |
| Performance Measurement and Reporting | 48 |
| WIA Financials..... | 50 |
| Performance Results..... | 51 |
| Contacts | 67 |

Executive Summary

Wisconsin has a great story to tell. Unemployment is down, employment is up, discouraged job seekers are eager to join the labor force and we have an improved business climate.

The Walker Administration is strongly committed to ensuring that Wisconsin's workers are among the most prosperous in the nation. To maintain our strong momentum with economic growth and job creation, we will continue to do the following:

- * provide employers with access to demand-driven, nimble and flexible skilled talent
- * develop strong strategic alliances, partnerships and collaborations at every level of the educational, economic development and workforce delivery system
- * align and integrate the workforce and economic development strategies of the state

Since 2011, the State of Wisconsin has invested over \$135 million to incentivize demand-driven workforce models to build talent through career pathways and to trail blaze the new Workforce Innovation Opportunity Act (WIOA) guiding principles of integrating existing Workforce Investment Act (WIA) programs into market-driven services.

Wisconsin has 26 comprehensive Job Centers that provide WIA core and service-related support to Wisconsin's job seekers across 11 workforce development areas (WDA). Within each WDA is a local workforce development board (WDB) that governs each area's priorities and operations. The WDBs are key stakeholders in the service delivery of Adult, Dislocated Worker (DW) and Youth WIA programs.

In Program Year (PY) 2013, Wisconsin's Title 1-B programs served 15,664 participants. This report provides a description of performance measures for the PY and then discusses statewide strategies that will improve services for all job seeking clients, as well as employers. The success stories and highlights provided by Wisconsin's eleven WDBs provide a unique glimpse into Wisconsin's workforce development ecosystem.

Woven throughout this report are concrete examples of the efficacy with which Wisconsin's state investment board, the Governor's Council on Workforce Investment (CWI), and local WDBs have integrated their programs with local employers, Title II partners, and local K-12 school districts to holistically serve job seekers. The information about industry partnerships, employer-driven training, and career pathways included in this WIA Annual Report demonstrates that Wisconsin is primed for a successful WIOA implementation.

This report fulfills the WIA Title 1-B, Section 136(d) requirement to submit an annual report on the performance progress for WIA Title I-B programs (Adult, DW and Youth) to the United States Department of Labor (USDOL) Secretary. This report covers activities for the PY covering July 1, 2013 to June 30, 2014. The state of Wisconsin assures the USDOL that all required elements of the PY 2013 WIA Annual Report have been reported accurately and uniformly to permit state-by-state comparisons across WIA programs. Additionally, the state assures DOL that the WIA Annual Report complies with the act and federal regulations.

Report data has been generated by the WIA Standardized Record Data (WIASRD) file. Required by DOL, WIASRD is an electronic reporting file that combines data about each client's activities and outcomes in various programs. Data from across programs are reported to DOL in a single record. A detailed breakdown of state and local performance results is included. All state performance results and local performance results are included in the Performance Results section, beginning on page 51.

Economic Environment

Wisconsin's economy continued to improve in PY 2013. US Gross Domestic Product (GDP) is up 9.2 percent through sixteen quarters since the trough of June 2009. That is the slowest rate of GDP recovery of all post-WWII business cycles.

Our national economy is largely based on consumption. Nearly 70 percent of the US GDP is consumption or consumer spending. Consumption is being dampened on a number of fronts: real earnings have been flat for a decade; spending supported by home equity has dropped by about \$1.3 trillion since the housing bust; revolving credit has fallen by \$130 billion; interest income is down \$400 billion as the Federal Reserve Bank maintains near-zero interest rates; and our savings rate has turned around from nearly zero, but that has pulled another \$350 billion out of the consumption contribution to economic growth. The sum total effect is an absence of \$2.2 trillion of spending in a \$16.9 trillion dollar economy, almost 13 percent. Private non-residential investment is down about \$500 billion and businesses and banks are sitting on a couple trillion dollars in cash.

Also impacting the national economy is a decline in federal, state, and local spending. Between the federal sequestration and state and local budget cuts, government spending is down 1.7 percent. Moreover, the rate at which federal, state and local spending growth will be reestablished will be substantially below historical rates, certainly in the short-term.

GDP growth is projected to be about 1.8 percent for 2013. Interest rates are expected to remain relatively low, with the Federal Reserve Bank holding the Fed Funds rate near zero into 2015. The outlook for economic growth in the next year is for continued growth at sub-potential rates. US GDP is expected to grow at 2.8 percent in 2014, with growth picking up in the latter half of the year. Global activities will have a significant influence on US and Wisconsin economic growth in the near-term as will US government fiscal policy.

Employment Situation

Employment continues to rise as well and the unemployment rate continues to fall, but both are being hampered by the slower than desired economic pace and other factors.

The US and Wisconsin unemployment rates are on a downward trend that is expected to continue. As of July 2014, the seasonally adjusted US unemployment rate was 6.2 percent, down from 7.3 percent in July of 2013. Wisconsin's unemployment rate has also tracked lower over the period and is below than the US rate. Wisconsin's seasonally adjusted unemployment rate was 5.8 percent in July 2014, down from 6.8 percent a year earlier.

Wisconsin jobs have increased during the recovery. The state has added 122,000 private sector jobs since bottoming out in January of 2010, a full six months after the economic recovery began.¹ Over 39,000 of those jobs have been in the manufacturing sector. Wisconsin jobs levels have not yet breached the 2007 prerecession peaks. At the current pace of job growth, it is expected that Wisconsin jobs will reach new levels in the third quarter of 2015. A spurt of economic growth would hasten the jobs breach timing and spur self-sustaining economic growth. The source of that spurt is not yet visible.

¹ Current Employment Survey, seasonally adjusted, US Bureau of Labor Statistics

In addition to the subpar pace of economic growth, concomitant business practices are holding back more robust job growth. Above we mentioned that business investment was \$500 billion short of prerecession levels. Furthermore, the investments businesses are making are primarily in equipment and software — labor saving investments. Investments in new structures, which would lead to increased employment, are still lagging. Moreover, the slow pace of economic activity allows firms to meet their incremental product demand with self-financed productivity increases versus bank-financed production line expansions.

One of the other concerns mentioned earlier, is that the downward path of the unemployment rate is due in part to job increases and in part to labor force dynamics. While employment has increased and unemployment has decreased, the size of the workforce has also decreased. Wisconsin employment decreased almost 150,000 from its peak in February 2008 to its trough in December 2009, and recovered 89,000 since.^{*2} By comparison, Wisconsin's workforce peaked in April 2009, lost 81,000 by August 2012, and recovered only 18,000 people by July 2014. Employment has continued to grow, while the workforce has begun to shrink again. Wisconsin's labor force participation rate has dropped from 71.6 percent in 2006 to 67.8 percent today. Both numbers are well off the highs of 74.3 percent reached back in 1997 and there is little chance for significant upward movement from here on out.

The dearth of qualified workers will continue to challenge the state's economic growth potential for years to come. Not only is the problem one of worker quality (e.g. skill, experience, credentials), it is also one of quantity. The grey tsunami of Baby Boomers nearing the end of their work life cannot be halted. Perhaps, at best, it can be delayed a few years. Even so, only 5 percent of Boomers plan to extend their working years full-time in the job they now have. The flattening (even declining) workforce will affect most industries — construction, manufacturing, retail, information, finance, professional services, education, health care and government.

Attracting and retaining talent has become the most critical undertaking of businesses and communities over the foreseeable future. Technology can be substituted to alleviate some of the quantity problem, but more sophisticated technology will require more sophisticated workers. Firms that *invest* in training and attracting talent will have a competitive advantage in producing higher-margin products. Communities that *invest* in attracting and retaining talent will raise the quality of life in their communities that will perpetuate the further attraction of skilled workers and citizens.

Governor Walker's Workforce Initiatives

Governor Scott Walker signed the Wisconsin Fast Forward (WFF) program into law in March of 2013 with near-unanimous support of the State legislature to: 1) Develop a cutting-edge labor market information (LMI) system; and 2) Address Wisconsin's skills gap through grants for customized skills training to fill current job openings and ongoing skill requirements. As evidenced in the pages that follow, these two critical strategies are fundamental to Wisconsin's WIA program success and enhancement of existing programs and services.

WFF legislation provided the necessary state funding to create an enhanced Labor Market Information System (LMIS). The new Job Center of Wisconsin (JCW) will provide access to more job openings, improve the tracking job vacancies by geography and skill set, link unemployed workers to openings that match their skill qualifications and direct job seekers to training opportunities that will assist with achieving desired employment goals. Furthermore, the new JCW will be accessible to high school students, parents, school counselors and educators and provide the latest labor market data to help them make informed decisions about career opportunities and the training that is needed for in-demand jobs.

² Local Area Unemployment Statistics, seasonally adjusted, US Bureau of Labor Statistics

The Department of Workforce Development (DWD) - Office of Skills Development (OSD) oversees the administration of the \$15 million WFF grant program. The state funding is available during Fiscal Years 2013-2015 to employers and their workforce and economic development partners to develop and deliver demand-driven training opportunities to incumbent workers and job seekers. The program encourages employers to submit customized and collaborative proposals for short- and medium-term skilled worker training that is not currently available through other training programs. Qualifying grant proposals must be supported by current and projected LMI and clearly demonstrate the need for training. Employers must commit to an intent to hire qualified trainees or raise wages for incumbent workers. In Fiscal Year 2013-14, OSD issued letters of intent to award over \$6 million in WFF grants to more than 70 projects across the state to increase the skills capacity for 6,500 workers.

In addition, OSD administered another \$35.4 million in state grant funds authorized by Governor Walker's WFF - Blue Print for Prosperity initiative to reduce student wait lists in the technical college system; support school to work programs for high school pupils; and provide skill based employment for persons with disabilities, including veterans with service-related disabilities.

| Program | Act 9 Allocation | Applicant Request | Available Funds | OSD Intent to Award | Applicant Contracted |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Standard WFF programs: | | | | | |
| Round 1 | | \$4,071,699 | \$2,700,000 | \$2,604,943 | \$2,599,158 |
| Round 2 | | \$6,041,039 | \$7,500,000 | \$3,429,005 | \$3,374,041 |
| Round 3 | | \$11,126,041 | \$8,000,000 | TBD | TBD |
| WFF Blueprint for Prosperity: | | | | | |
| Technical College Wait List | | \$38,696,551 | \$31,000,000 | \$28,021,052 | \$27,713,315 |
| High School Pupil | | \$3,209,750 | \$1,500,000 | \$2,126,239 | \$2,125,939 |
| Persons with Disability | | \$2,039,112 | \$1,850,000 | \$1,422,340 | TBD |
| | | | | | |
| TOTALS: | \$50,400,000 | \$65,184,192 | \$52,550,000 | \$37,653,579 | \$35,812,453 |

Governor Walker also signed the Wisconsin Veteran Employment Grant Program into law as part of the 2013-2015 state budget. This program, provided through a partnership between the DWD and the Department of Veteran Affairs (DVA), encourages Wisconsin employers to hire and retain eligible veterans. Employers can receive up to \$10,000 in funding over four years when they hire a qualifying veteran full-time and up to \$5,000 when they hire a qualifying veteran part-time.

Labor Market Information

During the past PY several projects were undertaken to meet the needs of the Wisconsin DWD's partners in the workforce development and economic development system. Highlights of these projects are listed below:

- [LMI Field Guide for Veterans](#) was created to help returning veterans address the challenging aspects of translating military service into terms and examples that employers can recognize. The approach integrates a variety of tools and resources that assist veterans with job descriptions, local labor market conditions, wages and other information they can use to make the transition into civilian employment.
- Representatives from Wisconsin DVA are provided a monthly update of the unemployment rate for Veterans as well as the degree of precision for these estimates.
- The Rapid Response team was provided a handbook outlining how to create a customized job fairs to help dislocated and/or soon to be DWs find alternative employment through staffing patterns and related skills
- Collaborated with Job Service to highlight agricultural careers and related occupations using LMI on the website <https://jobcenterofwisconsin.com/Agriculture/Default.aspx>
- Provided analytical and technical support for the [Wisconsin 2013 LPN Workforce Report](#) and published [Findings of the 2012 Registered Nurse and 2013 Licensed Practical Nurse Surveys](#)
- Participated in several discussions with DOL-Employment and Training Administration leadership and other state LMI experts on creating a methodology to measure developing skill shortages
- Served on the steering committee to assist the Department of Vocational Rehabilitation (DVR) efforts in securing the five-year, \$32.5 million Promoting Readiness of Minors in Supplemental Security Income (PROMISE) grant
- Presented LMI and Career tools to several audiences including the statewide conference of Vocational Rehabilitation Counselors, monthly meeting with elected leadership of the state, Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representative (LVER) counselors, the Wisconsin School Counselors Association, economic developers, business associations, chambers of commerce, workforce boards and other workforce partner organizations
- Produced local wage information using Electronic Data Systems software to meet the needs of employers and job seekers
- Participated in discussions to create a proactive approach to reduce rapid responses

Waiver Usage

Wisconsin requested and was granted several WIA waivers by the USDOL for PY 2013. Implementation of these waivers is fully aligned with a number of the President's Job-Driven elements, including increased accessibility to training, increased accountability, active engagement with the private sector, utilizing the best information in decision-making, and strengthening regional partnerships. Implementation of the following waivers continues throughout the state:

- Common performance measures, WIA Section 136(b). The CWI requested this waiver to increase accountability across programs with more comparable data for evaluation and continuous improvement strategies. DWD Division of Employment and Training (DET) staff continue to provide technical assistance related to the common performance measures on an as-needed basis. In PY 2013, Wisconsin exceeded performance goals for five of the nine common performance measures, while meeting the goals for the other four. This waiver is aligned with Section 1(b)(iv) of the President's memorandum calling for improved accountability and performance outcomes.
- On-the-Job Training (OJT) and Customized Training, WIA Section 101(31)(B), WIA Section 101(8)(C). The CWI requested these two waivers that would increase the employer reimbursement for OJT with small and medium-sized businesses, and lower the employer requirement to pay for not less than 50 percent of the cost of the training. These waivers expand employers' participation to better provide upgraded skills needed by businesses, and offers a fuller array of training choices particularly for adult participants who have previously been in the workforce and long since out of classroom settings. There are Administrative Memos detailing both training strategies for WDB implementation. The WDBs using these training modalities continue to take advantage of these waivers as incentives to hire, particularly for small businesses. 95 percent of employers in Wisconsin have less than 50 employees. These waivers are aligned with Section 1(b)(i) of the President's memorandum, calling for more active engagement with industry and Section 1(b)(ii), calling for more support for training entities.
- Extending the period of initial eligibility of training providers, 20 CFR § 663.530. The State requested this waiver in 2001 primarily due to the ambiguity of the regulations that established performance eligibility for training providers to continue on the WIA required State Individual Training Account list. This waiver avoids duplication of the providers' regular accreditation reviews by other State and national entities and facilitates more customer choice for eligible participants. This waiver is aligned with Section 1(b)(ii), increased support for training entities, and Section 1(b)(iii), making better information available to promote higher quality training decision making among customers.

The following waivers were available to WDBs, pending waiver plan approval by DET, but were not used in PY 2013:

- Transfer authority up to 50 percent between the Adult and DW funding streams allocated to a local area, WIA Section 133(b)(4). The waiver gives WDBs the ability to respond to on-going changes, and significantly increase their flexibility over program delivery to best address the specific geographic, demographic and industry needs that change from community to community.
- The use of up to 10 percent of local Adult funds and up to 10 percent of local DW funds for incumbent worker training solely as a lay-off aversion strategy serving only low-income or economically disadvantaged adults, along with other DOL conditions such as training restricted to skill attainment activities, WIA Section 134. The purpose is to allow for greater flexibility of the WDBs to address the skill upgrade needs of job seekers to meet the requisite skills for current employers and anticipated emerging industries.

Governor's Council on Workforce Investment (CWI)

The CWI is the federally mandated State body responsible for assisting the Governor in the development and continuous improvement of the statewide workforce system. The Governor appoints the members of the Council to meet the requirements of Sec. 111(b)(1)(B – C) of WIA.

The CWI's Executive Committee is the standing committee overseeing the subcommittees for strategic planning and the coordination and effective use of resources by local workforce boards and partners. The leadership of the four strategic planning subcommittees comprises the membership of the Executive Committee.

In PY 2013, the CWI undertook a major strategic planning process to develop a vision for Wisconsin's future workforce and talent development system. The process began with a Strengths, Weaknesses, Opportunities and Threats exercise in November of 2013. CWI leadership established four strategic planning subcommittees, naming co-chairs to lead each subcommittee through the development of recommendations for a strategic plan to be delivered to the Governor in the fall of 2014. The strategic planning subcommittees are:

- Alignment of Workforce Programs Subcommittee:
- Development of Sustainable Partnerships
- Education for Workforce and Talent Development
- Talent Development, Attraction, and Retention

In February of 2014, the DWD Secretary welcomed Garrett Groves, Senior Policy Analyst at the National Governors Association, Center for Best Practices, to speak to members of the CWI, WDB leadership, and DWD staff about the America Works: Education and Training for Tomorrow's Jobs Initiative. Mr. Groves shared a framework for bringing together industry partnership approaches such as sector strategy initiatives and the development of career pathway programs in education and training institutions.

The DW Subcommittee advises the CWI on State special response (SR) funding and the DW program.

Task Force on Minority Unemployment

The Task Force on Minority Unemployment was established in 2012 as a Subcommittee of the CWI by Governor Walker to coordinate efforts across agencies and programs with the ultimate goal of reducing minority unemployment in the Milwaukee area. Lieutenant Governor Kleefisch serves as the chair.

During PY 2013, the Task Force continued to develop and execute solutions to Wisconsin's minority unemployment problem. The important work includes the below highlights:

- In the two years since the inception of the innovative *My Life! My Plan!* program, 171 workshops have been conducted, 1,289 volunteers have served as coaches, and 4,556 Milwaukee-area students have graduated from the program.
- At the request of the Task Force, the Milwaukee Area Workforce Investment Board (MAWIB) made available an inventory of re-entry programs serving individuals returning to the Milwaukee Area after incarceration. The MAWIB's inventory was added to the CWI's website with information about how providers of reentry programs and services can be added to the inventory.
- Providing members with updates on public/private partnerships, such as the Northwest Mutual Workforce Partnership and the M7's Manufacturing Community Partnership.
- Hearing from local employers about workforce needs and successful employment practices.

DWD Strategic Partnerships

In PY 2013, the DWD's DET reached out to the Wisconsin Workforce Development Association (WWDA), the eleven WDBs, the Wisconsin Economic Development Corporation (WEDC) and the Wisconsin Technical College System (WTCS) to initiate strategic Memorandums of Understanding (MOUs) between the agencies.

The first MOU was established with WEDC and WTCS as these agencies are required to consult with DWD in the development of WFF grant criteria, performance metrics and grant awards. The MOU outlines agency responsibilities as well as a pledge of cooperation to build and grow the WFF program.



Pictured: WTCS President Morna Foy, DWD Secretary Reggie Newson, and WEDC Director Reed Hall.

A second MOU was created with the CWI and the eleven WDBs aimed at strengthening Wisconsin's integrated workforce development system. The objective was to establish a set of guiding principles that would aid in moving the Workforce system forward in an integrated fashion. The resulting MOU consists of 11 guiding principles that everyone supported:

1. Define mutually agreed-to roles, responsibilities and contributions which are applied, recognized, respected and valued. The model needs to be flexible and adaptable to quick response based on current needs.
2. Communicate in an open, respectful and supportive manner.
3. Leverage and organize existing human, financial and material resources and acquire those additional public and private resources necessary to support our shared Workforce Development system.
4. Maximize efficiency and avoid unnecessary duplication through effective internal and external partner collaboration, coordination and information sharing and concerted cooperation in utilizing limited resources.
5. Assure responsiveness to local conditions, priorities and needs by maintaining local engagement and flexibility, while striving for consistency when appropriate.
6. Commit to transparency, accountability and continuous improvement.
7. Develop an integrated, shared public/private funding model.
8. Provide local appropriate solutions of the highest quality to all individuals, employers, institutional customers and stakeholders.
9. Measure, demonstrate and promote the value of the workforce development shared enterprise.
10. Build for the future and ensure sustainability.
11. Design services and set standards of excellence through data-driven, evidence-based decision-making.

These principles formed the basis for a MOU that was signed on June 25, 2014, by DWD Secretary Reggie Newson, CWI Chair Mary Isbister and Vice Chair Mike Laskiewicz, Executive Director of the WWDA, Howard Teeter, and the Executive Committee Chair for the WWDA, Pat Schramm. As Wisconsin moves forward to WIOA implementation, these principles will help shape decision making.



Pictured are (front row, l to r) Howard Teeter, Chair of the WWDA; Mary Isbister, Chair of the Wisconsin CWI; and Jonathan Barry, DWD Deputy Secretary. Also participating are (back, l to r): John Heyer, WOW WDB Chair; Rhonda Suda, incoming SWWDB CEO; Jill Lintonen, Milwaukee Area WIB; Paul Stelter, Fox Valley WDB CEO; Rene Daniels, North Central WI WDB CEO; Seth Lentz, WDB of South Central WI Deputy Director; Laura Catherman, W-O-W Operations Manager; Jim Golembeski, Bay Area WDB CEO; Dick Best, West Central WI WDB CEO; Bob Borremans, retiring SWWDB CEO; and Mark Tyler, West Central WI WDB Chair.

WIA Statewide Performance

For PY 2013, Wisconsin met or exceeded all nine negotiated performance levels for common measures. States are required to maintain performance levels of at least 80 percent of their negotiated goals. If a state reaches 80 percent of a goal, it is considered to have met that goal.

The following table presents a summary of Wisconsin's PY 2013 WIA performance for the Adult, DW, and Youth Programs.

| Summary of Wisconsin's WIA Performance for PY13 | | | | |
|---|-----------------|------------------------|--------------------|--------------------|
| | Negotiated Goal | 80% of Negotiated Goal | Actual Performance | Performance Status |
| Adult | | | | |
| Entered Employment Rate | 73% | 58.4% | 77.55% | exceeded |
| Retention Rate | 84% | 67.2% | 85.23% | exceeded |
| Six Months Earnings Increase/Change | \$11,600 | \$9,280 | \$11,845.69 | exceeded |
| Dislocated Worker | | | | |
| Entered Employment Rate | 85% | 68% | 84.31% | met |
| Retention Rate | 94% | 75.2% | 91.75% | met |
| Six Months Earnings Increase/Change | \$16,812 | \$13,449.60 | 15,938.28 | met |
| Youth (Ages 14 - 21) | | | | |
| Attainment of a Degree or Certificate | 77% | 61.6% | 82.99% | exceeded |
| Placement in Employment or Education | 66% | 52.8% | 76.54% | exceeded |
| Literacy and Numeracy Gain | 41% | 32.8% | 37.5% | met |

WIA Program Management

WIA Performance Incentive Awards

In accordance with WIA requirements for statewide activities funding, in March of 2014, DWD Secretary Newson awarded \$75,000 to WDBs who exceeded performance goals for the common measures in PY 2012. Three WDBs received the awards for their exemplary achievements: Waukesha-Ozaukee-Washington (WOW) WDB, Bay Area WDB, and Northwest Wisconsin Workforce Investment Board. In recognition of the importance of credential attainment, as reinforced by Employment and Training Administration Training and Employment Guidance Letter No. 15-10, DWD established a policy for the PY 2013 performance incentives that will again reward those WDBs with excellent performance in the common measures while rewarding the WDB that achieves the highest credential attainment rate.

WIA Customer Satisfaction

In PY 2013, DWD's DET sent surveys to WIA participants, both current and former, as well as employers who had used WIA Titles I and III services. Paper surveys were mailed to potential survey respondents with Business Reply Mail envelopes enclosed. The cover letter also provided information for how recipients of the survey could complete it via the internet or by phone, utilizing the Job Service Call Center.

Sample Frame:

Clients are defined as individuals who were served by programs funded by the WIA; employers are operationally defined as business entities who posted job openings through the Division.

Sample Selection:

Representatives of these groups were randomly selected to be included in a survey measuring their satisfaction with their services. There were 1,787 clients and 500 businesses sampled.

A stratified random sample was completed to properly sample from WIA's three program streams: youth, adults and DWs. Each group was independently sampled to provide a level of precision of plus or minus five (5) percent with 99 percent confidence. The following table identifies the population for each group served and the sample selected.

| WIA Participants for PY 2013 | | |
|-------------------------------------|-------------------|---------------|
| Program | Population | Sample |
| Youth | 2,975 | 544 |
| Adults | 4,649 | 619 |
| Dislocated Workers | 8,040 | 624 |
| Total | 15,664 | 1,787 |

Response Rates:

Of the 1,787 clients sampled, 290 responded, a response rate of 16.2 percent. There were 153 employers responding or a response rate of 30.6 percent. Each survey consisted of eight questions.

Highlights of Participant Survey Results:

- 81.4 percent of WIA participants surveyed stated that the local Job Center staff understood their needs "very well" or "well."
- 75.1 percent of WIA participants surveyed who received case management or training assistance through their local Job Center stated the services met their goals "very well" or "well."
- 85.5 percent of WIA participants surveyed stated they would be "very likely" or "likely" to recommend services through Wisconsin Job Centers to other job seekers.

Highlights of Employer Survey Findings:

- 84.9 percent of employers surveyed stated that the local Job Center staff understood their business needs "very well" or "well."
- 76.4 percent of employers surveyed stated they would be "very likely" or "likely" to recommend business services through Wisconsin Job Centers to other employers.

Analysis of the findings suggests that both participants and employers are unaware of the variety of services available to them. A number of employers reported not being aware of services and almost half, 49 percent, reported little interaction.

While the results are encouraging, future efforts will include mechanisms to increase response rates and provide additional analysis for the various populations served. In addition, some clarifying questions could prove helpful, as there is a need to measure the satisfaction of the types of services used.

Results of the customer satisfaction surveys for WIA participants and employers were shared with WDBs. DET also discussed these results and their implications during a WIA Quarterly Policy and Program Call with WDB leaders. DET staff is pursuing improvements that can be made to program delivery as well as improvements that can be made to the survey process itself to provide more detailed customer satisfaction measurements.

WIA Evaluations

Transform Milwaukee Initiative Evaluation: The DWD is engaged in the “Transform Milwaukee Initiative” (TMI), a multi-agency initiative aimed at promoting economic development in a section of the city of Milwaukee. The evaluation component aims at assessing how the TMI area compares with the state of Wisconsin in terms of the coverage of WIA Title I programs relative to the approximate estimated need of WIA Title I Programs. In other words, the evaluation seeks to determine the extent to which the TMI area is served, given its potential needs, relative to the state as a whole.

The data for the evaluation come from four sources, namely, (1) the Automated System Support for Employment and Training (ASSET) report system, which tracks WIA program performance, including the WIA Title I programs for adults, DWs and youth; (2) the American Community Survey, which provides estimates of different economic and demographic characteristics of residents; (3) the Enhanced Quarterly Unemployed Insurance file, which offers employment and wage data at the establishment level; and (4) the Wisconsin Works (W-2) program data, provided by the Department of Children and Families (DCF).

The exercise will apply a simple comparative method between the TMI area and the state, focusing on a set of economic and demographic indicators (provided by datasets 2-4), and it will then apply a standard program evaluation methodology to assess the characteristics and the outcome of WIA Title I Programs recipients in both areas (using the ASSET dataset). Preliminary results are expected by the end of October 2014. A report will be produced and finished during PY 2014.

Office of Economic Advisors (OEA) Predictive Analysis: In spring of 2013, Secretary Newson charged the OEA with looking at employers' future workforce needs with the aging of the existing workforce. The OEA developed a workforce supply/demand model based off DWD workforce projections. The model is a demographic structure and allows for the simulation of a variety of economic conditions. Preliminary findings suggest that there are a number of distinct "mismatches" between supply and demand with shortages forecast in some occupational fields and virtual surpluses expected in others. This new level of analysis has been used by local WDBs in their economic and business team planning. The OEA predictive analysis serves as a mechanism to evaluate WIA investments.

WIA Quarterly Policy and Program Calls

In PY 2013, DWD's DET created a quarterly call with the WDBs, designed to discuss pertinent policy and program issues. DET's Administrator, Scott Jansen, and Deputy Administrator, DeWayne Street, attend these meetings quarterly to provide informational updates to the WDBs to hear about notable practices implemented and challenges faced by the local WDBs. These quarterly calls have provided an opportunity for discussion around customer satisfaction, performance negotiations, performance incentive awards, program expenditures, and monitoring and data validation summaries. DET has been quite pleased with the active participation of WDB leadership during the calls.

WIA Technical Assistance and Training (TAT)

DWD Workforce Programs Conference:

On March 12, 2014, DET held the Workforce Programs Conference. This annual event is provided for local workforce development staff and managers and their partner agencies with a full day of technical assistance, networking and training. In attendance were 141 field workforce program representatives and 39 DWD staff and guest presenters.

During the opening, plenary session, DET Administrator Scott Jansen provided a detailed presentation on Wisconsin's demand-driven workforce strategies and the division plans for accomplishing these strategies, while building collaborative partnership networks for developing and sustaining talent development pipelines for high-demand skills and occupations. In addition, DET Deputy Division Administrator DeWayne Street presented on diversity and team work in the workplace, which included information on the need and ability of workforce development professionals to collaborate and partner with a wide-variety of individuals and organizations. Wisconsin's Chief Economist Dennis Winters provided attendees with a presentation that entailed a discussion on the analysis of LMI and economic forecasts and on aligning business services and workforce programs to labor forecasts and marketing opportunities.

The conference program included concurrent workshops on: Business is the Customer Employer Panel; PROMISE Grant; How Do You Assess Youth and Individual Service Strategy Development; Unemployment Insurance to Employment (U2E) and DET Collaboration; WDB - Designed Short-Term Trainings; Career Pathways, Work-Based Learning and Youth Apprenticeship (YA); Making the Connection Between WIA and Registered Apprenticeship; Industry Partnerships; Performance Metrics Reporting with Webintelligence; and U2E Efforts at DWD: Why and Why Now? Presenters included experts from local WDBs, Wisconsin Department of Public Instruction (DPI) and local technical colleges.

Throughout the PY, staff of the Bureau of Workforce Training (BWT) develop and provide trainings and technical assistance for local WDBs and their contracted staff around the state. BWT staff coordinate on curriculum with content experts and provide materials and demonstrations on topics ranging from WIA eligibility, performance measures, use of ASSET, the WIA Management Information System, and successful strategies.

BWT's DW United provided an Enhanced Rapid Response webcast for local Rapid Response partners statewide in August of 2013. Local partners participated both in person and via web portal. The goal of this training was to present and discuss best practices for Enhanced Rapid Response pre-layoff activities. The training was recorded and an access link was distributed through email and in a partnership monthly conference call. In addition, a link to the training was posted on the DET TAT SharePoint site.

Youth Program

WIA Youth and YA Program Collaboration

The WIA Youth and YA programs provide youth opportunities to learn about the knowledge, skills and abilities that a youth must have to be successful in the world of work. DWD has encouraged local workforce investment boards and YA consortiums to develop partnerships so they may enroll and serve eligible youth in the WIA Youth and YA Programs concurrently.

The WOW Counties Workforce Development Area and the Waukesha County School-to-Work Consortium developed a partnership and have enrolled and are now serving eligible youth in both programs. The combination of WIA and YA services provide a multifaceted support system that ultimately put students on a fast track to gainful employment and go a long way in addressing area businesses skill shortages. DWD will

continue to encourage and assist local boards and YA consortiums develop partnerships to serve eligible youth in both programs.

DOL Region V State Youth Leaders Roundtable

Wisconsin was proud to host the 2014 DOL Region V State Youth Leaders' Roundtable at the Concourse Hotel on April 30 and May 1. The Roundtable gave Wisconsin an opportunity to highlight several youth programs and initiatives at the state and local level that have had success serving youth. Representatives from all ten states in Region V were in attendance, as was leadership from the DOL Region V and the National Offices.

The presentations included:

- Developing Partnerships with Employers, Government and Community Based Organizations to Support Summer and Year-Round Work Experiences for Youth, by Chytania Brown and Wylbur Holloway, MAWIB
- Helping Youth At-Risk: An Alternative Education and Training, by Lt. Colonel Mike Murphy, Wisconsin National Guard Challenge Academy Director
- The Wisconsin Career Pathways Approach, by Robin Kroyer-Kubicek, Wisconsin DPI
- Permanent Connections – Academics – Training and Employment – Housing – Social and Emotional Wellbeing (PATHS): Assisting Youth in Foster Care and Youth who have Aged Out of Foster Care, by Kelly Canter, Wisconsin DCF Office of Youth Services
- PROMISE: Helping Youth on Supplemental Security Income (SSI), by Ellie Hartman, Wisconsin DWD/Division of Vocational Rehabilitation
- Understanding the New General Equivalency Degree (GED) Test: Strategies to Better Prepare our Students, Adults and Instructors, by Beth Lewis, Wisconsin DPI

Dislocated Worker Program

Wisconsin received over \$14.3 million from the USDOL for WIA DW Program funding in PY 2013. The PY 2013 allocation represented a decrease of \$937,715 from the prior year's allocation. The funding covers the provision of Rapid Response assistance to laid off workers as well as training, re-employment and support services for individuals who meet state and federal DW eligibility criteria and enroll in the DW Program. At the end of the PY, the WDBs expended 60 percent of the program portion of the formula allocation. The WDBs have two PYs to use the funding.

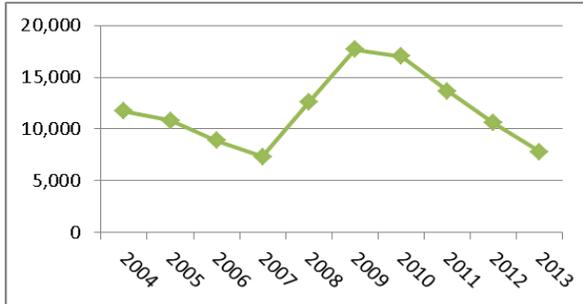
Consistent with WIA Sections 133 (a)(2) and 134 (a)(2)(A)(ii), the State reserves 25 percent of the USDOL's annual DW formula allocation for statewide Rapid Response activities, which may include the provision of funding for "additional assistance." The State continued to use its Rapid Response reserve to provide additional assistance to local WDAs experiencing increased unemployment by funding DW Program services to laid off workers from larger dislocation events. Additional assistance funding supplements the WDBs' DW formula allocation. The WDBs may request additional assistance funding based on projected need through the State's SR grant program. The State awarded over \$3.8 million in SR grants during PY 2013, with each of the 11 WDBs receiving some level of assistance. The SR grants funded DW Program services to 1,577 DW from 89 employers. Approximately 20 percent of the SR grant funding was unexpended at the close of PY 2013, remaining in the State's Rapid Response reserve for future use.

Participation

During PY 2013, 7,816 participants were served in the DW program. This represents a 26 percent decline in participation from the prior PY and is roughly equivalent to the participation level seen in 2007 (see graph, below). Of the 7,816 participants served in PY 2013, 18 percent received one or more National Emergency

Grants (NEG)-funded services and 20 percent received one or more SR-funded services. Approximately 14.7 percent of the DW program participants were also co-enrolled in the Trade Adjustment Act (TAA) program.

**DW Program Participation
PYs 2004 to 2013**



Formula & Additional Assistance Funding During PY 2013

| | DW Formula Allocations | Additional Assistance | Total Program Funding |
|---------------|------------------------|-----------------------|-----------------------|
| Southeast | \$702,609 | \$230,700 | \$933,309 |
| Milwaukee | \$1,735,885 | \$1,115,100 | \$2,850,985 |
| W-O-W | \$619,826 | \$240,603 | \$860,429 |
| Fox Valley | \$685,315 | \$295,096 | \$980,411 |
| Bay Area | \$1,506,482 | \$63,477 | \$1,569,959 |
| North Central | \$878,627 | \$494,362 | \$1,372,989 |
| West Central | \$579,924 | \$360,000 | \$939,924 |
| Northwest | \$276,523 | \$22,500 | \$299,023 |
| Western | \$319,198 | \$201,479 | \$520,677 |
| South Central | \$1,174,856 | \$389,772 | \$1,564,628 |
| Southwest | \$430,353 | \$65,424 | \$495,777 |

Note: This table shows program costs only. Administrative costs, and any carry over formula funding is not included.

During PY 2013, Wisconsin had seven active NEGs funded by the USDOL. NEGs temporarily expand DW Program service capacity to States and local areas experiencing large dislocations.

Active NEGs During PY 2013

| | Award | Expenditures | Expenditure Rate | Period of Performance | Number Served* | WDAs |
|---|--------------|--------------|------------------|--------------------------|----------------|--|
| Statewide (Multiple Companies) | \$12,434,907 | \$11,521,427 | 93% | 01/01/2010 to 06/30/2014 | 2,492 | All WDAs Except Bay Area |
| On-the-Job Training | \$3,145,053 | \$2,839,496 | 90% | 06/30/2010 to 06/30/2014 | 475 | All WDAs |
| Polaris | \$918,010 | \$904,444 | 99% | 07/01/2011 to 03/31/2014 | 322 | West Central |
| Wausau Paper, SNE, Joerns, Thermo Fisher | \$2,055,188 | \$1,428,226 | 69% | 06/01/2012 to 06/30/2014 | 699 | Bay Area North Central |
| Dislocated Worker Training | \$2,073,935 | \$208,187 | 10% | 06/26/2013 to 06/30/2015 | 90 | All WDAs Except Fox Valley & Northwest |
| Kewaunee Power Station | \$807,193 | \$227,478 | 28% | 07/01/2013 to 07/01/2015 | 133 | Bay Area |
| Milwaukee Multi-Company | \$1,510,320 | \$162,176 | 11% | 12/01/2013 to 12/31/2015 | 282 | Milwaukee |

* "Number Served" is cumulative, reflecting participants who may have received services under the grant but not during PY13.

Layoff Notices & Rapid Response

A total of 67 new Worker Adjustment Retraining and Notification notices were filed during PY 2013 year, covering 6,090 workers compared to the 6,680 workers affected by last year's notices. The WDAs most impacted by filed notices were Milwaukee (25 percent of all covered workers), South Central (19 percent), and Fox Valley and Bay Area (tied at 16 percent). Manufacturing was hit hardest with 41 percent of all covered workers falling within the industry. The table, below, summarizes the number of notices filed and total number of workers covered by the notice, based on industry.

| NAICS Code (2-digit) | NAICS Industry Category | Notices | Workers Covered |
|----------------------|--------------------------------------|-----------|-----------------|
| 31-33 | Manufacturing | 24 | 2520 |
| 44-45 | Retail | 18 | 1502 |
| 62-63 | Health Care | 8 | 782 |
| 51 | Information Services | 4 | 210 |
| 61 | Education | 3 | 551 |
| 54 | Professional, Scientific & Technical | 3 | 153 |
| 52 | Finance & Insurance | 3 | 158 |
| 48-49 | Transportation & Warehousing | 2 | 117 |
| 71-72 | Hospitality/Leisure/Food Service | 1 | 27 |
| 42 | Wholesale | 1 | 70 |
| | TOTAL | 67 | 6,090 |

State Rapid Response extended assistance to roughly 7,200 workers during PY 2013 (this includes dislocation events announced in PY 2012 with layoffs that occurred in PY 2013). The degree of assistance varied depending on several factors including employers' ability to accommodate onsite pre-layoff activities and the extent to which advance notice of the layoffs was provided. At minimum, basic worker information sessions were held to educate workers about programs and services available to help them on their path to re-employment. A total of 94 basic information sessions were held throughout the year. In some cases, multiple

sessions were offered in response to a single dislocation event to accommodate large numbers affected, phased layoffs and multiple shifts. Overall, 2,197 workers attended the sessions for a 30 percent participation rate.

Wagner Peyser

Wisconsin's Bureau of Job Service (BJS) had a busy PY for PY 2013. The following are some of the highlights for the year.

Business Services

- BJS assisted businesses to process 251,469 job openings through our State labor exchange website.
- Sent targeted email blasts to over 6,400 employers to alert them to Job Center activities that would be of interest to them, including job fairs and career expos.
- Job Service participated with partner staff throughout the state for a 2 ½ day business services training event in Madison to enhance coordination strategies and marketing efforts targeted to business.
- Implemented our Agriculture industry page on the JobCenterofWisconsin.com, to complement industry pages addressing employer information for trucking and manufacturing.
- Created a pilot effort with our State Economic Development partner, Technical schools and participating trucking firms to implement a commercial driver's license (CDL) driver initiative with guaranteed employment for participants.
- In targeted areas, have done in depth Workkeys/National Career Readiness Certificate testing for the business customer, as part of their recruitment requirements.
- Have coordinated a wide range of specialized services to businesses locally, including providing assistance with registration, job order processing, career fair involvement, tax credit assistance, OJT, onsite recruitment facilities, prescreening of applicants, etc.
- Participated in a variety of employer sponsored Rapid Response sessions to provide Job Center information to both the employer and their workers.

Job Seeker Services

In PY 2013, 289,477 job seekers registered in the Title 3 program. Additionally, during that same time frame there were typically over 350,000 active registrants. Job Service coordinated both large, medium and small scale Job fairs and career expos throughout the state. In some of these events, we did prescreening of candidates for work readiness to be at these events, providing them a ticket to get admitted to these events. Through our statewide virtual Call Center, BJS handled approximately 70,000 calls. Nearly 1.5 million email blasts were coordinated to job seekers throughout the year to advise them of events going on through local Job Service offices, including job fairs, specialized recruitments, etc. Job Service continued to provide a wide range of job seeking workshops throughout the State, on topics ranging from computer literacy, social media, resume development, application/interviewing skills, to in depth Career Counseling events.

- Job Service has provided a wide range of skill/aptitude/interest assessments to our customers, including usage of tools such as Keytrain, Workkeys, Wiscareers, Career Cruising, My Skills My Future, My next move, etc.
- Job Service continues to work on a major system upgrade for our State's electronic website. Full deployment is scheduled for first quarter 2015, and will include a significantly enhanced skill matching tool for both job seekers and employers.
- Job Service/Wagner Peyser has helped support our statewide re-employment services (RES) for Unemployment Insurance (UI) claimants, typically serving between 800 and 1200 claimants per week.

- Job Service MSFW outreach staff have worked with migrant workers throughout the State. We have two offices identified as significant offices. Due to our commitment to positively impacting these workers statewide, we deploy seven staff around the state to provide outreach services.
- Job Service staff continue to be the primary service provider within the resource rooms of most of our Job Centers.
- Job Service continues to provide detailed career assessment services to job seekers and is exploring new soft skills tools to enhance our service delivery.
- Career Counselors provide in-depth services to job seekers dealing with career change issues.
- BJS partners with the Wisconsin Department of Corrections' (DOC) 're-entry' program strategies in several areas of the State.

Partnerships

Job Service had a robust year of partnerships. The Bureau worked closely with the DOC to incorporate new service strategies for incarcerated clients about to be released. BJS has worked with the Wisconsin DPI to strategize/collaborate on work readiness testing. Outreach with schools and libraries to expand our service offerings continues. We have been heavily involved with collaborative discussions with our Workforce Board partners, Technical schools and Vocational rehabilitation to develop enhanced Workforce system strategies in Wisconsin.

Trade Adjustment Act

Job Service works very closely with UI (Trade Readjustment Allowances Program), DET/BWT (DW and Rapid Response programs) and local workforce boards to provide services to workers who have been dislocated due to foreign competition. During PY 2013, 16 companies were certified as trade-eligible and 2,770 participants were served.

Job Service staff were a major point of contact with Trade-eligible DWs to promote the Department's Career Pathway efforts in conjunction with the Technical College System, including Bridge courses incorporating basic-skills remediation, TAA Community College and Career Training Grant efforts to increase access to Career Pathways, and utilization of Skill Explorer both for customers and case managers alike.

Results of the required Data Validation efforts showed the benefits of previous internal program monitoring efforts, with low error rates across all data elements.

The website specific to the TAA program was updated to incorporate information for customers on the 2014 Reversion TAA changes to benefits and services. It can be found at: <http://dwd.wisconsin.gov/trade>.

Assessment Instruments Analysis

In PY 2012, DWD's DET evaluated currently available assessment instruments used to assess job seekers in the areas of math, reading, problem solving, validation of work skills, and soft skills. The evaluation process was to determine Wisconsin's assessment and testing needs statewide. The project developed an evaluation process that compared the products against criteria established by a cross-functional team. Cross functional team members were drawn from members of the WDA business services staff, WIB leadership, Job Services staff, LMI personnel, representatives from the technical colleges, and employers.

Due to increased employer demand for a workforce with enhanced soft skills, DET's focus turned to a more in depth analysis of soft skill assessment tools in PY 2013, seeking to complement the variety of skill and career exploration instruments currently in place at DWD. This initiative has led to creation of a partnership with the DVR and the BJS and the development of a pilot program through which BJS staff in Job Centers will provide soft skill assessments for DVR clients. Through this partnership, DWD will be able to better determine the usefulness and effectiveness of these tools as we move forward. Ongoing meetings and discussion with the DOC has led to another collaborative effort. BJS is moving forward in partnership with

DOC to find ways for inmates who are near release, to access the variety of assessment tools DWD has, in order to better prepare them for the job market.

These tools may be added to Wisconsin's existing variety of assessment tools, including WISCareers, Career Cruising, WorkKeys, Skill Explorer USDOL products (my skills/my future, My Next Move, etc.). During PY 2013, the WorkKeys Call Center handled 5,298 scheduling calls. 6,382 WorkKeys tests were scheduled, proctored, and monitored during this timeframe. 1,836 National Career Readiness Certificates were awarded.

Veterans

In PY 2013, 6,010 newly registered veterans received staff services through DWD's Office of Veterans Services (OVS).

- 4,967 received staff assisted services
- 3,357 received intensive service
- 1,847 were post 9/11 veterans.
- 1,690 were veterans with disabilities.
- 1,029 were "special disabled veterans."
- 788 were female veterans
- 140 were homeless veterans

Job placement for veterans who receive assisted services from the OVS staff at the job centers is averaged 58 percent- an increase of 2 percent from last year. Job placement for veterans who receive intensive services from OVS staff at the job centers is averaged 59 percent- an increase of 2 percent from last year. The average annual earnings for veterans entering employment following OVS services is \$31,092 – an increase of \$2,420 from last year.

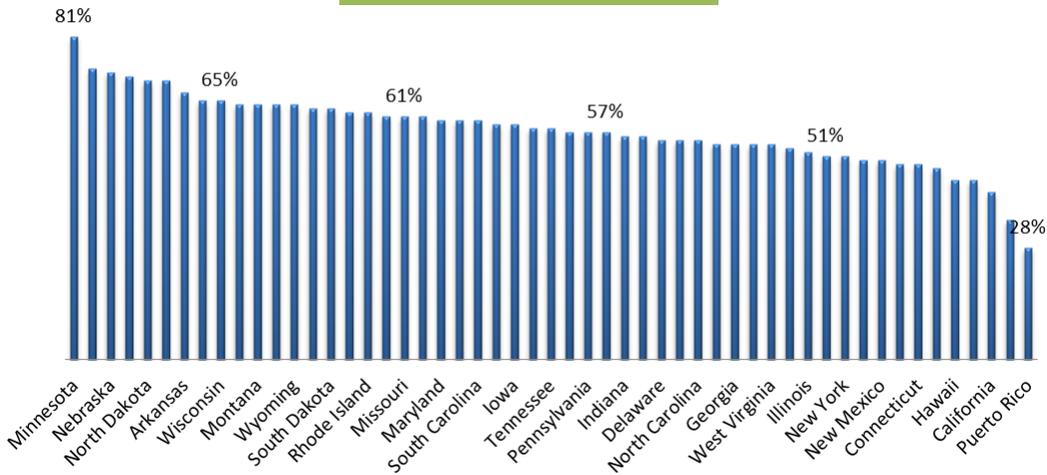
Seven veteran-specific job fairs were held in PY 2013, with 714 veterans attending them. At these job fairs, veterans met with 296 employers. Approximately 54 percent of veterans participating were offered employment or follow-up interviews with employers.

The OVS created 13 new NEG OJT contracts with employers in PY 2013, bringing the total contracts to 65 since the program began in 2010. The average starting wage for the 13 contracts is \$15.57 per hour.

The mission of OVS is to "*Advance Veterans into the workforce through targeted business engagement and effective employment services.*" OVS ended PY 2013 meeting or exceeding all seven of its DOL negotiated performance standards. For the PY 2013 reporting period, Wisconsin was in the top ten states nationally and tied for 7th place with a 65 percent Entered Employment Rate for Veterans served by OVS. Wisconsin OVS was tied for 2nd place nationally with an Employment Retention Rate of 83 percent. This indicates our LVERs and DVOPs are performing exceptionally well at matching employer and veterans skills as Veterans are entering employment and staying employed at a high rate when utilizing OVS staff for employment assistance.

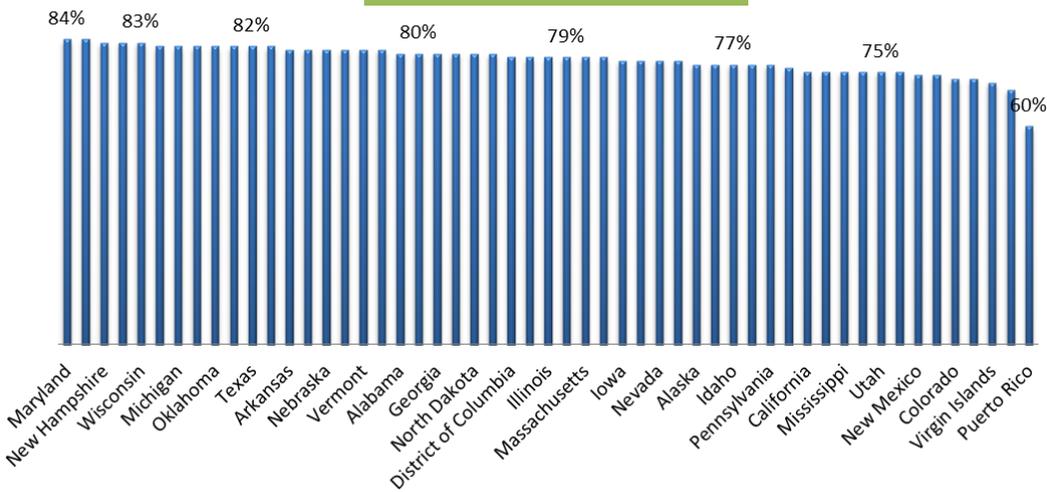
Entered Employment Rate

Top 10 & Tied for 7th Place



Employment Retention Rate Target

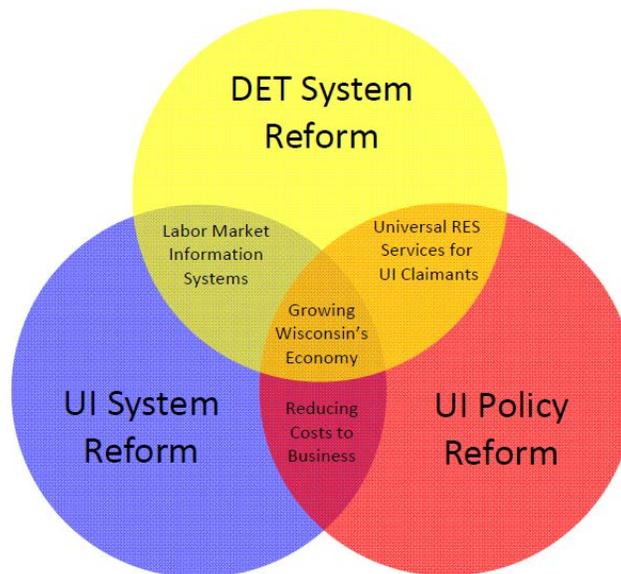
Tied for 2nd place



Statewide Strategies for Success

Unemployment Insurance to Employment (U2E) Initiative

In the fall of 2011, DWD initiated several projects called the U2E effort. Through these projects, DWD is changing the way it delivers employment and training and UI services.



Currently, DWD's business model for services to jobseekers and UI claimants relies heavily on the interactions with internal and external staff, including calls from the UI call center staff to in-person Reemployment Services (RES) workshops. Going forward, the DWD will implement and sustain a streamlined user experience that is customer focused so that internal program boundaries are invisible to the customer. To do this, the agency will utilize systems which facilitate self-service and personal responsibility whenever possible, including robust assessment tools to identify the appropriate level of service intervention.

The U2E project includes the following elements:

- New JCW – This is an improvement to Wisconsin's existing self-service job search tool, jobcenterofwisconsin.com (JCW). This tool will focus on making job matches based on skills rather than on job titles. It includes analytics for determining the next logical career move, automated job referrals, automated referral to other services, reflection of services on a jobseeker dashboard within JCW (My JCW), and provision of information about compliance. This portion of U2E has started development, with a planned implementation date during the first quarter of the 2015 calendar year.
- RES Redesign – Job seekers who are UI claimants will be triaged online or in person to determine service needs. They will be then referred to the appropriate next service based on their needs. This project creates an online option for RES expanding the number of UI claimants the department is able to serve. All eligible UI claimants will be required to take an assessment and view an online orientation that provides an overview of various services and resources available to job seekers. Claimants are then referred to the appropriate level of service based on their needs. Claimants required to attend an in-person session will be able to schedule that session online based upon their

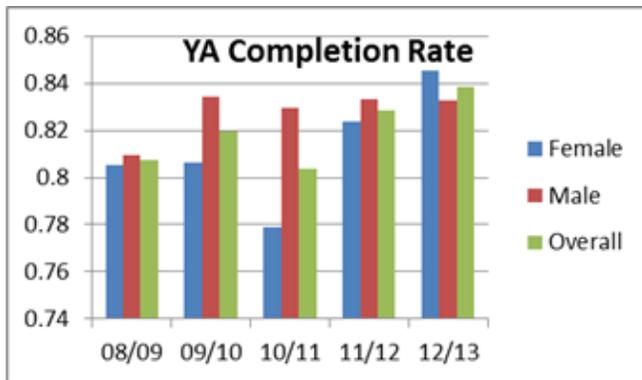
availability. Currently, UI claimants required to attend RES are selected randomly and not scheduled based upon their availability. This portion of U2E is also planned to be implemented during the first quarter of the 2015 calendar year. During PY 2013, Wisconsin implemented the first phase of the RES Redesign project which included the online orientation and assessment.

- Visual Integration – Provide a seamless online experience for the UI claimant to move from filing their initial claim through the job seeker functionality of JCW so that internal program boundaries are invisible to the customer. This portion of U2E has been completed with development of guidelines and policies that will be followed as U2E moves forward.
- Skill Explorer – This is a tool that provides information to users about jobs/occupations that share similar skills. This portion of U2E was implemented in September 2013.
- UI Compliance, Monitoring, and Enforcement – To support personal responsibility and encourage participation in the online training opportunities, DWD is pursuing statutory and administrative law changes to mandate claimants who are not waived from work search requirements to complete the online assessment and required training modules as a condition of on-going eligibility. This project ensures that the UI technical systems monitor and enforce compliance of the RES requirements.
- UI Initial Claims Redesign – UI Modernization will improve the ability of claimants to initiate and complete claims online, and provide a seamless transition between the UI Claims and JCW web pages.

Youth Apprenticeship

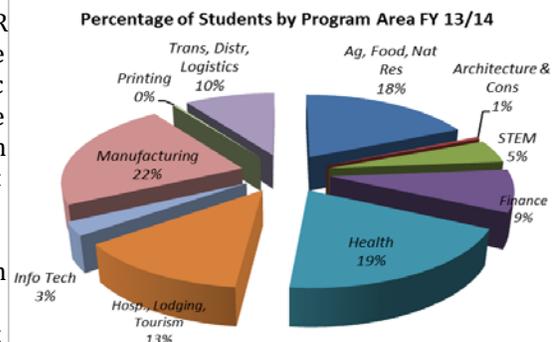
Wisconsin's YA program allows students to experience a paying job and receive related instruction in their field of interest while still in high school.

- Current enrollment for the 2013-14 school year reached 2,469, a 10-year high for the program.
- 81 percent of the youth apprentices enrolled in the program in 2012-13 successfully completed the program and received a state skill certificate.
- 84 percent of two-year graduates in 2012-13 were offered continued employment by the employer that provided their OJT.



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atives by the YA program have focused on expanding and updating program offerings, improving the grant review process, giving flexibility to YA consortia, and creating an online database with improved capability for program evaluation.

The YA program offers courses representing work-based learning programs in 43 career pathways, representing 10 of the 16 Career Clusters. In FY 2014-15, new YA

pathways in Carpentry, Electrical, Masonry/Concrete, Mechanical/HVAC, and Plumbing will be added to the Architecture & Construction cluster. YA and CESA 6 collaborated on the curriculum for these pathways, assembling multiple focus groups of trade employers to validate that competencies were relevant to the trade and maintaining compliance with child labor standards.

In August, a subcommittee of Wisconsin's Apprenticeship Advisory Council was formed to explore options for communication and articulation between the youth and registered apprenticeship programs. Topics will include expansion of the manufacturing pilot program statewide, articulation with the new YA construction curriculum, and identifying employers that participate in both programs. YA has also reached out to the technical college system for enhancing opportunities for articulated and transcribed credit.

Policy changes in 2014 have allowed multiple consortia to serve schools, allowing for specialized programs such as GPS Partners to thrive. Consortia have consolidated into larger, more efficient partnerships, and have applied for funding through Blueprint for Prosperity high school pupil grants to aid their collaborative projects between schools, technical colleges, and businesses.

DWD has modernized the YA database in 2014 by adding a web interface for student registration and improving reporting tools for program evaluation. Recent changes to consortia structure necessitated a change to the database structure that will improve the accuracy of our data over time. Moving to Oracle database software will allow the potential for connections with other state databases for longitudinal studies that track student outcomes after graduation. Modernized reporting tools through Business Objects will provide improved functionality, and online entry and update of students will save time for YA coordinators and DWD YA staff.

Disability Employment Initiative

As a Round 2 Disability Employment Initiative (DEI) grant recipient, Wisconsin is nearing the end of this 3-year, \$2.5 million demonstration project designed to determine if having additional human and capital resource supports improves the employment outcomes of job seekers with disabilities. The grant originally slated to end on September 30, 2014, will be extended to March 15, 2015, due to the no-cost extension.

Wisconsin's project continues to operate in six pilot WDAs through the coordination and expertise of disability resource coordinators (DRCs). The DRCs serve as local experts and conduct the following activities related to providing improved access to JCW services:

- Work directly with job seekers to identify and address barriers to employment and increase job readiness:
 - Conduct intake, assessment, and referrals to JCW staff when appropriate
 - Inform of community supports/services to address needs for wrap-around services
 - Conduct benefits analyses and help job seekers develop work plans to get them off of Social Security benefits
 - Increase access to local asset development services to encourage solvency, an especially important aspect of improving employment performance for those with disabilities.
- Provide and coordinate disability-related training to Job Service and JCW staff:

- Disability etiquette, general disability information
- Mental health issues
- Resource coordination
- Assistive technology
- The DEI program
- Ticket to Work options for job seekers/DVR consumers who are Social Security benefit recipients.
- Influence local job center procedures by troubleshooting service gaps and increasing awareness of the needs of and services for persons with disabilities through the use of integrated resource teams that include partners inside and outside the job centers.
- Conduct community outreach to increase the number of persons with disabilities coming into the job centers and encouraging them to self-identify as having disabilities:
 - DOC offenders (soon to be released) in WDAs 4 and 8.
 - Wisconsin School for the Visually Impaired staff
 - Direct marketing to persons on Social Security benefits.
- Coordinate employer education aimed at educating about the Americans with Disabilities Act and how to access information on accommodations and build an inclusive workforce.
- Coordinate orders and installation of assistive technology equipment in the JCW resource rooms.

By June 30, 2014, all six DRCs had received either permanent or probationary certification as benefits counselors for the purpose of advising persons with disabilities how employment might impact Social Security (SS) payments, thereby allowing for discussion on employment plans and options that could allow SS recipients to work their way off benefits.

Wisconsin Career Pathways

In April of 2012, the Wisconsin DWD and the WTCS received a third 2-year grant award, RISE 3.0, from the Joyce Foundation to further expand Career Pathway and Bridge program offerings. Expected outcomes by the end of 2014 are as follows:

- The WTCS has approved 142 Embedded Technical Diplomas and Career Pathways Certificates;
- Over 80 Career Pathway Bridges have been created, operated and documented
- Over 1,250 Adults have participated in a Career Pathway Bridge; and
- Over 3,000 Adults have been served through a Career Pathway education component;



DWD assisted in professional development training sessions for workforce partners, including WDB staff and contractors, staff of Titles I, III, and IV, and OVS staff to facilitate their understanding of how to tap into Wisconsin's robust career pathway system. An information session showcasing the new Wisconsin Career Pathways website, www.wicareerpathways.org, was attended by over 120 workforce development professionals around the state. The success of the events hosted demonstrates the high interest level that Job Center staff have in this model.

Joining DWD and the WTCS in strengthening Wisconsin's career pathway system are the WEDC, the Wisconsin DPI, and the WWDA. DWD continues to work with these partners to develop a sustainability plan to support career pathways in Wisconsin during the implementation of the Workforce Innovation and Opportunity Act (WIOA).

Layoff Aversion Strategic Planning

Over the past PY, the Layoff Aversion workgroup – comprised of representatives from the DWD's DET and the WEDC – continued to work on the design and implementation of a layoff aversion program that will supplement WEDC's existing Business Retention and Expansion efforts and DWD's Rapid Response and Re-employment Services programs.

The ultimate mission of the layoff aversion strategy will be to: 1) save existing jobs with an employer at risk of closing or downsizing and 2) minimize the period of unemployment for a worker where layoff is unavoidable.

Wisconsin's layoff aversion vision includes four components:

- a data dashboard for input and analysis of information that forecasts the likelihood of an employer laying off workers;
- a mechanism to communicate data dashboard output to appropriate parties, alerting them of a potentially at-risk employer;
- the provision of certain core turnaround services either for free or at a reduced cost; and
- continued focus on enhanced pre-layoff services for unavoidable layoffs.

During the PY, the workgroup made progress on many aspects of the program's design and implementation. Efforts focused on analyzing data to select the pilot regions for the program, process mapping, drafting policies and procedures, and developing a procurement plan in order to obtain contractors equipped to 1) evaluate the overall health of the company and identify assistance needs and 2) provide turnaround assistance.

State Workforce Information Delivery Systems

State operating systems that support implementation of state strategies and that are used for all programs and activities present in the One-Stop Career Centers (Job Centers) include the following:

ASSET

ASSET (Automated System Supporting Employment and Training) is an internet-accessible participant reporting and data collection system that all case managers and WDBs use to report WIA Title 1 and partner services for performance measures and WIASRD reporting. ASSET is the official data source for all performance and program management data and also serves as the case management tool for WIA, Wagner-Peyser, TAA, Youth and Adult services, and DW activities. ASSET has been designed to ensure that performance measure calculations are consistent with current Federal reporting requirements as specified in US DOL Training and Employment Guidance Letters (TEGL) 17-05 Common Measures Policy for the Employment and Training Administration's Performance Accountability System and Related Performance Issues, including the changes made by TEGL 4-13.

Planning for additional improvements to ASSET continues in PY 2014. Items being considered as improvements to ASSET include improving Individual Training Account and Eligible Training Provider functionality, improving tracking of last contacts with participants, and improved data entry and validation.

Job Center Systems Data Warehouse

In addition to ASSET, DWD has invested substantial effort and resources into the development of a Job Center Systems Data Warehouse that contains data and reports requested by local boards and other state staff. The warehouse is Internet-accessible and available to state and local staff who have secured access to the site on

which the warehouse resides. Performance staff also prepare reports and data sets for local boards' use and provide extensive performance measure analysis of the results for each quarterly and annual report. Wisconsin tracks specific targeted applicant groups required by DOL as part of its annual reporting requirements. This warehouse is developed using Business Objects and Web Intelligence (WEBI) software applications. The warehouse has numerous reports that track targeted populations based on services received, participant characteristics, co-enrollment, and caseload management. The reports are updated and refreshed on a daily basis and allow staff to monitor program and participant activities for active as well as exited participants. This data is used by local boards to apply for grants and by state and partner staff to develop and manage programs designed to address and improve service delivery, program design, and participant outcomes. It is also used by local staff to help them monitor and continuously improve their participant reporting and performance outcomes. A user-friendly web-based reporting tool called JCS Management Reports was implemented at the end of August 2014. This tool makes real-time report generation possible and delivers management data in a dashboard.

ASSET and the Job Center Systems data warehouse provide participant and performance information to help manage Job Center programs. On a weekly basis, the number of customers who registered for WIA Title 3 services via the JCW website, at a local Job Center office, or who were registered by a case manager for WIA Title I programs through the ASSET system is collected and reported to DWD DET management.

Job Center of Wisconsin

JCW is operated by the Wisconsin DWD and the Wisconsin Job Center system. It is a Wisconsin-centered employment exchange, linking employers in all parts of the state and in communities that border Wisconsin with anyone looking for a job. It can be accessed online at JobCenterOfWisconsin.com and is available at no-cost to both employers and job seekers 24 hours per day, seven days per week. There are computers at every Job Center where JCW can be accessed. Job Center of Wisconsin.com (JCW) continues to perform very well and exceed expectations.

There are plans to replace JCW in the New JCW project, which is part of U2E. This project will enhance job matching analytics to offer job matches based on skills, implement a tool that does language analytics on resumes and job postings to present more job matches, and will provide a revised user experience for job seekers and employers. This project is planned to complete during the first quarter of 2015.

JobNet Business

To track services provided to businesses, Job Centers use JobNet Business and the Job Center Systems Data Warehouse to evaluate services to employers, provide reports to manage the Job Centers, and demonstrate accountability to business services. The use of JobNet Business is required for all Job Centers. JobNet Business will be replaced as part of the New JCW project mentioned above.

WORKnet

WORKnet is the State of Wisconsin's workforce and LMI site. It has information on the number and type of job openings in Wisconsin, high-growth occupation information, wage comparisons, and business tools.

BWITS (Bureau of Workforce Information and Technology Services) Workspace

The BWITS Workspace is a dedicated server for the LMI area and for OEA staff. The primary purpose of this dedicated server is to give select LMI and OEA staff a workspace in which they can directly access and analyze data available from various sources to create and modify products for public consumption and create system prototypes using tools on user workstations.

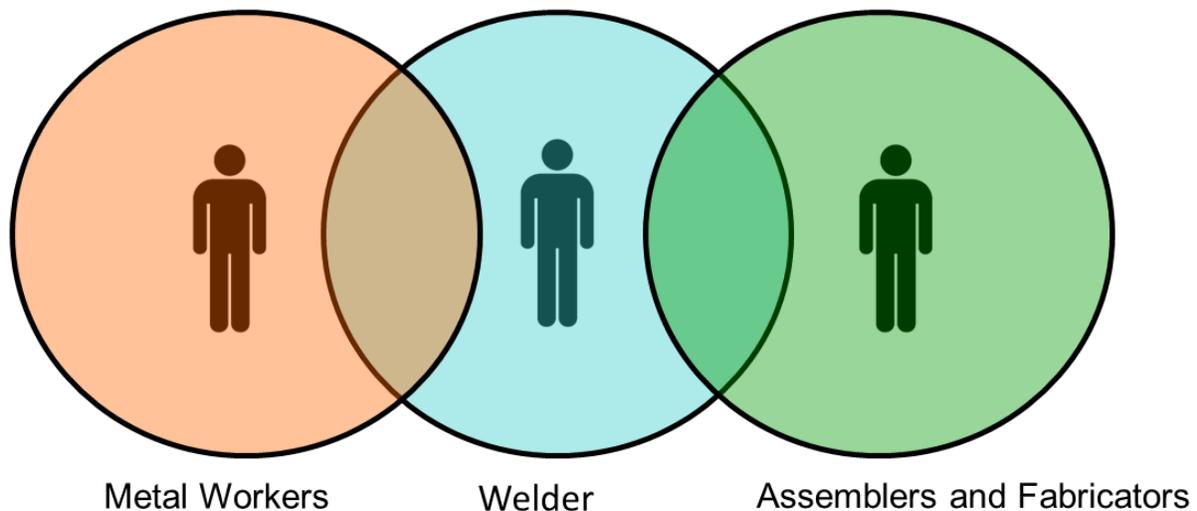
Prescreening for Career Expos

In early 2012, Wisconsin created a new concept for the job fair, called a "Career Expo". The expo required all employers to post job openings on JCW and created a unique "prescreening" process (resulting in an

admission ticket), to ensure that attendees met a required minimum level of work readiness. The prescreening process was initially used just for Career Expos, but was expanded in September 2013 to be used for some smaller job fairs around the state.

Skill Explorer

One of the innovative tools offered by the DWD's DET is Skill Explorer, a job search tool that goes beyond job titles to find opportunities that match the skills and training job seekers have – but in career fields they may not have considered.



The above graphic demonstrates how the Skill Explorer shows users which skills they have that may be "transferrable" to another occupation.

This web-based application was implemented September 30, 2013. Skill Explorer allows the user to search for skills-related occupational data by entering an occupation code, occupation title or free format text. It displays skill related occupations based on this data and displays LMI for each occupation result. It also displays skill group data, links to JCW job orders, and Workforce Information Database data. It allows the user to customize results and reports by projections, wage, job openings, industry, skills, related occupations and available geographic data. Going forward, this application will be modified to link it with other DWD products and services.

RES Online

A new automated RES application is in the development phase. This application will replace the current method of placing claimants into in-person RES sessions. Currently, attendees are chosen from the pool of Unemployment claimants who are statutorily required to look for work. Due to staffing levels and the number of claimants, not all claimants can be served in in-person RES sessions, so attendees are chosen by being selected from the pool by a formula based on their likelihood to exhaust and geographic area. The new RES Online application will triage all Unemployment claimants who are required to do a job search by presenting them with a series of questions to determine how they can best be served. Based on their answers to the questions, claimants will either be determined to be job-ready and will need no additional services, will be determined to have some deficits that can be addressed by the online tutorials that are part of this application, or will be determined to need in-person RES services. Those determined to need in-person

services will then be scheduled for RES sessions. The goal of this application is to serve all applicable claimants and to serve them at the level most appropriate to their needs. This project is due to be completed in the first quarter of 2015.

Enterprise Mapping

In October 2013, DWD added a mapping feature to its web-based Job Center Directory. This feature allows customers to find full-service and part-time job centers near them. It also allows them to find local libraries with Internet access. Customers are shown a map with pinpoints indicating the centers and libraries. Clicking on a pinpoint provides the address of the center and the ability to get directions. Most pinpoints also include a photo of the center. This feature is also used in conjunction with Career Expos, to display the location of participating employers. This feature may also be used in the future in conjunction with job postings, to map the location of the job.

WIA Success Stories

Kelly Vogelsberg

When Kelly Vogelsberg was serving time in jail for theft in a business setting, she had never heard of Southwest Wisconsin Workforce Development Board (SWWDB) Outreach Liaison Ron Coppernoll. "This man approached me and asked if I had ever thought about going back to school. I didn't know him from Adam, so I wasn't sure what to do. But after hearing what he had to say, I decided it was the best course of action for me," Kelly said.

Now, a bit over two years later after she was released in December, 2011 after serving nine months, she has an excellent job and is grateful for what Ron and others have done for her. "I had wanted to go back to school prior to my jail time, but didn't really know how to go about it," Kelly said. "Without Ron approaching me, I'm not too sure I would have done it. I wanted to make sure the WIA "investment" in me would pay off, and it has."

Following her graduation from Southwest Tech's Medical Lab Technician associate degree program in May, 2014, Kelly found a job within three weeks at United Clinical Labs in Dubuque, Iowa, with the help of an OJT agreement developed with the assistance of SWWDB Business Development Coordinator Anna Schramke. The OJT pays half of the training costs for Kelly for a limited period of time, helping to develop her proficiencies while increasing United's productivity.

"I remember how down Kelly was when I first encountered her at the Grant County Jail, but then how quickly her enthusiasm grew when she realized that she could go to school and change her life," Ron said. "She really worked hard at Southwest Technical College (SWTC) and deserves the payoff for all of her efforts." Although Kelly had attended UW-Platteville for two years, going back to SWTC at age 35 took a lot of courage. "I spoke to my husband Dave and while at first he wasn't convinced going back to school was appropriate, he soon was behind me, as were my two children now 10 and 7," Kelly said. "It was challenging." Of the 16 enrolled, only six graduated. Kelly was on the Dean's list with honors for her excellent grades. "It wasn't difficult but was challenging," she said. "I really had to study hard." The Iowa-Grant High graduate and former Livingston resident who now lives in Potosi was one of the oldest students in her class.

"WIA and the DOC grant really helped me, but Ron was the catalyst," Kelly said. She started at United Labs on June 17 and has received excellent performance ratings. "When I first spoke to her, it was apparent how bright she was and she just needed a chance," Ron said. And now, Kelly Vogelsberg is making the most of her opportunities!

Career Venture

May 1, 2014, marked the 13th year of Career Venture, and this year's occasion turned out to be one of the best attended and most successful in the event's history. Held at the Eau Claire Indoor Sports Center, Career Venture hosted nearly 2,900 students from 29 schools in West Central Wisconsin. These students and educators had the opportunity to engage with more than 68 highly-interactive career exhibits designed to stimulate young minds about the endless career opportunities that exist in West Central Wisconsin.

Upon their arrival at Career Venture, students were greeted by a Bus Ambassador who provided them an introduction to what their Career Venture experience would be like. Students received a career BINGO card as an activity to guide them through the event and assist them with finding out more information about careers.

Career Venture is organized as an interactive experience, so exhibitors are encouraged to bring tools, equipment and other materials used in the careers that they represent. The event represents all 16 Career Clusters, which allows students the opportunity to explore a variety of careers with hands-on activities. Examples of exhibits include: welding, tire changing, website design, firefighting obstacle course, hair styling, blood pressure checks, animal grooming, cash counting, semi-tractor truck tours, and robotics. Awards are presented to exhibitors for Most Interactive and Most Informative based on an on-line voting system by students at the event.

Water Sector: Wilniesha Smith's Story

After working at Frontier Airlines in Milwaukee for seven years, Wilniesha Smith was part of a mass layoff in 2012. As she considered new careers, she was inspired by Milwaukee's emergence in the water industry and her family. Her dad is a Master Plumber and instructor at Milwaukee's Bradley Tech, and her grandmother is a lifelong gardener. She enrolled at Milwaukee Area Technical College, where she is currently working toward her associate's degree in Environmental Health and Water Quality Technology. She is also working toward her Water Technician Certificate, a certificate developed by The Water Council, MAWIB and Milwaukee Area Technical College. Additionally, she was able to get experience in her new field with an internship at the Milwaukee Metropolitan Sewerage District as part of MAWIB's DOL accelerator grant.

WIA/TAA Participant Comes Full Circle

This is the story of Justin Arnold, a former Hutchinson Technology Inc. (HTI) employee who, along with nearly 200 others, lost his job in March of 2011 when HTI laid off a large portion of its workforce. Justin was part of the team of employees who helped set up the production plant and train workers in Thailand. He returned home to the US in January of 2011 to reunite with his wife and await the birth of their identical twin sons. On March 6, 2011, those sons were born. Two weeks after Justin's sons were born, the HTI layoff occurred. Production had slowed down in the weeks preceding the layoff and Justin had just put in for Family Medical Leave Act time when he received the notice about his job.

In June, 2011, Justin enrolled in TAA with plans to enroll in the UW-Stout Vocational Rehabilitation program in the fall. "It seemed like a really good fit for me," he said. "From my life experience, both professional and personal, it felt like I finally found something that fit what I've been drawn to for a while. Helping people through some of the same things I've been through seemed like a good way to turn any misfortunes I've had into something positive."

Justin later enrolled in WIA services with Chippewa County Workforce Resource Consultant Rachel Swatloski and secured a paid internship through a Work Experience in the summer of 2013. He worked with the summer youth program as a part-time job coach and media specialist. Justin again interned with Workforce Resource Inc. (WRI) in the fall of 2013, spending more time in the resource room while at the same time assisting in the planning of the FoodShare Employment and Training (FSET) workshop schedule. Later in that fall semester, WIA services also allowed Justin to pay for some essential car repairs that allowed him to keep attending class and his internship.

As Justin anticipated his graduation nearing the end of 2013, he started to apply for jobs. He worried that he would be able to find employment that could support him and his new family. But the effort that both he and his support network at WRI put forth paid off in December as he was offered and, in turn, accepted a full-time position as a Workforce Resource Consultant in Eau Claire County. "It was just an incredible feeling," Justin said. "To have those things happen, and then to be able to turn around and help people in the same way you've been helped makes you feel extremely blessed."

Greg McLemore

When Greg first came into the Ashland CEP, Inc. office, he had not worked in eighteen months. A former WIA client had told him about some of the services offered by WIA. Greg met with a WIA Case Manager and expressed an interest in Truck Driver training. Greg and the WIA Case Manager discussed some of the training options that were available, such as company sponsored training programs and technical college programs. After considering these options, Greg set out to get his CDL permit and complete pre-application paperwork. Initially, Greg was accepted into a company sponsored driver training program. Unfortunately this training did not work out and he contacted his WIA Case Manager to explore other options. Through WIA Adults Service funds, a portion of Greg's training at Lake Superior College's Over-the-Road Truck Driver training program was covered. In June, Greg obtained his Class A CDL License and began his new career with Halvor Lines Trucking the next day!

North Central Wisconsin WDB Announces Recipients of its 1st Annual Erhard Huettl - Awards of Excellence



1st Annual Erhard Huettl WIA Awards of Excellence recipients pictured left to right: James Stanchik of Auburndale; Traci Dumpprope of Rhinelander; and Jacob Neathery of Rhinelander.

North Central Wisconsin WDB (NCWWDB) selected and announced the 2013 recipients of its 1st annual Erhard Huettl Awards of Excellence. Nominees were solicited throughout the WDB's nine-county region, for the following three categories: WIA Youth Program Participant of the Year, Adult Program Participant of the Year, and DW Participant of the Year.

The Board's Executive Director, Rene Daniels introduced the recipients, and Board Chair, Kent Olson and former Executive Director, Michael Irwin presented the awards and congratulated the individuals for their outstanding achievements.

WIA Youth Program Participant of the Year recipient is teen parent, Jacob Neathery of Rhinelander. Neathery came a long way since a debilitating car accident on Mother's Day in 2009. That accident prevented Jacob from graduating high school with his peers, and left him temporarily unable to work. Things got pretty tough, but Jacob never gave up. After his recovery and with the help of WIA funding, Jacob earned his Emergency Medical Technician diploma, received his GED, and secured a full time job. He has also taken the steps to support himself and his young family. In addition, Jacob is planning to attend Paramedic training next spring.

WIA DW Program Participant of the Year recipient is James Stanchik of Auburndale. Stanchik is a DW who lost his job of 22 years at NewPage's paper mill in Whiting. The unexpected closure and loss of a good paying job was a huge shock to James and his wife. He quickly realized that in order to obtain another good paying job he would need long-term occupational training in a high-demand career field. James began working with NCWWDB's WIA DW Program shortly after his layoff and the rest is history. He graduated with distinction, from the Machine Tool Technician Technical Diploma program at Mid-State Technical College in May and started his new, full-time job as a lathe operator at Point Precision in Plover a mere four days after graduating from the program!

WIA Adult Program Participant of the Year recipient is Traci Dumpprope of Rhinelander. Dumpprope started her healthcare career path as a personal care worker. She enjoyed the healthcare field and dreamt of nursing school, but felt it was out of her reach. As a mother of two teenage boys and working in lower paying jobs, finding the extra money to attend school was just too difficult. However, Dumpprope was determined. She eventually began a Certified Nursing Assistant course through Nicolet Area Technical College (NATC). While there, she was told to contact Forward Service Corporation's WIA case manager Joan Hartmann at the Northern Advantage Job Center. With Hartmann's help, Dumpprope enrolled into WIA's Adult Program, registered for the pre-nursing program at NATC and began her journey to become a RN. Despite encountering great adversity, which included her husband's job loss and the passing of her father, Dumpprope was able to complete her nursing degree, pass her State Boards, and is now gainfully employed as a RN.

The 1st Annual Erhard Huettl WIA Awards of Excellence were presented during a ceremony held at Northcentral Technical College in Wausau.

Anthony Irby's Career Pathway Journey:

Anthony Irby first connected with the WorkSmart Network (the South Central Wisconsin WDB's program provider) and its WIA adult services in January 2014 because he was tired of working limited time jobs that required long hours for little pay. He had been working temporary jobs making \$10 per hour when work was available. His hope was that the WorkSmart Network team could help him pursue a long-term career to support his family, rather than just stringing together short-term jobs.

By February 2014, Anthony began working with his WorkSmart Network (WIA adult program) case manager to find work in the construction and utilities industry—as he already had some background and prior experience within the field, but little training. His case manager informed him of an upcoming training centered on construction concepts to help him improve his skills and connect with local construction employers that were hiring. Anthony enrolled in the winter 2014 cohort of the Foundations for the Trades Academy—an apprenticeship readiness program designed to help participants prepare for career pathways in the construction and utilities industry. This program, supported with WIA funding, not only allowed Anthony to see what types of trade jobs were available and build on his trades skills, but it also gave him hands-on experience working on a residential build site, as well as help with work readiness and soft skills needed to be employable.

“This program has really helped me get my good foot forward and keep on going. It gets you ready for everything,” said Anthony. Anthony graduated from the Foundations for the Trades Academy on April 4, 2014, and began networking with local construction employers and preparing for apprenticeship exams to become a steamfitter. During this time, his WIA case manager and the other Foundations for the Trades Academy partners helped him navigate the application and exam process and connect to companies that were seeking apprentices for the trade.

Anthony was hired by General Heating and Air Conditioning in July 2014, and is preparing for the steamfitter apprenticeship program offered by the company. As an apprentice, Anthony will continue to learn the trade while on the job and in the classroom while earning a paycheck far higher than \$10 per hour.

"Machinery Sparks My Mind"

Nick Kloften graduated last year from Union Grove High School but was unsure of what he wanted to do until the Computerized Numeric Control (CNC) boot camp. “After high school I did not know what I wanted to get into.” Before attending the boot camp he was working 30 hours per week at an area grocery store, and was “just getting by.” A friend of his father, shared his own experience while participating in a CNC boot camp and told him he should consider applying. “I don’t want a part-time job for the next couple years I want to get into something solid, plus I heard all good things about the program.” After he completes the camp and gets some experience in industry, Nick would also like to take some engineering classes. “Going from nothing to something and designing something new is fun. I enjoy it. I think anything having to do with technology or machinery sparks my mind.”

He feels what is most beneficial about the boot camp is the way the instructors teach the program. “They teach you about attitude too so you know what to expect in the workplace.” The first day he met instructor Rick Lofy and Todd Nienhaus from the Racine County Workforce Development Center, they told the participants that the course was going to be tough. He quickly found out that was true, but said he appreciates that structure of the program. He looks forward to having decent pay so he can save money, be able to support himself, and maybe a family someday. “I was just thinking it would be schooling and then get out of here to go to work, but it has opened my mind up to a bigger picture.”

Nick was very appreciative of the program. “It is a big commitment, but as long as you are willing to put in the work, it is worth it.”

WDA 1: Southeast Wisconsin Workforce Development Board PY 2013 Highlights

Leveraging Resources and Integrating Programs

The Southeast Wisconsin WDB has creatively collaborated with local technical colleges and employers to develop short term training opportunities for WIA Title I participants. The Southeast Wisconsin WDB has conducted twenty CNC boot camps since inception in 2005, with 47 individuals completing training in a boot camp in PY 2013.

In the Southeast WDA, comprised of Kenosha, Racine and Walworth counties, local Job Centers and Workforce Development Centers provide these boot camps throughout the year, recruiting individuals from the Resource Rooms or from the point of initial assessment to the boot camps, where they are placed into a career pathway that suits their interests and abilities. The rigorous weekly schedule includes 40 hours of training, including time slots allocated for time management, study skills and tutoring, for a total of 14 weeks. Funding for some of the Adult Basic Education is provided by WIA Title II. Local employers provided input into and reviewed the curriculum to ensure that students are learning the skills and competencies that will enhance their employability in the Southeast WDA.

96 percent of those who completed the bootcamp in PY 2013 are employed. Of those who became employed, some individuals received a starting wage of \$17.00 per hour. The average start wage of boot camp graduates is \$13.30 per hour. These statistics are made even more significant given the barriers to employment faced by boot camp enrollees this year– 13 had re-entered their community after a felony incarceration and 2 were experiencing homelessness at the time of enrollment. Data from the WDB demonstrates that employers see the value in hiring these graduates. One local employer has, over time, hired twelve graduates.

Funding for the bootcamps has been supplemented in the past by SC Johnson, county funding and The United Way. In its request to DWD for Blueprint for Prosperity funding through WFF, Gateway Technical College's (GTC) number one priority request was for funding to support increased capacity for the CNC boot camps. DWD awarded GTC with \$413,070 to support additional instructor and student support costs to allow an additional 108 students to participate in these boot camps over the next two PYs.

Alumnus Update

Shanta Harris completed CNC Boot Camp #13 in 2012 and immediately was hired as a third shift CNC operator at Bradshaw Medical. Representatives from Bradshaw came into the boot camp and watched people during run time. They gave the students pointers and Shanta took their advice. He interviewed with them the day before graduation in one of the boot camp interview sessions and they called him a week later for a follow-up interview. He was then offered the position.

Shanta had an opportunity to work as an assistant with the past few boot camps and also came back to Gateway to complete the Lean Six-Sigma Green Belt certification. "It allowed me to see things differently and understand how to help the company improve." Now he is enrolled in CNC programming classes and has taken six courses here at Gateway and plans to finish six more. He has progressed to a lead first shift operator and is enjoying it because he gets to help teach other people. "I was hoping for this, the results are gratifying and I am really happy with how my life is going."



WDA 2: Milwaukee Area Workforce Investment Board

Program Year 2013 Highlights

Construction Sector:

MilwaukeeBuilds Success: Currently 32 individuals are enrolled in the MilwaukeeBuilds program with two partners Northcott Neighborhood House and the Milwaukee Christian Center. Upon completion of the program, they will be referred for pre-apprenticeship placement on the Northwestern Mutual project and with the Housing Authority of the City of Milwaukee. In conjunction with the City of Milwaukee Office of Environmental Sustainability, MAWIB developed a customized training to train 10 Energy Auditors who are certified with the Building Performance Institute (BPI) credential. These individuals worked on 20 foreclosed homes for hands-on training.

Healthcare: Public-Private Partnership

An exciting new venture designed to bring skills training to low-income individuals in an effort to help them gain jobs in the healthcare sector was launched in June 2012. As an Health Professionals Opportunities Grant (HPOG) employer partner, Aurora Health Care agreed to expand and relocate its private Certified Nursing Assistant (CNA) training center to its St. Luke's Hospital campus and provide training slots in each class for HPOG eligible participants. Several years ago, Aurora developed training programs for its employees and over the years, has received local, regional and national recognition for its quality training and philosophy of future workforce advancement needs. Aurora was recognized by the Wall Street Journal for giving entry-level employees opportunities to advance through in-house training programs and tuition reimbursement, which also placed a demand for the programs that exceeded beyond the space available.

The CNA training is an exceptional and unique experience because participants have the added benefit of receiving training that translates to employer job expectations and that it incorporates the clinical training within an actual hospital setting. An initial contribution was provided from private funds to cover some of the project's initial expansion costs and Aurora reinvested the fees paid for HPOG participants back into the project to cover all other major project and ongoing operating costs. The Aurora CNA Training Center partnership is an example of the value of collaboration and partnership that maximizes resources to address the needs of jobs and skills.

This initiative provides a pipeline of job-ready candidates to all area healthcare employers, in addition to unemployed candidates, eligible incumbent workers of other HPOG healthcare employer partners can enroll in this CAN. Training Program to receive the certification required to advance in their careers with their current employers.

HPOG Highlights:

148 –HPOG participants enrolled in Aurora C.N.A. Training.

84 – HPOG participants hired by Aurora after successful completion.

63 – Number still employed at Aurora, several of whom have had career advancements.

74 percent - Employment retention.

Jobs for America's Graduates Incorporates S.T.E.M. and Receives Additional Funding

MAWIB's Jobs for America's Graduates (JAG) program has been a successful program in Milwaukee for over a decade, providing students with the support they need to graduate and become connected to a career. With over a 90 percent graduation rate, this definitely is a worthwhile investment. With funding from the Helen Bader Foundation, MAWIB was able to implement a Science Technology Education and Math (S.T.E.M.) initiative into the JAG program this year, where students were able to participate in S.T.E.M. focused activities, including a S.T.E.M. careers college tour. The JAG program also received a generous donation from AT&T, as well as a grant award by the DWD as part of WFF "Blueprint For Prosperity."

WDA 3: Waukesha-Ozaukee-Washington WDB

Program Year 2013 Highlights

Youth Apprenticeship

Christopher S. is a recent graduate of Sussex Hamilton High School who describes himself as a “hands on learner.” In April of 2013, he was referred to WOW WDB through the Transition Coordinator at his high school. Christopher’s motivation and determination in the WIA Youth Program provided him with the opportunity to participate in a YA. The YA began during his senior year in high school with Matzel Manufacturing Company in Milwaukee, with a starting pay rate of \$7.25 per hour. He found ways to successfully balance school and work to complete the YA, and through hard work and an eagerness to learn, Christopher earned a Certificate of Occupational Proficiency. Christopher was recently hired as a full-time employee with Matzel Manufacturing Company at a pay rate of \$10.00 per hour.

WIA Summer Youth Program

Donald C., a recent Waukesha North High School graduate, was enrolled in the WIA Youth Program with no previous work history. Through the WIA Summer Youth Program, he was placed in a summer work experience at Steinhafel’s as a furniture unloader where he learned and developed the soft skills necessary to be successful in the workforce. Donald’s supervisor was pleased to share how much progress had been made since the program began, and noted how other employees took notice of his great work ethic and contributions to the team. As a result of his performance, Steinhafel’s made the decision to hire Donald as a full-time employee. Looking forward, Donald will simultaneously attend Waukesha County Technical College in the Information Technology (IT) Program while maintaining employment with Steinhafel’s.

Water Accelerator Program

With more than 10 years of welding experience, Anibal C. was unemployed and having a challenging time securing a job. He enrolled in the Water Accelerator Program which provided him the opportunity to continue growing his skill set in welding, and shortly after, enrolled in WIA. Through the course of training, Anibal was able to grow and develop skills in the following areas: blueprint reading, basic math, gas metal arc welding, and metal fabrication/press brake. Within a month of successfully completing the 16-week training program, Anibal was hired full-time as a welder at Steel Craft at a pay rate of \$17.00 per hour utilizing the skills he gained through the Water Accelerator Program.

Training Individuals for Manufacturing Employment (TIME)

Due to family matters, Alan N. was forced to leave work for a period of four years. While unemployed, Alan enrolled in the WIA Adult Program utilizing the center services to help him with his job search. Alan applied for employment at John Crane for a CNC Machinist III position, where case managers determined he was eligible to enroll in the TIME OJT Program. Alan began employment with John Crane on March 10, 2014, at a starting pay rate of \$19.00 per hour and currently remains employed with the company.

WDA 4: Fox Valley Workforce Development Board (FVWDB) Program Year 2013 Highlights

The Board of Directors and Local Elected Officials embarked on a comprehensive strategic planning process which led to a new strategic vision: *To create a world class workforce*. In addition, five strategic actions were identified as well:

- Connect employers with qualified Job Seekers
- Be an accountable steward of the FVWDB financial resources
- Utilize an effective business intelligence system in order to effectively serve employer and Job Seekers
- Create and foster workforce partnerships
- Be recognized as effective system by those essential to the success of our mission

Working in collaboration with Bay Area Workforce Development Board and Northeast Wisconsin (NEW) Education Resource Alliance (ERA) we have convened a group of educators and business executives from across the NEW North region to address the need for students to have an actionable career plan prior to their high school graduation. Work continues on this initiative, but there is great interest from all parties.

FVWDB served approximately 100,000 job seekers at our local job centers within the six county area. Each quarter we conduct a quality survey of individuals served at the job centers; in PY 2013 of those surveyed, 96 percent were satisfied with the services provided. The FVWDB Board of Directors voted to have the Waushara, Waupaca and Green Lake County job centers open full time, five days a week for PY 2014.

CNC and Welding Boot camps were offered at Moraine Park Technical College. FVWDB had ten DW and Adult clients receive this training and they were successful at finding employment afterward. FVWDB received a Fast Forward Grant (\$173, 093) in conjunction with Fox Valley Technical College to train 70 solderers at Plexus Corporation.

FVWDB set up a Transition Center at the UAW Hall for Oshkosh Defense employees who had been laid off. The transition center has a full time case manager along with a mini job center that has six computers for career and job search exploration, resume and cover letter development as well as typing and Microsoft Office tutorials.

The FVWDB Windows to Work Program served 65 participants, with a success rate of 74 percent.

The H1B Health Care Grant developed 75 OJTs, and worked with over 30 different employers.

In the DEI, the DRC worked with over 200 clients. Of those 200 clients, 23 were referred to DVR for services and 16 are co-enrolled in WIA services. In addition this program was identified as having two best practices for incorporating the offender population in the DEI activities and for offering programs in Braille.

FVWDB co-sponsored the Calumet County Job Fair in January and supported the DWD sponsored Career Expo in Oshkosh in May.

WDA 5: Bay Area Workforce Development Board

Program Year 2013 Highlights

Bay Area WDB was a partner in four WFF awards in PY 2013. The first one is in the amount of \$92,340 for training in the shipbuilding industry, two more grants totaling \$45,745 are for manufacturing training, and another is in collaboration with the Door/Kewaunee Business Education Partnership for a youth construction training program in the amount of \$57,575.

The Bay Area WDB Executive Director was honored with the Community Partnership Award from the NEW Manufacturing Alliance at the Excellence in Manufacturing/K-12 Partnerships Awards Banquet in October. Given his background as a resigned Catholic priest, Mr. Golembeski tried to make a joke based on the literary phrase *deus ex machina*, but apparently there are not many Latin teachers left in our high schools.

Two graduates of Bay Area's *Steps to Success* program at the state women's prison in Taycheedah, both of whom went through a six-credit Basic Manufacturing and Safety certificate in the Lakeshore Technical College mobile lab at the prison, were released in PY 2013 and were successfully placed in jobs at Marinette Marine and Bay Industries, two large regional manufacturing companies.

The NEW Manufacturing Alliance, an industry partnership of 150 member companies and associate members continued to grow and innovate. In addition to co-sponsoring the third annual Manufacturing First conference in Green Bay, the Alliance provided \$30,000 in technical college scholarships, and held its sixth annual Manufacturing All-Stars Awards ceremony to highlight young people in manufacturing careers. The Alliance has gained national and international recognition, most recently from the Organization for Economic Cooperation and Development (OECD) in Paris as an international best practice.

Bay Area WDB, in partnership with Fox Valley WDB and the NEWERA, a collaboration of NEW North postsecondary colleges, began an on-going regional dialogue aimed at increasing the number of high school graduates with actionable career plans in order to assist young people in connecting to in-demand careers in NEW North.

Two new industry sector partnerships were initiated in PY 2013 in the Bay Area. One brings together the large insurance companies in the region to develop a pipeline of customer call center professionals who play such a vital part for success in their industry. Secondly, the IT Professionals initiative cuts across industry sectors, but represents a significant and growing skill demand in area companies.

One graduate of *Work Certified*, Bay Area's employability skills training program, wrote to her case manager: "I would like to thank you for my successful completion of Work Certified and certification. I will recommend to anyone that is seeking employment, the Work Certified program. I credit you and the rest of your staff for organizing, facilitating and supporting this program. It has given me HOPE and resulted in interviewing at Wire Tech Inc. I have learned today that I was hired and start September 23, 2013. With all your help you provided, I hope to become a Valued Productive employee."

WDA 6: North Central Wisconsin WDB Program Year 2013 Highlights

What Not to Wear

In response to employer comments about the appearances of job seekers during local job fairs, the North Central Wisconsin WDB (NCWWDB) and its contracted providers started a campaign coined, **What Not to Wear to a Job Fair**. The WIA-contracted providers and other job center partners started this campaign by increasing pre-job fair workshops focusing on appearance. The NCWWDB provided a full length mirror, signage and combs at the job fair registration table to encourage job seekers to “check in” before talking to employers. Those who took the time to use the mirror were entered into a drawing for a Kohl’s gift card. Staff then suggested we join forces with a local clothing resource, Career Closet, to offer appropriate clothing prior to meeting with employers. Our technical colleges supported the efforts by providing private space for job seekers to “dress for success”. The project has been well received by job seekers and employers. Today, the full length mirror and Career Closet staff are a regular part of job fair activities. The *What Not to Wear* signs are now displayed in all job centers as part of an ongoing effort to stress the importance of appearance for all employer contacts.

Digital Literacy

A pilot project designed to assess and improve digital literacy has been implemented in the NCWWDA. It is not uncommon for many job seekers to be lacking computer skills, creating a huge barrier to employment and success in the workplace. The **Northstar Digital Literacy Assessment** is being administered by a rotation of Job Center partners on a weekly basis. All job seekers interested in improving their computer skills are able to participate in an assessment session. Upon completion of the assessment(s) job-seekers are guided through a series of courses designed to equip them with skills necessary to search and apply for employment online. Regular classes are offered at the Job Centers by WIA and other partner staff. The goal of the project is to make sure that all job seekers have the necessary skills for job search, submitting electronic applications, and basic word processing skills to create and update their resume independently.

Update on NCWWDB Alliances

The Central Wisconsin **Metal Manufacturers Alliance** (CWIMMA) has grown to a membership of 45 with a newly created governance structure. They have begun working with the k-12 system to create pipeline in metal fabrication careers. Activities include the continuing support of Heavy Metal Tour, expanding the regional Virtual Welding Competition and a k-12 Summit. CWIMMA and NCWWDB received a Fast Forward Training Grant to implement an advanced incumbent worker training program involving 15 local manufacturers in the WDA.

The North Central Wisconsin **Healthcare Alliance** (NCWHA) continues to make progress in expanding career development opportunities within the sector. NCWHA is ready to launch the Career Experience Project. Based on increasing demand for healthcare organizations and educational facilities to host job shadow experiences, the project will work to streamline health career education opportunities for the k-12 system.

NCWWDB has partnered with the Wisconsin Automotive & Truck Education Association (WATEA) to form a new **Transportation Alliance**. Their first charge is to explore grant opportunities for a short term Diesel Technician Training.

NCWWDB is working with several area employers and educators to create a new alliance in the area of **Information Technology**. We expect this new alliance to be formally announced within the next couple of months.

WDA 7: Northwest Wisconsin WIB

Program Year 2013 Highlights

During PY 2013, Northwest Wisconsin Workforce Investment Board (NWWIB) served 547 individuals through WIA funds. A primary focus during this PY was enhancing employers' workforce and developing WIA participants' skills through OJT Contracts. Sixty-one (61) OJT Contracts were written with an average wage of \$12.71. Contracts were issued in the manufacturing, hospitality, and transportation industry sectors. Other PY 2013 programmatic highlights and successes include:

2014 Northwest Wisconsin Business Conference

NWWIB hosted its annual Business Conference at the Heartwood Conference Center in Trego, Wisconsin. The conference provided attendees opportunities to network with regional stakeholders and private sector employers and educated attendees on current developments in regional, statewide, and national initiatives and legislation. The conference keynote was internationally-known photographer, Hannah Stonehouse Hudson of Stonehouse Photography. The keynote address, "Sane Social Media: Build Your Online Presence without Losing Your Mind", taught attendees how to maximize their business and time spent online.

Industry Sector Events

Female students from nine area school districts participated in *Diva Tech*, held at Wisconsin Indianhead Technical College (WITC) - Ashland. The event highlighted nontraditional careers for women in the trades and technical fields. Students participated in hands on activities in machine tool, marine engine repair, IT networking and much more. This event was sponsored by the Ashland Chamber of Commerce, CESA 12, CEP, Inc., NWWIB, WITC, and the Career Prep Consortium.

High Wage Highway is a new twist on a job fair for the trucking industry. CEP, Inc. and NWWIB coordinated with Halvor Lines and Sue Vinje Trucking on the High Wage Highway exhibit as a new kind of recruitment strategy. The exhibit was a success and took place at two regional events last summer. By bringing information about the industry to the public instead of the public seeking out trucking companies at a job fair, it provided these employers the opportunity to educate the public about how the industry has changed.

Health Career and Regional Employment (HealthCARE) Project:

The HealthCARE Project reached its halfway point at the end of March 2014. At that time project partners - Fox Valley WDB, North Central Wisconsin WDB, and NWWIB - had enrolled 261 participants into OJTs. The project has only continued to expand since then! The goal of this DOL funded project is to supply employers in the healthcare industry the highly skilled, competent workforce needed to fill current and projected job openings. Some of the occupations served include: Medical and Clinical Lab Techs, Medical and Health Service Managers, Occupational Therapists, Physical Therapists, Registered Nurses, and Speech-Language Pathologists.

Crex Meadows Youth Conservation Camp

Over 115 applications were received to attend camp sessions during PY 2013. Sixty-eight (68) youth (ages 14-18) represented 25 out of 30 high schools in WDA 7. At camp, high school youth have the opportunity to experience a unique "hands on" approach to environmental education, skill development, and career exploration. The camp employs at risk youth, economically disadvantaged youth, and youth with special education needs. Over four, two-week sessions during the summer, these youth assisted the Wisconsin Department of Natural Resources with a variety of environmental conservation projects and participated in daily academic and experiential learning activities. Approximately, 5,440 man hours of labor were completed during this PY.

WDA 8: West Central Wisconsin WDB

Program Year 2013 Highlights

The West Central Wisconsin WDA responded to a resurgent regional economy with increased employer engagement and higher levels of performance.

Assisting Key Industry Sectors

The WDB formally adopted an overall Sector Strategy that will engage each business representative in a Regional Sector Alliance. The most prominent of these is the Manufacturing Works – Gold Collar Careers initiative that became formally aligned with the Workforce Board and Workforce Resource. The primary goal of Manufacturing Works is to promote manufacturing careers to young people and others seeking family and self-sustaining employment. Workforce Resource aided Manufacturing Works in obtaining \$100,000 in Otto Bremer Foundation funding. The WDB hopes to replicate this success in addressing industry talent needs by forming sector committees around other key regional industries including Healthcare, Transportation/Logistics/Skilled Trades, Customer Service and Agri-Business. These efforts are intended to lead to the formation of similar regional alliances in each of these industry areas that will identify and address the talent needs of each industry.

Fast Forward to Success

Workforce Resource publicized the newly enacted Fast Forward training programs through region-wide video webinars which brought businesses into each of the area's eight job centers to learn of the opportunities available to train new and incumbent workers. Workforce Resource then assisted five area manufacturers to obtain \$330,000 to address their worker training needs and is currently assisting in identifying, assessing, preparing, training and placing individuals in those training opportunities that will lead to new employment or obtaining promotions.

Attaining High Levels of Performance

West Central achieved high levels of success in its workforce investment activities Exceeding seven and meeting two of the required performance standards. This performance is among the highest in Wisconsin and continues the West Central trend of being a leader in assisting individuals in attaining and retaining employment while meeting and exceeding earnings standards. The area served 386 Adults, 583 DWs and 328 Youth in its WIA programs. Traffic in area Job Centers continued to be high with nearly 53,000 visits recorded to the area's eight Job Centers.

Assisting Area Youth

The highlight of this year's Youth Program was once again our highly successful **Career Venture** Career Fair, which attracted nearly 2,900 young people from 29 school districts this past May. These students, and the educators that accompanied them, were able to learn of regional careers from 68 highly interactive, employer and educational exhibits and activities. **Career Academies** focusing on Manufacturing, Healthcare, Financial Services, Information Technology, Customer Service and Construction Trades supplemented our work experience programs and provided area youth with training and awareness of opportunities in these critical areas of regional employment.

Expanding Services

Workforce Resource was chosen to operate the W-2 Wisconsin Works Temporary Assistance for Needy Families program and integrated these services into the Job Center Network of services in a 16 county regions that included West Central and Northwest counties. This had enhanced the comprehensive nature of area Job Center services and increased traffic flow and exposure of individuals to area employment opportunities.

WDA 9: Western Wisconsin WDB Program Year 2013 Highlights

Industry Sectors

Workforce Connections, Inc. as the WIA services provider collaborated with the WDB, the Mississippi River Regional Planning Commission, Western Technical College, and the 7 Rivers Alliance for continued support to the Equipment and Metal Manufacturing Association, and the Food Resource and Agribusiness Network. In addition, WDB staff are working towards establishing a Transportation Sector and collaborating with economic development groups to identify emerging sectors.

New Workforce Development Center

The PY ended on a high note, as partners in WDA #9 moved to a new facility. The Western Wisconsin WDB, Inc., Job Service, Veterans, and DVR staff in western Wisconsin worked diligently over the year with DWD facilities staff, to identify, design and move into a new facility. With much planning and the least amount of disruption in service, all partners moved to the new building over a three day period in June 2014. The move marked the first time that DVR staff have been co-located permanently with the other partners.

The Western Wisconsin WDB adopted the name “Workforce Development Center” to more effectively represent the services to both job seekers and employers. Shortly after the move, the La Crosse Chamber of Commerce held a ribbon cutting ceremony. Kathleen Olson, Job Service District Director officially cut the ribbon. On had to celebrate were DWD Deputy Secretary Jonathon Barry, La Crosse Mayor Tim Kabat, Western Technical College President Lee Rasch, State Senator Jennifer Schilling and State Representatives Jill Billings and Lee Nerison.



WDA 10: WDB of South Central Wisconsin

Program Year 2013 Highlights

The year was defined by innovative sector strategies and regional collaborations designed to support a successful, demand-driven workforce development system for both business and workers across South Central Wisconsin (SCW).

Business Engagement and Sector Development Strategies

The Board continues to engage with businesses to support sector/industry development in manufacturing, healthcare, agriculture, biotechnology, construction trades to ensure relevance and effectiveness in our workforce development investments. Some recent successes include:

The **Collabor8** Summit convened more than 200 business service and workforce professionals from across the state to discuss business service strategies and solutions for a demand-driven workforce system. WDBSCW helped to plan the first-ever statewide business services summit in Madison in April 2014 as grant administrator for the Skills Wisconsin initiative through a USDOL Workforce Innovation Fund grant.

The WDBSCW launched the **Mature Workforce campaign** to raise awareness of Wisconsin's aging workforce dilemma—an issue affecting multiple industries across the region. Nearly 60 high-level executives and decision-makers joined the WDBSCW to engage in the conversation at a business-focused summit in April 2014, with subject-matter experts presenting solutions and opportunities for businesses to recruit, reengage and retain mature workers.

The **Foundations for the Trade Academy**, a successful partnership program with WDBSCW, Urban League of Greater Madison, Operation Fresh Start, and Construction Training, Inc.'s START program, continues to address the need for a pipeline of skilled workers for the local construction industry. The Academy graduated its third class in PY 2013, equipping 12 new participants with industry-recognized certifications, field experience and classroom training for apprenticeships and employment in the industry.

The **Trade Up campaign** launched in the 2013/14 school year to educate high school students, parents and educators from 21 high schools in Dane County on the apprenticeship opportunities available in the construction trades industry. The wildfire success of the campaign has prompted a follow-up campaign to include 12 trade career pathways. Other efforts worth noting include development of a **Lab Animal Caretaker Training**; the continued development of the **Clinical Passport** to streamline clinical placements in healthcare, and continued relationship building to launch a **manufacturing council** in Dane County.

Building Partnerships for a Better Workforce System

WDBSCW, in collaboration with its workforce, community and education partners, continues to specialize in delivering innovative employment and training services through the One Stop System and its Career Pathways platform to serve unemployed and underemployed adults, DWs and youth.

PY2013 marked the WDBSCW's formation of the South Central **YA** Consortium. The new partnership will increase capacity to serve disadvantaged students in the region's YA Program and the program's fusion with WDBSCW-sponsored WIA programming via the **Middle College**. The Consortium tallied 393 students from 37 school districts participating in YA programs. The Middle College served 108 students from 25 high school districts in its healthcare and manufacturing-related dual-credit career pathway tracks in addition to paid summer work experiences with local businesses as part of the program design.

WDA 11: Southwest Wisconsin WDB

Program Year 2013 Highlights

Fast Track CNC Machine Operator Pilot Program

The Fast Track CNC Machine Operator Program started June 23 and ended August 4. It was designed as a solution to address the cycle of economic distress and poverty in Rock County while meeting the specific workforce needs of employers by providing CNC training to up to 10 participants. The project is an arm of the Work Today Employer alliance, including the Greater Beloit Chamber of Commerce, Community Action, and Manpower, along with developing new partnerships with the Beloit School District, Blackhawk Tech, and EIGERLab. The curriculum includes job readiness, safety, shop math, blueprint reading, meteorology, tooling, CNC lathe or mill operation, and CNC controls. Credentials are awarded via satisfactory completion through the National Institute for Metalworking Skills [NIMS]. Tours were included of Durst/Regal Beloit; SSI Technology; and Cotta Transmission. Companies involved in the Work Today project include Blackhawk Transport, Cotta Transmission, DuPont, Regal Beloit and the A T & T Foundation. Southwest Wisconsin WDB (SWWDB) Business Services Coordinator Gail Graham coordinated efforts to develop the program. In less than six weeks, new partnerships were developed and a plan was in place to hold the CNC class. Numerous meetings were held with BTC, EIGERLab and the Beloit School District to develop the curriculum and location. Meetings were also held with Community Action and Manpower to recruit participants. SWWDB coordinated drug and background checks on all participants. Instructors were also required to have background checks. Gail attended the class daily to support the program and ensure related progress was occurring. Kudos to Gail and all involved on a job well-done!

Locally Integrated Workforce Development System

Combining the services of several programs, Michaela Kerr knows the benefits that can come from not only hard work and perseverance, but the assistance of several community resources. When she enrolled in the WIA In-School Youth program during her senior year at Beloit Memorial High, she entered with enthusiasm and determination, desiring to build her skills and work ethic. She faced difficult times and the loss of her focus on her goals as she endured family struggles and the loss of her mother following graduation. But she never lost faith that she could overcome these obstacles in her life.

“Nicole [Ditzenberger, WIA Transition Coordinator] helped greatly,” Michaela said. “I felt badly that I had to rely so heavily on her, but she was always there to make sure I kept on track.” A work experience was set up for her at the House of Mercy so she could build on her communication and soft skills. Although the experience ended due to housing and personal issues, Michaela was able to get back on her feet again quite quickly, with the assistance of a family friend, who helped her to find her own housing and aided with finances while encouraging her to continue to set goals for herself.

Nicole also worked closely with Michaela to help connect her to resources she could utilize beyond the WIA. This included DVR assistance, which helped her get into school, and the SWWDB’s DEI program, where Ryan Schomber, DRC, led her through a maze of social security and insurance benefits assistance. She is already enrolled in the Early Childhood Education program at Blackhawk Tech, starting August 18. She was also able to land a job at Dunkin Donuts, right across from her home. “Things were really messed up for me, but with all the help I received I was able to place things in fairly good order, and now I’m on my way to reaching the goals I’ve set for myself,” Michaela said. “WIA funds offered Michaela a chance to participate in the Summer Youth Program, which takes youth on leadership development trips, college tours, and teambuilding activities,” Nicole explained. “Michaela faced her challenges and utilized those opportunities to help her reach her life’s goals. She has a determined spirit that propels her forward and motivates her daily. This is only the beginning for Michaela and her successes.”

Performance Measurement and Reporting

There are a number of tools used to determine the effectiveness of Wisconsin's programs. All of these tools and training activities have contributed to the continuous improvement of our performance outcomes and have informed program management decisions over the past several years.

Employment and Training Administration (ETA) Reports

Monthly ETA reports are made to the USDOL for participation in WIA Adult, DWs, NEG's (ETA-9148 Report), and WIA Youth (ETA-9149) programs.

WIASRD

There is a quarterly report, the WIASRD, submitted to the USDOL, reporting all WIA deliverables. These deliverables include the Entered Employment Rate, Average Earnings, Retention Rate, and Employment and Credential Attainment Rate for Adults and DWs. The deliverables for Youth include Attainment of a Degree or Certificate, Placement in Employment or Education, and Literacy and Numeracy Gain.

ASSET is an internet-accessible participant reporting and data collection system that all case managers and WDBs use to report WIA Title 1 and partner services for both performance measures and WIASRD reporting. ASSET is the official data source for all performance and program management data. ASSET has been designed to ensure that performance measure calculations are consistent with current Federal reporting requirements as specified in US DOL TEGL 17-05 Common Measures Policy for the Employment and Training Administration's Performance Accountability System and Related Performance Issues.

Performance Monitoring Tools

DWD has developed a number of tools to assist state and local staff in monitoring performance throughout each PY. These tools include:

- Technical Assistance Guides for each group of performance measures for Adult, DWs, Older and Younger Youth, and TAA have been developed to help local boards understand and navigate the performance measurement system. These guides explain how each measure works, how data must be reported in ASSET, how and when supplemental employment data is brought into performance measures, and provide an example of how each measure is computed using a sample set of data.
- A Performance Measure Map details the performance measurement system as it relates to ASSET. Each of the participant-related performance measures is broken down into its individual components. The guide describes which components are factors in the numerator and denominator, and describes exactly where in ASSET this data is drawn from.
- A WIA Policy Update System is used to communicate state interpretation of Federal policies where states are given discretion and flexibility. Any published policy that affects performance includes a section designed specifically to describe how data is to be entered to ensure that performance is reported properly.
- Performance measures are a regular component of our technical assistance and training activities throughout the year. In addition to specific performance measure training conferences held each year, staff participates in roundtables and provides locally customized training upon request.

Local staff are provided with quarterly performance reports and data that help them monitor and continuously improve their participant reporting and performance outcomes. In addition to locally customized reports that coincide with the USDOL's quarterly performance reporting formats, DET staff computes program-year-to-date performance outcomes so that local boards can monitor their progress toward meeting their negotiated performance goals.

DET developed a Performance Achievement Report that is updated each year following submission of the WIA Annual Report. The report contains the most recent seven PYs of performance outcome data broken down by WDA. The report shows performance outcomes by participant characteristics, targeted populations, and other views. Because the reports are produced based on PY (i.e., July 1 - June 30), instead of performance measure year dates (which vary according to the measure), the data provides local boards with another perspective on how program participants fare in their programs. This data is used by local boards to apply for grants and to develop programs designed to address and improve service delivery, program design, and participant outcomes.

Wisconsin refined the data warehouse and created a user-friendly web-based reporting tool called Job Center System Management Reports to make reports more useful and easier to understand. This product was completed at the end of August 2014. More fields were added to the data warehouse and data is daily instead of weekly. This tool makes real-time report generation possible in a dashboard format.

Data Validation

The Data Validation effort that USDOL oversees has also been a useful resource for helping Wisconsin fine-tune its reporting processes and program policies.

WIA Financial Statement and Cost Effectiveness Summary

WIA Financial Statement: PY 2013

| | PY 13 | | Total Funds Available | Total Expended | Remaining Balance | Percentage Expended |
|---------------------------------|--------------|--------------|-----------------------------|-------------------|----------------------|------------------------|
| | Carry In | Allotments | | | | |
| Adult | \$2,461,260 | \$9,051,677 | \$11,512,937 | \$8,069,763 | \$3,443,174 | 70.1% |
| Youth | \$2,580,768 | \$10,553,050 | \$13,133,818 | \$10,099,352 | \$3,034,466 | 76.9% |
| Dislocated Worker | \$3,030,108 | \$9,631,356 | \$12,661,464 | \$8,529,846 | \$4,131,618 | 67.4% |
| State Rapid Response | \$3,680,293 | \$3,821,966 | \$7,502,259 | \$4,107,498 | \$3,394,761 | 54.8% |
| Local Administration | \$1,356,355 | \$3,248,451 | \$4,604,806 | \$3,263,535 | \$1,341,271 | 70.9% |
| Statewide Activities | \$769,452 | \$1,910,866 | \$2,680,318 | \$2,001,441 | \$678,877 | 74.7% |
| Total | \$13,878,236 | \$38,217,366 | \$52,095,602 | \$36,071,435 | \$16,024,167 | 69.2% |

Cost Effectiveness Summary: PY 2013

| | Total Federal Spending | Total Participants Served | Cost per Participant |
|-------------------|------------------------|---------------------------------|-------------------------|
| Adult | \$ 8,069,763.00 | 4,649 | \$ 1,736 |
| Dislocated Worker | \$ 8,529,846.00 | 8,040 | \$ 1,061 |
| Youth | \$ 10,099,352.00 | 2,975 | \$ 3,395 |

Performance Results

The DOL has developed common performance measures to replace the original WIA legacy measures. DWD uses these measures. The TEGLs 17-05 and 17-05 Change 2 provide the information on methodology and management of these performance requirements.

DWD negotiates the performance levels with DOL Region V Employment and Training Administration each year based on analysis of the State's economic circumstances, past performance, and national performance levels, with continuous improvement as a goal.

| Wisconsin's WIA Performance Measure Goals for PY13 | | |
|--|---------------------------------------|----------|
| Adult | Entered Employment | 73.0% |
| | Retention | 84.0% |
| | Six-Months Average Earnings | \$11,600 |
| Dislocated Worker | Entered Employment | 85.0% |
| | Retention | 94.0% |
| | Six-Months Average Earnings | \$16,812 |
| Youth | Attainment of a Degree or Certificate | 77.0% |
| | Placement in Employment or Education | 66.0% |
| | Literacy and Numeracy Gains | 41.0% |
| Employment Services | Entered Employment | 58.0% |
| | Retention | 85.0% |
| | Six-Months Average Earnings | \$13,000 |

Table B – Adult Program Results

| Reported Information | Negotiated Performance Level | Actual Performance Level | |
|---------------------------|------------------------------|--------------------------|-----------------|
| | | | |
| Entered Employment Rate | 73 | 77.55 | 1,368 |
| | | | 1,764 |
| Employment Retention Rate | 84 | 85.23 | 1,581 |
| | | | 1,855 |
| Average Earnings | \$11,600 | \$11,845.69 | \$18,526,660.82 |
| | | | 1,564 |

Table C – Outcomes for Adult Special Populations

| Reported Information | Public Assistance Recipients Receiving Intensive or Training Services | | Veterans | | Individuals with Disabilities | | Older Individuals | |
|---------------------------|---|-----------------------|--------------|----------------------|-------------------------------|--------------------|-------------------|-----------------------|
| | Entered Employment Rate | 74.55 | 750 1,006 | 75.73 | 78 103 | 66.04 | 70 106 | 66.67 |
| Employment Retention Rate | 82.68 | 802 970 | 82.41 | 89 108 | 87.37 | 83 95 | 81.38 | 118 145 |
| Average Earnings Rate | \$10,458.32 | \$8,366,654.32 800 | \$13,801.87 | \$1,186,960.57 86 | \$11,475.79 | \$929,538.70 81 | \$12,198.37 | \$1,414,999.84 116 |

Table D – Other Outcome Information for the Adult Program

| Reported Information | Individuals Who Only Received Core Services | | Individuals Who Only Received Core and Intensive Services | | Individuals Received Training Services | |
|------------------------|---|--------------------|---|----------------------|--|----------------------------|
| | Entered Employment Rate | 54.29 | 19 35 | 74.86 | 518 692 | 80.81 |
| Entered Retention Rate | 90.63 | 29 32 | 81.97 | 482 588 | 86.63 | 1,056 1,219 |
| Average Earnings Rate | \$12,483.09 | \$362,009.61 29 | \$10,959.71 | \$5,260,661.3 480 | \$12,260.74 | \$12,763,434.10 \$1,041 |

Table E – Dislocated Worker Program Results

| Reported Information | Negotiated Performance Level | Actual Performance Level | |
|-------------------------|------------------------------|--------------------------|-----------------|
| Entered Employment Rate | 85 | 84.31 | 3,107 |
| | | | 3,685 |
| Entered Retention Rate | 94 | 91.75 | 3,057 |
| | | | 3,332 |
| Average Earnings Rate | \$16,812 | \$15,938.28 | \$48,388,606.28 |
| | | | 3,036 |

Table F – Outcomes for Dislocated Worker Special Populations

| Reported Information | Veterans | | Individuals with Disabilities | | Older Individuals | | Displaced Homemakers | |
|---------------------------|-------------|----------------|-------------------------------|----------------|-------------------|----------------|----------------------|--------------|
| Entered Employment Rate | 79.86 | 226 | 70.49 | 86 | 71.76 | 465 | 79.49 | 31 |
| | | 283 | | 122 | | 648 | | 39 |
| Employment Retention Rate | 92.31 | 240 | 86.46 | 83 | 88.44 | 390 | 100 | 34 |
| | | 260 | | 96 | | 441 | | 34 |
| Average Earnings Rate | \$16,162.56 | \$3,830,526.09 | \$13,968.70 | \$1,131,464.44 | \$14,494.02 | \$5,580,199.56 | \$15,112.62 | \$513,829.16 |
| | | 237 | | 81 | | 385 | | 34 |

Table G – Other Outcome for the Dislocated Worker Program

| Reported Information | Individuals Who Only Received Core Services | | Individuals Who Only Received Core and Intensive Services | | Individuals Who Received Training Services | |
|-------------------------|---|--------------|---|-----------------|--|-----------------|
| Entered Employment Rate | 81.82 | 9 | 81.77 | 1,202 | 85.98 | 1,883 |
| | | 11 | | 1,470 | | 2,190 |
| Entered Retention Rate | 96.30 | 26 | 91.45 | 995 | 91.84 | 2,004 |
| | | 27 | | 1,088 | | 2,182 |
| Average Earnings Rate | \$13,429.92 | \$349,177.87 | \$16,019.65 | \$15,843,437.05 | \$15,972.65 | \$31,769,605.17 |
| | | 26 | | 989 | | 1,989 |

Table H.1 – Youth (14-21) Program Results

| Reported Information | Negotiated Performance Level | Actual Performance Level | |
|--------------------------------------|------------------------------|--------------------------|------------|
| Placement in Employment or Education | 66 | 76.54 | 695 908 |
| Attainment of Degree or Certificate | 77 | 82.99 | 644 776 |
| Literacy and Numeracy Gains | 41 | 37.34 | 90 241 |

Table L – Other Reported Information

| | 12 Month Employment Retention Rate | | 12 Month Earnings Change (Adults and Older Youth) or 12 Months Earnings Replacement (Dislocated Workers) | | Placements for Participants in Nontraditional Employment | | Wages At Entry into Employment for Those Individuals Who Entered Unsubsidized Employment | | Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services | |
|--------------------|------------------------------------|----------------|--|------------------------------------|--|------------|--|--------------------------|--|--------------|
| | % | Count | \$ | \$ | % | Count | \$ | \$ | % | Count |
| Adults | 86.80% | 1,486 1,712 | \$5,263.59 | \$8,911,260.06 1,693 | .44% | 6 1,368 | \$5,208.15 | \$7,077,879.28 1,359 | 32.07% | 262 817 |
| Dislocated Workers | 92.38% | 3,236 3,503 | \$104.27 | \$52,050,476.17 \$49,916,700.61 | .26% | 8 3,107 | \$7,688.65 | \$23,781,008.66 3,093 | 13.49% | 254 1,883 |

Table M – Participation Levels

| Reported Information | Total Participants Served | Total Exiters |
|-------------------------------|---------------------------|---------------|
| Total Adult Customers | 347,221 | 287,659 |
| Total Adult Self-Service only | 334,612 | 281,570 |
| WIA Adults | 339,293 | 283,794 |
| WIA Dislocated Workers | 8,045 | 3,931 |
| Total Youth (14-21) | 3,013 | 1,083 |
| Out-of-School Youth | 1,020 | 358 |
| In-School Youth | 1,993 | 725 |

| Table N - Cost of Program Activities | | |
|---|-----------|-------------------------------|
| Program Activity | | Total Federal Spending |
| Local Adults | | 8,069,763 |
| Local Dislocated Workers | | 8,529,846 |
| Local Youth | | 10,099,352 |
| Local Administration | | 3,263,535 |
| Rapid Response (up to 25%) WIA Section 134(a)(2)(B) | | 4,107,498 |
| Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B) | | 1,564,093 |
| Statewide Allowable Activities WIA Section 134(a)(3) | | |
| <u>Program Activity Description</u> | | |
| State Administration | | 500,732 |
| CWI Activities | | - |
| State Selected Activities | | (63,383) |
| Manufacturing Skills Standard Certification | | |
| Careers 101 | | |
| Skilled Trades Apprentice Recruitment & Retention Project | - | |
| Talent Dividend | 30,000 | |
| WIA Incentives | 75,000 | |
| Dual Employment Tuition and Fees | 15,698 | |
| Entrepreneurial Technical Assistance Grant | | |
| Skilled Trades Apprentice Recruitment & Retention Project | | |
| Technical Assistance for Industry Partnership | | |
| Industry Partnership Convening Tourism | | |
| Industry Partnership Training | | |
| Discretionary Projects Staff and Other Costs | (162,323) | |
| Wisconsin Worker Wins | (31,824) | |
| Veterans in Piping | - | |
| Sector Convening | 10,066 | |
| State Selected Activities sub-total | (63,383) | |
| Total of All Federal Spending Listed Above | | 36,071, 435 |

Table O: Local Performance

| | | | |
|---|---------------------------|-------------------------------------|---------------------------------|
| Local Area Name Southeast WDA 1 | Total Participants Served | Adults | 30001 |
| | | Dislocated Workers | 441 |
| | | Older Youth (19-21) | 53 |
| ETA Assigned Number 55030 | Total Exiters | Adults | 25561 |
| | | Dislocated Workers | 218 |
| | | Older Youth (19-21) | 25 |
| Reported Information | | Negotiated Performance Level | Actual Performance Level |
| Entered Employment Rates | Adults | 87.4 | 79 |
| | Dislocated Workers | 81.1 | 80 |
| Retention Rates | Adults | 89.7 | 88 |
| | Dislocated Workers | 95.7 | 88 |
| Average Earnings (Adults/DWs) | Adults | 12,338 | 13428 |
| | Dislocated Workers | 18,000 | 16683 |
| Placement in Employment or Education | Youth (14-21) | 78.3 | 79 |
| Attainment of Degree or Certificate | Youth (14-21) | 82.6 | 90 |
| Literacy or Numeracy Gains | Youth (14-21) | 50 | 75 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 5 | 4 |

Table O: Local Performance

| | | | |
|--|---------------------------|-------------------------------------|---------------------------------|
| Local Area Name Milwaukee WDA 2 | Total Participants Served | Adults | 48079 |
| | | Dislocated Workers | 1880 |
| | | Older Youth (19-21) | 188 |
| ETA Assigned Number 55015 | Total Exiters | Adults | 39098 |
| | | Dislocated Workers | 1049 |
| | | Older Youth (19-21) | 88 |
| Reported Information | | Negotiated Performance Level | Actual Performance Level |
| Entered Employment Rates | Adults | 70 | 65 |
| | Dislocated Workers | 79 | 75 |
| Retention Rates | Adults | 80 | 75 |
| | Dislocated Workers | 90.9 | 87 |
| Average Earnings (Adults/DWs) | Adults | 9886 | 9973 |
| | Dislocated Workers | 15352 | 14233 |
| Placement in Employment or Education | Youth (14-21) | 59 | 70 |
| Attainment of Degree or Certificate | Youth (14-21) | 63.8 | 84 |
| Literacy or Numeracy Gains | Youth (14-21) | 30 | 20 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 1 | 5 | 3 |

Table O: Local Performance

| | | | |
|---|------------------------------|---|--|
| Local Area Name Waukesha-Ozaukee- Washington WDA 3 | Total Participants Served | Adults | 20675 |
| | | Dislocated Workers | 709 |
| | | Older Youth (19-21) | 90 |
| ETA Assigned Number 55045 | Total Exiters | Adults | 17367 |
| | | Dislocated Workers | 432 |
| | | Older Youth (19-21) | 41 |
| Reported Information | | Negotiated Performance Level | Actual Performance Number |
| Entered Employment Rates | Adults | 81.6 | 91 |
| | Dislocated Workers | 88.4 | 92 |
| Retention Rates | Adults | 85.7 | 90 |
| | Dislocated Workers | 94.6 | 90 |
| Average Earnings (Adults/DWs) | Adults | 11,500 | 14201 |
| | Dislocated Workers | 17,132 | 18741 |
| Placement in Employment or Education | Youth (14-21) | 74.5 | 82 |
| Attainment of Degree or Certificate | Youth (14-21) | 76.5 | 80 |
| Literacy or Numeracy Gains | Youth (14-21) | 52.2 | 43 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 2 | 7 |

Table O: Local Performance

| | | | |
|---|---------------------------|-------------------------------------|---------------------------------|
| Local Area Name Fox Valley WDA 4 | Total Participants Served | Adults | 38543 |
| | | Dislocated Workers | 681 |
| | | Older Youth (19-21) | 46 |
| ETA Assigned Number 55090 | Total Exiters | Adults | 32450 |
| | | Dislocated Workers | 231 |
| | | Older Youth (19-21) | 16 |
| Reported Information | | Negotiated Performance Level | Actual Performance Level |
| Entered Employment Rates | Adults | 80 | 85 |
| | Dislocated Workers | 90.4 | 83 |
| Retention Rates | Adults | 95.8 | 92 |
| | Dislocated Workers | 95.7 | 94 |
| Average Earnings (Adults/DWs) | Adults | 11688 | 13294 |
| | Dislocated Workers | 18899 | 15864 |
| Placement in Employment or Education | Youth (14-21) | 69 | 59 |
| Attainment of Degree or Certificate | Youth (14-21) | 71.5 | 78 |
| Literacy or Numeracy Gains | Youth (14-21) | 33.3 | 46 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 5 | 4 |

Table O: Local Performance

| | | | |
|---|---------------------------|-------------------------------------|---------------------------------|
| Local Area Name Bay Area WDA 5 | Total Participants Served | Adults | 53,512 |
| | | Dislocated Workers | 1,171 |
| | | Older Youth (19-21) | 103 |
| ETA Assigned Number 55095 | Total Exiters | Adults | 43,800 |
| | | Dislocated Workers | 604 |
| | | Older Youth (19-21) | 36 |
| Reported Information | | Negotiated Performance Level | Actual Performance Level |
| Entered Employment Rates | Adults | 72 | 81 |
| | Dislocated Workers | 87 | 88 |
| Retention Rates | Adults | 83 | 88 |
| | Dislocated Workers | 92 | 94 |
| Average Earnings (Adults/DWs) | Adults | 11900 | 11,437 |
| | Dislocated Workers | 18179 | 16,723 |
| Placement in Employment or Education | Youth (14-21) | 69 | 83 |
| Attainment of Degree or Certificate | Youth (14-21) | 69 | 74 |
| Literacy or Numeracy Gains | Youth (14-21) | 42.6 | 83 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 2 | 7 |

Table O: Local Performance

| | | | |
|--|---------------------------|-------------------------------------|---------------------------------|
| Local Area Name North Central WDA 6 | Total Participants Served | Adults | 35457 |
| | | Dislocated Workers | 921 |
| | | Older Youth (19-21) | 67 |
| ETA Assigned Number 55100 | Total Exiters | Adults | 28923 |
| | | Dislocated Workers | 434 |
| | | Older Youth (19-21) | 17 |
| Reported Information | | Negotiated Performance Level | Actual Performance Level |
| Entered Employment Rates | Adults | 83.8 | 91 |
| | Dislocated Workers | 85 | 85 |
| Retention Rates | Adults | 88.7 | 89 |
| | Dislocated Workers | 92.6 | 96 |
| Average Earnings (Adults/DWs) | Adults | 12124 | 11832 |
| | Dislocated Workers | 15761 | 17284 |
| Placement in Employment or Education | Youth (14-21) | 73 | 76 |
| Attainment of Degree or Certificate | Youth (14-21) | 83.6 | 84 |
| Literacy or Numeracy Gains | Youth (14-21) | 40 | 40 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 3 | 6 |

Table O: Local Performance

| | | | |
|---|---------------------------|-------------------------------------|---------------------------------|
| Local Area Name Northwest WDA 7 | Total Participants Served | Adults | 10257 |
| | | Dislocated Workers | 126 |
| | | Older Youth (19-21) | 47 |
| ETA Assigned Number 55040 | Total Exiters | Adults | 8542 |
| | | Dislocated Workers | 74 |
| | | Older Youth (19-21) | 26 |
| Reported Information | | Negotiated Performance Level | Actual Performance Level |
| Entered Employment Rates | Adults | 87.6 | 87 |
| | Dislocated Workers | 85.0 | 89 |
| Retention Rates | Adults | 86.3 | 90 |
| | Dislocated Workers | 95.4 | 86 |
| Average Earnings (Adults/DWs) | Adults | 12,490 | 14013 |
| | Dislocated Workers | 12,595 | 13321 |
| Placement in Employment or Education | Youth (14-21) | 76.8 | 80 |
| Attainment of Degree or Certificate | Youth (14-21) | 76.5 | 81 |
| Literacy or Numeracy Gains | Youth (14-21) | 47.8 | 56 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 2 | 7 |

Table O: Local Performance

| | | | |
|---|---------------------------|-------------------------------------|---------------------------------|
| Local Area Name West Central WDA 8 | Total Participants Served | Adults | 19513 |
| | | Dislocated Workers | 670 |
| | | Older Youth (19-21) | 43 |
| ETA Assigned Number 55065 | Total Exiters | Adults | 16785 |
| | | Dislocated Workers | 274 |
| | | Older Youth (19-21) | 19 |
| Reported Information | | Negotiated Performance Level | Actual Performance Level |
| Entered Employment Rates | Adults | 84.9 | 88 |
| | Dislocated Workers | 90.6 | 89 |
| Retention Rates | Adults | 86.8 | 87 |
| | Dislocated Workers | 95.3 | 95 |
| Average Earnings (Adults/DWs) | Adults | 10,413 | 11104 |
| | Dislocated Workers | 14,711 | 15139 |
| Placement in Employment or Education | Youth (14-21) | 83.3 | 87 |
| Attainment of Degree or Certificate | Youth (14-21) | 79.2 | 83 |
| Literacy or Numeracy Gains | Youth (14-21) | 56.9 | 64 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 2 | 7 |

Table O: Local Performance

| | | | |
|--|---------------------------|-------------------------------------|---------------------------------|
| Local Area Name Western WDA 9 | Total Participants Served | Adults | 13981 |
| | | Dislocated Workers | 243 |
| | | Older Youth (19-21) | 24 |
| ETA Assigned Number 55085 | Total Exiters | Adults | 11847 |
| | | Dislocated Workers | 105 |
| | | Older Youth (19-21) | 3 |
| Reported Information | | Negotiated Performance Level | Actual Performance Level |
| Entered Employment Rates | Adults | 75.2 | 85 |
| | Dislocated Workers | 88.7 | 85 |
| Retention Rates | Adults | 80.7 | 95 |
| | Dislocated Workers | 95.0 | 96 |
| Average Earnings (Adults/DWs) | Adults | 10,000 | 12239 |
| | Dislocated Workers | 14,999 | 13591 |
| Placement in Employment or Education | Youth (14-21) | 62.2 | 75 |
| Attainment of Degree or Certificate | Youth (14-21) | 65.1 | 100 |
| Literacy or Numeracy Gains | Youth (14-21) | 42.1 | 25 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 1 | 2 | 6 |

Table O: Local Performance

| | | | |
|---|------------------------------|---|---|
| Local Area Name South Central WDA 10 | Total Participants Served | Adults | 39515 |
| | | Dislocated Workers | 809 |
| | | Older Youth (19-21) | 106 |
| ETA Assigned Number 55105 | Total Exiters | Adults | 33673 |
| | | Dislocated Workers | 326 |
| | | Older Youth (19-21) | 25 |
| Reported Information | | Negotiated Performance Level | Actual Performance Level |
| Entered Employment Rates | Adults | 81.9 | 81 |
| | Dislocated Workers | 89.3 | 89 |
| Retention Rates | Adults | 86.9 | 87 |
| | Dislocated Workers | 93.7 | 92 |
| Average Earnings (Adults/DWs) | Adults | 11,288 | 11867 |
| | Dislocated Workers | 17,680 | 16131 |
| Placement in Employment or Education | Youth (14-21) | 76.2 | 80 |
| Attainment of Degree or Certificate | Youth (14-21) | 74.5 | 80 |
| Literacy or Numeracy Gains | Youth (14-21) | 31.3 | 23 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 1 | 4 | 4 |

Table O: Local Performance

| | | | |
|---|---------------------------|-------------------------------------|---------------------------------|
| Local Area Name Southwest WDA 11 | Total Participants Served | Adults | 19320 |
| | | Dislocated Workers | 394 |
| | | Older Youth (19-21) | 71 |
| ETA Assigned Number 55110 | Total Exiters | Adults | 16543 |
| | | Dislocated Workers | 184 |
| | | Older Youth (19-21) | 28 |
| Reported Information | | Negotiated Performance Level | Actual Performance Level |
| Entered Employment Rates | Adults | 75.0 | 84 |
| | Dislocated Workers | 91.4 | 82 |
| Retention Rates | Adults | 92.0 | 94 |
| | Dislocated Workers | 97.2 | 94 |
| Average Earnings (Adults/DWs) | Adults | 10,956 | 9952 |
| | Dislocated Workers | 16,786 | 14906 |
| Placement in Employment or Education | Youth (14-21) | 85 | 81 |
| Attainment of Degree or Certificate | Youth (14-21) | 85 | 90 |
| Literacy or Numeracy Gains | Youth (14-21) | 41.7 | 57 |
| Overall Status of Local Performance | Not met | Met | Exceeded |
| | 0 | 5 | 4 |

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