



WISCONSIN WORKFORCE INVESTMENT ACT STATE PLAN

Extended WIA and Wagner-Peyser State Plan for PY 2012
with PY 2012 DOL—approved State Performance Levels





DEC 10 2012

The Honorable Scott Walker
Governor of Wisconsin
115 East State Capitol
Post Office Box 7863
Madison, Wisconsin 53707

Dear Governor Walker:

The Employment and Training Administration (ETA) acknowledges receipt of Wisconsin's proposed State Integrated Workforce Plan for Title I of the Workforce Investment Act (WIA), the Wagner-Peyser Act (W-P), including the W-P Agricultural Outreach Plan, and plans for coordination with Trade Adjustment Assistance (TAA) on September 14, 2012. ETA also acknowledges receipt of Wisconsin's subsequent withdrawal of its proposed State Integrated Workforce Plan on November 29, 2012. In its request for withdrawal of the proposed State Plan, Wisconsin also requested an extension of its currently approved WIA-Wagner Peyser State Plan and approved waivers and its PY 2011 Agricultural Outreach Plan to allow the State adequate time to prepare a new five-year State Integrated Workforce Plan.

Extension of State Plans

Wisconsin's existing WIA/W-P State Plan and W-P Agricultural Outreach Plan will expire on December 31, 2012. This letter constitutes a written determination under WIA Section 112 (29 USC 2822) that ETA is temporarily extending approval of both Wisconsin's State Plan for WIA Title I and the Wagner-Peyser Act, and Wisconsin's W-P Agricultural Outreach Plan, through June 30, 2013. Wisconsin must submit a full State Integrated Workforce Plan to ETA for Program Years 2013-2016 no later than May 1, 2013, in accordance with guidance provided in the Training and Employment Guidance Letter No. 21-11.

The State is eligible to receive WIA formula allotments for Adult, Dislocated Worker, and Youth programs, and W-P program allotments, effective July 1, 2012 through June 30, 2013.

Performance Levels

Program performance goals for PY 2012 WIA and Wagner-Peyser have been reached in negotiations between the ETA Regional Administrator and your state workforce agency. Wisconsin's goals were transmitted to the agency in the Regional Administrator's letter dated October 19, 2012. This letter also indicated that Wisconsin's final performance goals for PY 2012 will be incorporated into the Regional and National Office copies of the State Plan. Please include these final PY 2012 goals in the State's official copy of the extended WIA/W-P State Plan. For your convenience, your final negotiated performance goals are enclosed with this letter.

Waivers

As part of the State's request to extend its currently approved WIA/W-P State Plan, the State requested a temporary extension of its previously approved waivers of statutory and regulatory requirements under WIA for PY 2012. In a letter dated June 14, 2012 (copy enclosed), ETA provided the disposition of the State's waivers. This letter extends approvals for those waivers under the same terms and conditions through June 30, 2013. This action is taken under the Secretary's authority at WIA Section 189(i) to waive certain requirements of WIA Title I, Subtitles B and E, and Sections 8-10 of the Wagner-Peyser Act.

The approved waivers are incorporated by reference into the State's WIA Grant Agreement, as provided for under paragraph 3 of the executed Agreement, and this action constitutes a modification of the State Plan. A copy of this letter should be filed with the State's WIA Grant Agreement and the extended State Plan. In addition, as described in TEGL No. 29-11, the State should address the impact these waivers have had on the State's performance in the WIA annual performance report, due on October 1 of each year.

ETA's Chicago Regional Office will contact the State to provide technical assistance as it develops its State Integrated Workforce Plan. If you have any questions related to the issues discussed above, please contact Catherine Brooks, the Federal Project Officer for Wisconsin, at (312)-596-5531 or Brooks.Catherine@dol.gov.

Sincerely,



Jane Oates
Assistant Secretary

Enclosures

cc: Byron Zuidema, Regional Administrator, ETA Chicago Regional Office
Catherine Brooks, Federal Project Officer for Wisconsin

Workforce Investment Act and Wagner-Peyser Act Performance Levels for PY 2012
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Wisconsin

Workforce Investment Act Performance Levels

<u>Adult Measures</u>	<u>PY 2012</u>
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Adult Entered Employment Rate	71.0
Adult Employment Retention Rate	84.0
Adult Six-months Average Earnings	\$11,054

<u>Dislocated Worker Measures</u>	<u>PY 2012</u>
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Dislocated Worker Entered Employment Rate	85.0
Dislocated Worker Employment Retention Rate	93.5
Dislocated Worker Six-months Average Earnings	\$16,812

<u>Youth Measures</u>	<u>PY 2012</u>
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Youth Placement in Employment or Education	60.0
Youth Attainment of Degree or Certificate	69.3
Youth Literacy and Numeracy Gains	35.0

Wagner-Peyser Act Performance Levels

<u>Measures</u>	<u>PY 2012</u>
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Entered Employment Rate	58.0
Employment Retention Rate	84.0
Six-months Average Earnings	\$13,000

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Employment and Training Division
Administrator's Office
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Scott Walker, Governor
Reginald J. Newson, Secretary
Lisa Boyd, Division Administrator

November 29, 2012

Byron Zuidema, Regional Administrator
U.S. Department of Labor
Employment and Training Administration
230 South Dearborn Street 6th floor
Chicago, Illinois 60604

Dear Mr. Zuidema:

Wisconsin submitted its Program Year 2012 (PY12) State Integrated Workforce Plan for the Workforce Investment Act (WIA), the Wagner-Peyser Act (WP) and the Agricultural Outreach Plan (AOP) on September 14, 2012. Since then, the Governor's Council on Workforce Investment has been in the process of being reconstituted effective at their last meeting on October 11, 2012.

To ensure that the State Plan is a viable document for the five year cycle, we are requesting to withdraw the Plan submittal. We request to have the approved PY11 WIA/WP Stand Alone Plan with the continuation of the previously approved Waiver Plan extended through June 30, 2013. It is understood that the recently negotiated State performance levels for PY12 will remain in effect and will continue to be retroactively effective July 1, 2012.

We are also requesting to have the approved PY11 AOP Plan extended through June 30, 2013.

It is anticipated that a revised State Integrated Workforce Plan for the WIA, the WP Act and the AOP will be submitted no later than May 1, 2013. This timeline will provide the opportunity to include the updated Governor's Council membership, include any new initiatives, and include the proposed PY13 State performance goals for negotiation. It is understood that the final performance goals for PY12 that you confirmed in your correspondence dated October 19, 2012, will remain in effect for PY12.

We appreciate your consideration of these requests and any further guidance to execute the withdrawal and extension requests. We look forward to continuing to work together as we refine our State Integrated Workforce Plan and enhance our employment and training system in Wisconsin.

Should you have any questions regarding the request to withdraw the September 14, 2012, State Integrated Workforce Plan or the request to extend the approved PY11 WIA/WP and AOP Stand Alone Plans, please contact Jane Pawasarat at jane.pawasarat@wisconsin.gov or 608-241-3044.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lisa Boyd".

Lisa Boyd

cc: Cathy Brooks, U.S. Department of Labor/ETA



JUN 14 2012

The Honorable Scott Walker
Governor of Wisconsin
115 East State Capitol
Post Office Box 7863
Madison, Wisconsin 53707

Dear Governor Walker:

This letter provides approval of an extension of Wisconsin's current Workforce Investment Act (WIA) and Wagner-Peyser Act (W-P) State Plan for a portion of Program Year (PY) 2012. This letter also provides approval of extensions for Wisconsin's current waivers. Training and Employment Guidance Letter (TEGL) No. 21-11, issued on March 27, 2012, provides guidance for states to secure approval of their WIA/W-P State Plans and waivers for PY 2012. In accordance with TEGL No. 21-11 and your extension request, the State must submit a full five-year WIA/W-P State Plan and annual W-P Agricultural Outreach Plan by September 15, 2012.

Extension of State Plan

Wisconsin's existing State Plan will expire on June 30, 2012. This letter constitutes a written determination under WIA Section 112 (29 USC 282!) that the Employment and Training Administration (ETA) is temporarily extending the approval of Wisconsin's State Plan for WIA Title I and the Wagner-Peyser Act into PY 2012, for the period July 1, 2012 through December 31, 2012. The State already received its formula allotment for the WIA Youth program for PY 2012. The State is eligible to receive WIA formula allotments for the Adult and Dislocated Worker programs under the PY 2012 Annual Funding Agreement. The W-P Annual Funding Agreement for PY 2012/Fiscal Year 2013 will provide the W-P Act initial base allocation of PY 2012 funds.

Performance Levels

Wisconsin requested to temporarily extend its existing PY 2011 WIA and W-P performance goals for a portion of PY 2012. ETA has incorporated these performance goals, identified as PY 2012 performance goals, into the Regional

and National Office copies of the State Plan. Please include these PY 2012 goals in the State's official copy of the State Plan. As required by TEGL 21-11, the State must renegotiate its new PY 2012 goals upon submission of its full State Plan.

Waivers

As part of the State's extension of the WIA/W-P Act State Plan, and as described in TEGL No. 21-11, the State requested temporary extensions of Wisconsin's PY 2011 waivers of statutory and regulatory requirements under WIA for PY 2012. The disposition of the State's waiver extensions is outlined below. This action is taken under the Secretary's authority at WIA Section 189(i) to waive certain requirements of WIA Title I, Subtitles B and E, and Sections 8-10 of the Wagner-Peyser Act.

Extension of Waivers

Waiver to permit the State to replace the performance measures at WIA Section 136(b) with the common measures.

The State was previously granted a waiver that allows the State to replace the 17 performance measures under WIA Section 136(b) with the common measures. The State is granted an extension of this waiver through December 31, 2012.

This waiver permits the State to negotiate and report WIA outcomes against the common performance measures only, rather than the performance measures described at WIA Section 136(b). The State will no longer negotiate and report to ETA on the following WIA measures: WIA adult and dislocated worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures. The State will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult and WIA Dislocated Worker programs. The State will use the three youth common performance measures to negotiate goals and report outcomes for the WIA Youth program. Workforce Investment Act Standardized Record Data system (WIASRD) item 619, Type of Recognized Credential, should be completed for each individual as appropriate, regardless of this waiver to report on common performance measure outcomes only.

Waiver of the provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers.

The State was previously granted a waiver of the time limit on the period of initial eligibility of training providers provided at 20 CFR 663.530. The State is granted an extension of this waiver through December 31, 2012. Under the waiver, the State is allowed to postpone the determination of subsequent eligibility of training providers. The waiver also allows the State to provide an opportunity for training providers to re-enroll and be considered enrolled as initially eligible providers.

Waiver of WIA Section 101(31)(B) to increase the employer reimbursement for on-the-job training.

The State was previously granted a waiver to permit an increase in employer reimbursement for on-the-job training through a sliding scale based on the size of the business. The State is granted an extension of this waiver through December 31, 2012. Under the waiver, the following reimbursement amounts will be permitted: 1) up to 90 percent for employers with 50 or fewer employees, and 2) up to 75 percent for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50 percent reimbursement) will continue to apply. When determining the funding source for on-the-job training, the State must use the appropriate program funds for the appropriate WIA-eligible population. The State and local areas may provide on-the-job training to individuals 18 years of age or older with WIA Adult funds and must provide priority to low-income individuals when funds are limited; the State and local areas may provide on-the-job training to dislocated workers with WIA Dislocated Worker funds. On-the-job training provided with statewide funds must serve WIA eligible individuals.

Waiver of the required 50 percent employer contribution for customized training at WIA Section 101(8)(C).

The State was previously granted a waiver of the required 50 percent employer contribution for customized training to permit the use of a sliding scale for the employer contribution based on the size of the business. The State is granted an extension of this waiver through December 31, 2012. Under the waiver, the following sliding scale is permitted: 1) no less than 10 percent match for employers with 50 or fewer employees, and 2) no less than 25 percent match for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50 percent contribution) continue

to apply. When determining the funding source for customized training, the State must use the appropriate program funds for the appropriate WIA-eligible population. The State and local areas may provide customized training to individuals 18 years of age or older with WIA Adult funds and must provide priority to low-income individuals when funds are limited; the State and local areas may provide customized training to dislocated workers with WIA Dislocated Worker funds. Customized training provided with statewide funds must serve WIA eligible individuals.

Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area.

The State was previously granted a waiver to permit an increase in the amount a state is allowed to transfer between the Adult and Dislocated Worker funding streams. The State is granted an extension of this waiver through December 31, 2012. Under the waiver, transfer authority is limited to 50 percent. This limitation provides states flexibility while ensuring consistency with Congressional intent regarding the level of funding appropriated for the WIA Adult and Dislocated Worker programs.

Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training.

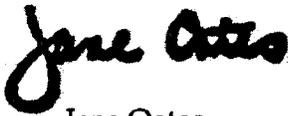
The State was previously granted a waiver to permit local areas to conduct allowable statewide activities as defined under WIA Section 134(a)(3) with local WIA formula funding, specifically incumbent worker training. The State is granted an extension of this waiver through December 31, 2012. Under this waiver, the State is permitted to allow local areas to use up to 10 percent of local Dislocated Worker funds and up to 10 percent of local Adult funds for incumbent worker training only as part of a layoff aversion strategy. Use of Adult funds must be restricted to serving lower income adults under this waiver. ETA believes limiting incumbent worker training to the specified level and requiring it to be a part of layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system. All training delivered under this waiver is restricted to skill attainment activities. Local areas must continue to conduct the required local employment and training activities at WIA Section 134(d), and the State is required to report performance outcomes for any individual served under this waiver in the Workforce Investment Act Standardized Record Data system (WIASRD), field 309. TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and

2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver" provide policy guidance related to implementation of this waiver.

The approved waivers are incorporated by reference into the State's WIA Grant Agreement, as provided for under paragraph 3 of the executed Agreement, and this constitutes a modification of the State Plan. A copy of this letter should be filed with the State's WIA Grant Agreement and the approved State Plan. In addition, as described in TEGL No. 29-11, the State should address the impact that these waivers have had on the State's performance in the WIA annual performance report, due on October 1 of each year.

We look forward to receiving your full State Plan for PY 2012 and working together as you implement your State workforce strategies. If you have any questions related to the issues discussed above, please contact Catherine Brooks, the Federal Project Officer for Wisconsin, at 312-596-5531 or Brooks.Catherine@dol.gov.

Sincerely,



Jane Oates
Assistant Secretary

Enclosure

cc: Byron Zuidema, Regional Administrator, ETA Chicago Regional Office
Catherine Brooks, Federal Project Officer for Wisconsin

Wisconsin Workforce Investment Act State Plan 2011- 2012

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WORKFORCE INVESTMENT ACT TITLE I STATE PLAN

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1. Plan Development Process:

1. (a) Involvement of the Governor and State Board

1. (b) Description of State Board Collaboration

When Governor Scott Walker took office in January 2011, he declared the State of Wisconsin open for business. Under his leadership, the state's business climate is improving, private-sector jobs are growing and previously discouraged jobseekers are returning to the labor market, eager to find employment. Governor Walker has set a goal of 250,000 new jobs created in four years, and Wisconsin is on the road to realize this goal. Governor Walker recognizes that a flexible and effective workforce development system is essential for economic growth and job creation. The Governor's workforce system objectives were the primary drivers of development of the Wisconsin Workforce Investment Act (WIA) State Plan.

Under direction from the Governor, the Department of Workforce Development (DWD) leadership conducted numerous site visits, talked with a variety of stakeholders and performed additional research to strengthen their understanding of Wisconsin's workforce system. The Secretary's Office toured the State's One Stop/Job Centers and engaged in dialogue with Job Center staff, Workforce Development Board (WDB) members and workforce agency partners on the needs and priorities of Wisconsin's workforce system. Their itinerary included visits to state Job Centers as well as visits to all 11 Workforce Development Areas (WDA), where agency leaders engaged in productive discussions with board members.

Key Stakeholder Input

The Governor's Council on Workforce Investment (CWI), an advisory panel that provides high-level recommendations on the workforce system, has served as another important resource in the plan development process. To reinforce the vital role of the CWI, Governor Walker directed the DWD to reconstitute the Council membership in a way that is more reflective of the critical role that the private sector plays in the workforce development system. The new members of the CWI representing the private sector have strong business leadership backgrounds, further supporting the Governor's focus on private-sector job creation.

The DWD Secretary initially communicated to all members of the CWI in February 2011, highlighting the development of the WIA State Plan as an initial key responsibility of the reconstituted Council. The CWI met on May 6, 2011, and provided input on workforce visions and priorities for the Plan. In addition to the business and full array of required Council members, WDB managers were in attendance who met informally with the Council Chair after the meeting. The Council later held two conference calls to further refine the workforce objectives for the June 2, 2011, meeting. During the CWI conference call meeting, a list of State workforce objectives was approved for presentation to the Governor at a June 9, 2011, CWI meeting. It was during the June 9, 2011, meeting when Governor Walker formally introduced the new CWI membership, which now has a majority of members from the private sector.

In addition, DWD's Division of Employment and Training (DET) management discussed the Plan's process and garnered input at the April 6, 2011 meeting with the WDA Directors. The Council's input was discussed at the June 1, 2011, Wisconsin Workforce Development Association meeting with the CWI Coordinator.

The Draft Plan was issued on July 13, 2011, for a 30 day review and comment. It was forwarded to State and local workforce partners, and posted on the State's website. (See Attachment Q for the public comments and State responses.)

I. Summary: Governor's Visions and Goals

Governor Scott Walker is committed to creating a business climate in Wisconsin that allows the private sector to create 250,000 new jobs in four years. Since he took office in January 2011, the Governor has advanced policies that support regulatory reform, limited government, and economic growth. As part of this effort, he has enlisted partners in Commerce, DWD, technical colleges, WDBs, private-sector businesses and others to improve the State's workforce development system. As the cornerstone of the delivery of workforce activities, the WDBs, Local Elected Officials, and WDB Executive Staff will play a vital role in deliverables planning and implementing these goals. With a focus on a more flexible, nimble and effective system, Governor Walker has articulated his vision for a workforce system in Wisconsin that:

- Anticipates employer labor needs while building and strengthening Wisconsin's workforce;
- Supports the development of a highly qualified labor force; and
- Empowers individuals to pursue and retain good paying careers.

Governor Walker also has laid out his priorities to elevate Wisconsin's workforce system as the best in the world, and to be the workforce of choice, by:

- Improving the alignment between the skills needed by private sector employers and the education and job training systems that provide the pipeline of workers;
- Coordinating federal and state economic and workforce development funds to target resources more effectively, and to explore options such as federal waivers that support innovative solutions;
- Designating specific employment sectors for priority spending based on regional sector strategy priorities and sufficient evidence of labor demand;
- Allocating funds to regions where business, the K-12 system, post secondary education and training systems (technical colleges/universities) and other key stakeholders and regional sectors are aligned in purpose, and have a pathway in place to develop skilled workers in demand while still providing local regions with the ability to make spending decisions; developing a collective strategy that leads to a pathway;
- Improving sector alignment of mutual purposes by requiring each Economic Development Board to have a WDB representative;
- Aligning school system curricula with the education and training needed for successful job placements, including basic education requirements for all systems along with the ability to tailor programming to reflect the needs of a local area; local regions would be able to modify their curricula based on regional employer's skilled worker pipeline needs;
- Improving accountability and transparency in order to measure success and prioritize future funding based on outcomes; and,
- Researching and incorporating best practices from other states to support an effective, well-coordinated programming system that is in line with federal requirements.

I A. Economic Development Strategies and Goals

A centerpiece of Governor Walker's economic development strategy has been the creation of the Wisconsin Economic Development Corporation (WEDC), a public-private corporation to replace the State Department of Commerce (Commerce). As part of this change, which was enacted in early 2011 during a Special Session of the Wisconsin Legislature and signed by Governor Walker, non-business Commerce responsibilities were redirected away from WEDC, and program mandates were eliminated, in favor of a larger and more flexible Economic Development Fund. The WEDC functions as the lead economic development organization in the State and is charged with:

- Developing and implementing economic programs to provide business support, expertise, and financial assistance to companies that are investing and creating jobs in Wisconsin;

- Supporting new business start-ups and business expansion and growth in Wisconsin; and
- Developing and implementing any other programs related to economic development in Wisconsin.

The following strategies are being employed by WEDC to achieve Governor Walker’s goal of creating 250,000 jobs, as well as to achieve other key performance goals established for the state of Wisconsin and the WEDC network:

- Enable a world-class, high performing economic development network known as the Accelerate Wisconsin Network to drive business start-up, retention, and expansion.
- Put in place innovative and game-changing policies to improve Wisconsin’s business climate rankings.
- Develop a world-class, integrated marketing capability to promote Wisconsin as a business-friendly state, market Wisconsin services and advantages to existing and out-of state firms, and enable easy customer access to the Accelerate Wisconsin Network of business support services.
- Implement a focused, target-industry advancement capability in which resources are concentrated on high value industry and emerging business consortia opportunities.
- Accelerate entrepreneurship and innovation in Wisconsin through aggressive development of research and development and early-stage capital availability and managerial talent development.
- Expand Wisconsin’s international business development opportunities and resources.

As WEDC elevates the Wisconsin economy to be the best in the world, Wisconsin’s workforce system will be viewed as the workforce of choice. To realize this vision for Wisconsin’s workforce, the state will pursue broad strategies to ensure that:

- Workforce development programs are coordinated and aligned with public and private sector partners.
- Wisconsin experiences an increased number of successful employment outcomes for state residents.
- A highly qualified labor force is developed in Wisconsin.
- A balanced system of services is maintained; fair for employees and employers.
- There is increased fiscal and program efficiency, integrity, transparency and accountability.

A primary focus will be to improve the alignment between, and stronger collaborations across, the public, private, education, and other stakeholders through a stronger, more nimble workforce development system that furthers job creation. It is through these activities that the State of Wisconsin will realize its vision of making Wisconsin the workforce of choice.

I B. Vision for Maximizing and Leveraging Resources

Governor Walker has directed that workforce resources be prioritized and targeted in innovative and effective ways that ultimately lay the foundation for economic growth. By coordinating federal and state resources, targeting these resources more effectively, and pursuing options such as federal waivers that support innovative solutions, DWD is helping to realize the Governor’s vision for maximizing and leveraging resources.

Under his leadership, Wisconsin is improving collaboration between WEDC, the Wisconsin Technical College System (WTCS), economic development regions, the private sector, and various workforce development partners. Entities such as Governor’s newly reconstituted CWI and the new WEDC Board include cross representation from a variety of stakeholders. In addition, stakeholders are studying the districts for the technical colleges, economic development

regions and WDAs to promote alignment and explore additional collaborations on a regional basis.

Regional collaborations are key to the Governor's vision for leveraging resources as Wisconsin seeks to improve the alignment between the skills needed by private sector employers and the education and job training systems that provide the pipeline of workers. Other workforce training entities outside of the WIA-funded One-Stop system will be asked to the table for key collaboration activities at the State and in local areas. Many local Faith-based and Community-Based organizations have also historically been active partners to improve services for participants, and their role will continue to be encouraged.

One key area of the Governor's vision is sector strategies, in which key industries are identified, and funding streams and policies are aligned to support development in these sectors based on demonstrated evidence of labor demand. [See I.C. for detail]

Examples of other key areas that reflect the Governor's vision for maximizing and leveraging resources include:

- Greater use of Re-Employment Services, in order to match Unemployment Insurance claimants served by DWD's Unemployment Insurance Division with resources administered through DET, particularly Wagner-Peyser funding.
- Continued collaboration to support veterans, including partnerships with the Department of Veterans Affairs, labor organizations and other stakeholders to help veterans move into jobs through programs such as Veterans in Piping.
- Movement of cross-matching of resumes to open positions on Job Center of Wisconsin (JCW) www.JobCenterofWisconsin.com; additional collaboration with businesses on job fairs, utilizing blast e-mails to target jobseekers with identified skills.
- Collaboration between DWD and the University of Wisconsin-Extension's Division of Entrepreneurship and Economic Development (DEED) to help dislocated workers launch their own businesses.
- Enhanced use of electronic media, including social media, to serve employers and jobseekers. The site JobCenterofWisconsin.com currently has about 30,000 job postings, reflecting some of the largest posting activity ever, and it adds about 2,600 new job postings per week. Approximately 31,000 resumes are available at the website for employers to review, and the site's companion Facebook page continues to garner interest from the public. Additional social media tools, such as Twitter and YouTube, are being implemented through the DWD's redesigned website in order to reach additional audiences through mechanisms that are low-cost and that provide greater immediacy of information.

I. C. Vision for Skilled Workforce Education and Training

Governor Walker recognizes that education is the single most important economic investment. To underscore the importance of education to the Governor's overall agenda, public K-12 schools are the largest expenditure in the 2011-13 budget.

An improved alignment between the skills employers need and the education and job training systems is a major priority of Governor Walker's. Core to this priority is a system that not only identifies existing key sectors and anticipates future sector growth in Wisconsin, but also is able to act quickly and to proactively meet the skilled labor needs of employers.

Specifically, the sector strategy approach identifies workforce needs, and aligns resources to promote the economic competitiveness of key industries. Sector strategies are a proven

mechanism for meeting the needs of workers for family-sustaining jobs and the needs of employers for skilled workers.

Sector strategies are built on regional, demand-driven approaches to education, workforce and economic development in specific industries, and do the following:

- Focus attention on key industries, developing extensive knowledge about the industries' current, future and emerging workforce needs;
- Support alignment of K-12, technical colleges, universities, and training institutions; support alignment of curriculum and programs with industry needs; support modernization, technology transfer, and other economic development programs with industry needs;
- Promote education, training, and career ladder programs to help workers meet the demands of employers; and
- Facilitate the alignment of resources making it possible to work across funding streams.

In order to supply the pipeline of workers for these sectors, Wisconsin will continue to be a national leader in efforts to advance career pathways and bridges, a system that provides the routes for existing workers to be retained with upgraded and/or new skills in order to attain family-supporting wages and benefits.

Career pathways are customized for local employers in each industry sector. A career *pathway* is a way of organizing college-level occupational training as a sequence of certificates that leads adult learners in attainable steps toward better jobs including a degree or technical diploma. Each step improves the learner's career and earning opportunities and provides a skill set wanted by an industry sector. A career pathway *bridge* helps adults in need of basic skills or English language learning succeed in these career pathways. Bridges consist of courses that link basic skills development with occupational skills development and accelerate the transition from pre-college to college level work.

Wisconsin has been a national leader in career pathways and bridges, particularly through the previous launch of the Regional Industry Skills Education (RISE) Initiative. The RISE initiative is a joint initiative of the WTCS and DWD, and funded in part through a "Shifting Gears" grant from the Joyce Foundation. Looking ahead, career pathways and bridges will continue to be a key component of the Governor's workforce strategy for education and training, particularly as Wisconsin's labor force ages and diversifies and the State prepares for the next generation of workers.

I. D. Vision for Collaboration on Workforce Challenges

Governor Walker recognizes that Wisconsin has significant workforce challenges, even with a top-notch work ethic that sets Wisconsin's workforce apart from other states. One of the most significant challenges is that nearly two-thirds of all working age adults in Wisconsin have no education and training beyond high school. Also, employers routinely report that they are ready to hire more workers, but a skills gap makes it challenging to find the skilled workers they need.

Governor Walker's vision for collaboration is reflected strongly in the CWI's new membership. A majority of the membership represents private-sector businesses. The new vision entails taking a new look at workforce challenges, bringing together members from the private sector, government, education, Legislature and many other stakeholders to explore and implement innovative approaches, and then measure the success of these approaches.

His vision for collaboration brings together WEDC, WTCS, economic development regions, the private sector, and various workforce development partners to address workforce challenges and invest resources toward the same goals. In order to address the challenges of many people being served by other workforce partners outside of the One-Stop system who train people to meet the needs of employers, the Governor will continue to engage in collaborative efforts with community-based organizations. In addition to cross-representation on boards such as CWI, the WEDC Board and WTCS board, the Governor's vision also includes exploration on ways different maps covering the 16 technical college districts, 11 workforce development areas, economic development regions and other entities can be better aligned. Through enhanced collaboration and greater alignment, Wisconsin will promote a well-coordinated system that is ready to assist workers, employers and other key stakeholders.

I. E. Vision for Education and Training of Youth

As part of the overarching workforce priorities, the Governor is focusing on aligning the school systems curricula with the education and training needed for successful job placements. Additional educational options for K-12 is also a priority. The Governor will also have his cabinet strategize to coordinate and augment the common activities related to the workforce goals to ensure alignment of policies and funding.

In addition, the Governor's CWI will establish, for the first time, a Youth Committee to review service delivery of education and workforce training programs. The Committee will build on previous interdepartmental cooperative successes and consider existing initiatives focused on cross-agency youth such as Project Lead the Way, Science, Technology, Engineering and Math (STEM) programs, National Service Corp and Wisconsin's Fresh Start program.

These activities will augment existing programs and services to serve youth, such as work permit activities, information sharing on minimum wage, and career exploration activities.

II. Governor's Key Workforce Investment Priorities

In order to achieve the Governor's vision, the following key workforce investment objectives have been developed:

- Improving the alignment between the skills needed by private sector employers and the education and job training systems that provide the pipeline of workers;
- Coordinating federal and state economic and workforce development funds to target resources more effectively, and to explore options such as federal waivers that support innovative solutions;
- Designating specific employment sectors for priority spending based on regional sector strategy priorities and sufficient evidence of labor demand;
- Allocating state discretionary funds to regions where business, the K-12 system, post secondary education and training systems (technical colleges/universities) and other key stakeholders and regional sectors are aligned in purpose, and have a pathway in place to develop skilled workers in demand while still providing local regions with the ability to make spending decisions; developing a collective strategy that leads to a pathway;
- Improving sector alignment of mutual purposes by requiring each Economic Development Board to have a WDB representative;
- Supporting the alignment between school system curricula and the education and training needs for successful job placements, including basic education requirements for all systems along with the ability to tailor programming to reflect the needs of a local area; local regions would be able to modify their curricula based on regional employer's skilled worker pipeline needs;

- Improving accountability and transparency in order to measure success and prioritize future funding based on outcomes; and,
- Researching and incorporating best practices from other states to support an effective, well-coordinated programming system that is in line with federal requirements.

III. State Governance Structure

III. A. Organization of State Agencies

III. A. 1. Organizational Chart

Attachment C provides the organizational chart of the Governor's cabinet agencies and all of the state-level workforce partner programs. Attachment D provides the organizational chart for the State DWD.

III. A. 2. Interrelationship of Agencies

Governor Walker has established a clear goal that state government work toward creating 250,000 jobs in Wisconsin in four years. He has instructed DWD to work closely with the newly created WEDC to align job creation, job training and placement efforts. The Department of Corrections, Department of Children and Families (DCF), and the Department of Health Services are working with DWD and WEDC to prepare incarcerated individuals, welfare recipients and older workers to meet expanding business need. Key in the worker preparation process are the State Superintendent of the Department of Public Instruction (DPI), the Technical College System Board is the coordinating agency for the WTCS and a UW System Board of Regents. High school education and career counseling are critical components to DPI's involvement. While none of the educational agencies are members of the cabinet, their leadership is working with DWD to align the Governor's vision.

III. B. State Workforce Investment Board

III. B. 1. Organization of State Board

The CWI currently has 38 members appointed by the Governor, and four State Legislators assigned by the majority party leadership. The Executive Committee is the current standing committee with the following two specialized sub-committees:

- Dislocated Worker (DW) Subcommittee: Advises the CWI and DWD on State special response funding and DW program policy.
- Medicaid Infrastructure Subcommittee: Provides advice on the implementation of the Managed Care and Employment Task Force recommendations, and other guidance related to the U.S. Department of Health and Human Services Medicaid Infrastructure Grant for Wisconsin's Bridges to Work program administered by the State's Department of Health Services (DHS) that assists people with disabilities to enter the workforce without losing supports and medical assistance.

The CWI restructured three other subcommittees to reflect the industry sector strategy activities, avoid duplication of effort, and ensure coordination with existing policy bodies and advisory groups who provide input to DWD on industry needs. The three sector subcommittees include CWI members along with private and public individuals who serve on other related local and State entities, and are as follows:

- Advanced Manufacturing Sector Subcommittee: Advises the CWI and DWD on the implementation of the Manufacturing Skill Standards Certification and determining employment and training needs of the Manufacturing sector.
- Energy Sector Subcommittee: Advises the CWI and DWD on employment and training needs of the energy sector as well as implementing Wisconsin's Sector Alliance for a Green Economy (SAGE). [CWI/DWD received a three-year \$6 million State Energy Sector Partnership (SESP) Grant from DOL.]
- Health Care Sector Subcommittee: Advises the CWI and DWD on labor and training needs in the Health Care industry and on several health care related grants.

The primary roles of the three industry sector subcommittees include:

- Define the Industry Partnerships at the state level based on a labor-market analysis; develop goals, a work plan, and target outcomes based on a clear identification of workforce challenges.
- Establish a mechanism to identify and track measurable goals.
- Develop a vision and plan for identifying and sustaining an industry sector leadership framework in the State over time, leverage financial resources and in-kind support to carry out the sector strategies, and promote ongoing communication between employers, workers, training providers, and service agencies.
- Anticipate and work to close industry skill gaps, develop and implement workforce training and development initiatives to improve the State's industry competitiveness and address common workforce challenges.
- Focus on developing and promoting middle skill jobs within the targeted industry sector, develop career pathways to allow employees to advance within the industry, develop or apply industry credentials, address the needs of special populations (low-income populations or those with barriers to employment), and assist educational and training institutions in aligning curricula and programs to meet industry demands.

[See IX.G. for program activities related to the Subcommittees]

A new subcommittee focused on youth will be created to review service delivery of education and workforce training programs and recommend additional policies to advance initiatives targeting youth. Solicitations for member participation on the newly formed CWI Youth Committee will be issued to WDB and Youth Council members for the Governor and CWI Chair's selection and appointment process. As is the case with CWI membership, the appointments will be sensitive to reflect the State's rural and urban mix.

The Chair or Vice-Chair of each Subcommittee provides a report at each CWI meeting. The Chair is required to be a representative of the private sector.

III. B. 2. Organizations and Entities Represented

Attachment E lists the members of the CWI and their representation.

III. B. 3. Process Used to Identify CWI Members

DWD reached out to business leaders and economic development organizations throughout the state. A focus was placed on representation from Wisconsin

Independent Business (WIB) districts as well as leaders from important industry sectors throughout Wisconsin. The goal was to have a diverse and well-experienced board that was led by a majority of business leaders.

III. B. 4. How Membership Effectuates Vision

The composition of Governor Walker's newly appointed Council will help maintain job creation momentum to meet a goal of 250,000 new jobs by 2015. Given that a flexible and effective workforce system goes hand-in-hand with economic growth and job creation, the Council will play a critical advisory role in advancing Wisconsin's workforce system.

The CWI will provide guidance on private sector needs and target resources to more effectively meet those needs. With a majority of membership representing the private sector – including members who are senior-level and experienced leaders in their fields – the CWI will be in an advantageous position to effectuate the Governor's workforce vision.

III. B. 5. Description of Functionality

The Governor directed the CWI to assume the WIA-required functions for advisement, guidance and evaluation of activities.

III. B. 6. Public Access to Meetings and Information

The CWI is subject to State open meetings requirements (Wis Stat. ss 19.81-19.98). Open meeting requirements are specified in the Council's By-Laws. To ensure open meeting requirements are met, meetings of the full CWI and its subcommittees are published on the DWD public notice web page. This is the method that DWD uses to inform the news media and the public in general about all meetings of councils and subcommittees for which DWD is responsible. In addition, CWI and subcommittee meetings are published on the CWI's website <http://www.wi-cwi.org>. The site provides meeting announcements, related materials, and other CWI information. All CWI meetings, including subcommittee meetings, are in locations that are physically accessible to persons with disabilities. In addition, people who need special accommodations for an interpreter or written materials in an alternative format, may contact DET staff for assistance for reasonable accommodations ahead of the scheduled meeting.

III. B. 7. Conflict of Interest

Council members are subject to the public records law and must follow the State statutes concerning conflict of interest prohibitions including but not limited to:

- a) Taking any official action substantially affecting a matter in which the official, a member of his or her immediate family, or an organization with which the official is associated has a substantial financial interest; and
- (b) Using his or her office or position in a way that produces or assists in the production of a substantial benefit, direct or indirect, for the official, one or more members of the official's immediate family either separately or together, or an organization with which the official is associated.

III. B. 8. State Resources

The CWI is staffed by policy and administrative staff from DWD's DET. DET staff provides support to the Council as a part of their overall position duties. This arrangement ensures that the Governor's and CWI's over-arching priorities are

incorporated in staff's policy and program implementation work. WIA set-aside funds cover the costs of meetings and materials.

III. C. Structure/Process for Collaboration (1 – 3)

As noted in B.1., State agency cabinet members are represented on the CWI or subcommittees to maximize the effectiveness of the workforce investment programs across state agencies and collaborate on innovative strategies.

The State's organizational structure facilitates collaboration among the major workforce programs in that WIA/DW, Wagner-Peyser (WP), Trade Act services, Migrant/Seasonal Farm Worker services (MSFW), and Registered Apprenticeship and Youth Apprenticeship (YA) are housed in DET within DWD. The Labor Market Information (LMI) activities are also conducted within DET.

Unemployment Insurance (UI) is a division within DWD. It is this administration's top priority that the UI and DET divisions collaborate closely in serving common customers. Reemployment Services (RES) and Reemployment Eligibility Assessment (REA) programs involve ongoing coordination and collaboration between the divisions. Local DET staff schedule RES and REA orientation workshops using UI's computer program. UI then provides lists of claimants to be scheduled for these events. In the case of REA, both UI and DET staff participate in the group and individual appointments with the claimants. Finally, staff communicate on an ongoing basis to report claimant participation levels for scheduled activities.

For RES and REA, there is a state-level planning committee, with representatives from both divisions, that meets regularly to set policies and procedures, review program success, and conduct ongoing staff training. Both RES and REA were expanded statewide with the infusion of American Recovery and Reinvestment Act (ARRA) funds. Additional funds were secured from UI to keep the RES program operable as ARRA funds expired. The two divisions collaborated successfully for REA grant funds to continue funding these activities.

UI and DET staff collaborate closely on the provision of services under the Trade Adjustment Assistance (TAA) program with a joint oversight committee. The committee formulates state policies and procedures for this program that serves thousands of dislocated workers in the State. Field staff from both divisions (UI Trade Readjustment Act coordinators, and DET TAA case managers) collaborate closely to ensure that the workers get the re-training and re-employment services they need, as well as extended Federal Trade Readjustment Act (TRA) benefits for those who participate in retraining programs in order to garner suitable employment. Representatives from the two divisions meet weekly to discuss TAA program issues, address staff questions, provide technical assistance, and update participant handbook and form information.

The two divisions also communicate closely on general issues impacting UI claimants. The divisions jointly compose letters that are mailed to claimants who are close to exhausting benefits. These letters reference Job Center (JC) services and provide other options and services that are available to claimants. UI informs DET when mass mailings go out to claimants, so that DET can prepare for possible spikes in JC resource room usage or Call Center service requests.

The Division of Vocational Rehabilitation (DVR) is a WIA partner and provides input for the content of this plan. Review and comment are provided by state staff as well as partners in the field. DVR's WDA Directors are appointed members of the WDBs and are directly involved in WDB program planning.

Local DVR managers and Job Service (JS) Directors meet on a biweekly basis to provide DET managers with an assessment of the local economy and how the JCs are meeting the employer/job seeker demand. These conference call meetings include status reports on new hiring events, plant closures, training program wait times, success stories, case closures, progress on employment plan development, and the general environment at the JCs. Summaries of DVR report-outs are sent to the Governor's Office on a weekly basis.

DVR and DET staff have been working collaboratively to expand the Schedule "A" hiring program for persons with disabilities, and the program is expected to provide additional opportunities for employment for this population.

Local DVR directors coordinate with WIA and the Department of Corrections (DOC) to craft local "pipeline" programs to assist incarcerated individuals in successfully reentering the community, including transition into gainful employment. These activities, partially funded by the Annie E. Casey Foundation, are intended to promote an offender's successful return to the community, resulting in fewer new crimes and reduced recidivism.

DET staff provide input to the Child Care Development Fund Plan that is drafted within the DCF. This input helps to solidify partner agency coordination of activities and related funding. For example, some funds are used for child care facilities in the JCs so that workforce participants can focus on job placement priorities. Child care subsidy information is made available at the JCs.

WTCS and DWD have ongoing projects and strategic planning that connect training and employment placements. Some key examples include:

Regional Industry Skills Education (RISE): DWD and WTCS were original partners in the RISE initiative, which was primarily funded through a Joyce Foundation grant and overseen by the CWI, whose members also participated in the National Governor's Association Policy Academy on Regional Sector Strategies. The initial thrust of these activities was an industry-driven regional focus that engaged all of the key players in understanding common industry needs, and then in aligning resources to meet these needs. U.S. Department of Labor (DOL) also funded two Workforce Innovations in Regional Economic Development grants, which helped to build a foundation for RISE principals such as career pathways, sector solutions, and advancement opportunities for low income adults.

The current Career Pathways effort with WTCS includes bridge programs that provide Adult Basic Education/Equivalencies and/or English as a second language and occupational training. The purpose is to prepare adults for entry into postsecondary education that leads to a certificate, diploma or associate degree. The technical colleges have launched several bridge and career pathway curricula. This high-impact initiative remains a priority for continuation and expansion, with a current emphasis on training workers for high demand occupations.

DWD Professional Development Day: "Building on Successful Career Pathways and Bridges in Wisconsin": WTCS deans, faculty, and WIA partner agencies participated in three professional development days in different parts of the state. Content included: roles and responsibilities of workforce and college partners; 101 things to know about resources for bridges and pathways; workforce resources including WIA; Wagner-Peyser; Key Train, WorkKeys, and the National Career Readiness Certification (NCRC) Program; Reemployment Services, Trade Adjustment Assistance, MSFW, and Veterans employment placement; Vocational Rehabilitation (VR); Apprenticeship; the National Association of Manufacturing's endorsed skills certification system;

how to work with discouraged workers; using social media to work with clients; pipeline data study; and regional Bridge/Pathway presentations.

Membership of CWI sector subcommittees is undergoing evaluation and possible reconstitution in order to more strongly reflect business leadership within the private sector. The sector subcommittees include:

- Health Care Sector
- Advanced Manufacturing
- Energy Sector

The WDBs will be brought to the table on an on-going basis in the planning and roll-out deliverables of the Governor's workforce priorities. The WDBs, and WWDA with local elected officials, are a strategic point for partner collaboration, strategic planning, and the implementation of many workforce activities.

As part of targeting high-demand occupation sectors, and creating a pipeline of skilled workers, major programs between DWD and WTCS include:

Workforce Advanced Training Program: Provides advanced skills training for incumbent workers at business sites to meet the needs of evolving and expanding industries;

New and Expanding Occupation Grants: Focus on training for new and emerging jobs across the industrial and service sectors. The program establishes Wisconsin at the forefront of technological innovation and nimble responsiveness to market trends.

Wisconsin Employment Transportation Assistance Program: Assesses transportation needs of low-income workers and develops options to address these needs. Direct competitive grants to communities target assistance for individuals with significant barriers to employment. Transportation services range from direct transportation to vehicle repair and maintenance.

Health Care Grants: Train low-income individuals to be home care aides, certified nursing assistants, emergency medical technicians, registered nurses and other health-related professionals. The two Wisconsin recipients were Milwaukee Area Workforce Investment Board and Gateway Technical College. The CWI is represented by DET staff at quarterly Advisory Board meetings to review implementation.

State Energy Sector Partnership grant: Formally establish a training partnership system for green construction, manufacturing and utility occupations in energy efficiency, renewable energy, green manufacturing and smart grid utility skills. The activities will include an expansion and upgrade to apprenticeship training with an emphasis on renewable energy and energy efficiency.

[See IX.C.3.b.ii Innovative Training for more program specifics]

III. C. 4. Entities to Effectuate Youth Vision

DWD decided to create a Youth subcommittee to ensure that the Governor's workforce vision and goals relative to youth are implemented. This vision entails a greater alignment between skills employers need and the educational and training systems that are in place to meet those needs. Entities such as public K-12 education, the DPI, WTCS, universities, the private sector and other stakeholders are envisioned to collaborate on a system that provides youth with skills that employers need. The Youth subcommittee, once constituted, will be reflective of the array of stakeholders

that will assist in realizing the Governor's vision for youth. [See section I. E. for greater detail about the vision and related entities.]

In addition, Wisconsin has a Sector Strategy Oversight Consortium of workforce partners including the DPI and WTCS. This group meets regularly to collaborate on common goals across individual programs with a broader vision than WIA and DWD's efforts.

IV. Economic and Labor Market Analysis

IV. A. Current State of the Economy

Wisconsin's economy is improving in 2011, as thousands of private-sector jobs have been created under Governor Walker's message that Wisconsin is open for business. Job postings on www.JobCenterofWisconsin.com have reached record numbers, with an average of 2,600 new jobs posted at the site every week. Recent surveys conducted by Wisconsin Manufacturing and Commerce show employers plan to add jobs, and they are optimistic and believe Wisconsin is moving in the right direction.

The recession was broad based in both economic sector and geographic terms. The recovery, on the other hand, is not. For example, the manufacturing sector is recovering relatively robustly, the construction sector is not. The Midwest and many Plains states are showing growth, the southwestern and many southern states are not. Wisconsin continues to recover from a deep national recession that began in December 2007 and ended June 2009. However, Wisconsin did not experience a decline in employment until 2008 and did not report an upward trend until 2010.

For the State and the U.S., the economic recession functioned as a catalyst to transform the economy, and the challenge is predicting the outcome of this transformation. In addition, the pattern of reemployment for the State is different from that of the nation and this difference is both an opportunity and a challenge.

In Wisconsin, over 2.5 million people work for an employer. Of these, approximately 85 percent work in the private sector. Wisconsin has more people employed in the service-providing sector than goods-producing, and this represents a changing skill set of employees, as well as changes in occupations. In 2001, approximately 25 percent of the workforce was employed in goods-producing industries, but by 2009, that percentage had fallen to 21 percent.

Responsive Industries

In 2009, the most recent year of complete data available, manufacturing represented the largest share of employers in Wisconsin at 19 percent, followed by health care services at 16 percent. When combined, 48 percent of those working in the private sector work in manufacturing, health care, or retail trade industries:

- **Manufacturing:** Across the nation, the percentage of workers in manufacturing continues to decline. However, Wisconsin has one of the strongest manufacturing bases in the country. The largest growth of employment since the recession trough has been in manufacturing, particularly the production of durable goods. Generally, durable goods manufacturing requires strong technical skills, problem-solving, critical thinking and other skills that are harder to define (soft skills) than those found in other forms of manufacturing. Monthly employment estimates show that manufacturing, specifically durable goods manufacturing, continues to increase in this stage of the recovery.
- **Health Care:** Employment in the health care services industries continues to grow over the long term, although the rate of growth slowed significantly in the latter half of 2010. Education

and training requirements for health care services technology can be high, but several health care occupations require only moderate on-the-job training. Many health care occupations may not be accessible to the entire pool of potential workers due to the sensitive nature of patient files and the need to work with controlled substances.

- **Retail Trade:** Historically, this industry has some of the highest turnover. The retail industry often serves as a means to develop problem-solving, customer service, and communication skills that are transferable to other business activities and jobs. The largest number of employees in retail trade are retail salespersons followed by cashiers (27 and 22 percent respectively).
- **Professional and Business Services:** Several industries make up this sector. The largest growth within this sector has been with employment agencies and temporary help services. The growth in this sector is consistent with previous responses to recessions, in which businesses use temporary workers until they are satisfied that the demand for their products and services will support the costs of hiring additional permanent workers.

Unresponsive Industries

Even during this recovery, a notable group of industries have shown decline.

- **Construction** The construction sector consists of three sub-sectors: Construction of Buildings, Specialty Trades and Heavy and Civil Engineering.
- Home construction directly involves construction of buildings and specialty trades. In Wisconsin, from 2004-09, the number of residential building permits sharply declined, from 31,602 in 2004, to 8,315 in 2009. Tightened credit in recent years has limited the ability to borrow money for improvements and new development projects. Heavy and Civil Engineering projects often involve public finances. The budget challenges facing the State and U.S. jeopardize the potential funding of a large number of Heavy and Civil Engineering/Construction projects, also dampening the rebound in the construction sector.
- **Financial Services:** Since its peak in 2008, the number of jobs in financial services has been in decline. Contributing factors may include the use of technology, availability of interstate resources, and outsourcing.
- **Leisure and Hospitality, Food and Accommodations Sectors:** A major determinant for this sector's growth is disposable income. Disposable income growth during the recovery has been limited by high unemployment and stagnant wages. Almost 43 percent of the total food costs of families are based on food consumed away from home. The US Department of Agriculture predicts that food costs will increase in 2011 between 3 and 4 percent. Both of these factors will limit sector growth and employment opportunities.

IV. B. Growth Industries and Occupations

Both short and long-term projections are based on historical patterns. Projectionists presume that the historical trends will continue. Short-term projections do not consider prospective policy or technology changes. Long-term projections do not incorporate possible business cycles.

The current employment pattern in manufacturing, particularly durable manufacturing, is running counter to long-term historical trends and projections. Wisconsin has a strong tradition in the manufacturing of durable and non-durable goods. Wisconsin has one of the top two highest percentages of employment in manufacturing in the country, alternating with Indiana. Even though manufacturing employment is expected to decrease in the long-term, there will be a large number of replacement jobs available in manufacturing in Wisconsin due to aging baby boomers leaving the workforce.

The growth in health care is consistent with historical patterns. Health care growth is spurred by a increasing and increasingly older population. Growth in health care could also benefit related industries such as medical supplies and required services.

Comparing past patterns for retail trade employment reveals that the industry is growing, albeit at a much slower pace. Retail employment growth is usually correlated with population growth. The 2010 U.S. Census shows that the population of Wisconsin grew by 6 percent from 2000 to 2010. With changes in technology and shifts of labor services to the consumer, retail employment growth is expected to underperform population growth.

The industries projected to show the largest change in employment from 2008-2018 are in service-providing industries, see table below.

Industries Predicted to Grow (2008-2018)
Ambulatory Health Care Services
Hospitals (includes state and local government establishments)
Social Assistance
Administrative and Support Services
Food Services and Drinking Places
Nursing and Residential Care Facilities
Professional, Scientific, and Technical Services
Religious, Grantmaking, Civic, Professional, and Similar Organizations
Local Government, excluding Education and Hospitals
Management of Companies and Enterprises

Source: OEA

Enhanced Skills Required

During periods of economic downturn, measures of productivity increase. Part of this change can be attributed to shedding the least productive workers first. As recovery takes hold, capital spending on new software and equipment increases total factor productivity if those employees who remain are trained to use the new technology. Not only will these workers need to develop updated technology skills, they will also need to be adaptable, capable of critical thinking, problem solving, and team players. The fastest growing workplace skills are non-routine cognitive and non-routine interactive.

Even with fewer overall jobs predicted in the manufacturing sector, new jobs and replacement jobs will require upgraded skills to meet the demands of new technology and operating practices.

Much of the training required within manufacturing is task specific. Often, these skills do not generalize well to a curriculum that can be provided to the general public. Consequently, a public/private partnership approach is needed to integrate training and education with specific business practices.

The health care sector also has a diverse set of occupations. However, many of these jobs are not direct provider occupations, but are occupations that are found in other industries, such as record keeping, IT, and general services. Such positions require workers that are trained not only specific duties but also with a general education.

IV. C. In-Demand Industries and Occupations

As Wisconsin's economy changes, there will be required changes in occupations and skills. These changes indicate a need to reprioritize workforce training programs. Using information gathered from online job postings, it is possible to determine the current needs of employers. The need for skilled workers in the state remains high. In February 2011, nearly 48 percent of the posted positions reported by Help Wanted Online (HWOL) were involved in four occupational groups. In descending order, they were: Healthcare Practitioners and Technicians, Office Administration, Sales and Computer and Mathematical. Approximately 10 percent of the online vacancies consists of Production Workers and Installation, Maintenance and Repair Workers (both of which are found in manufacturing).

IV. D. Employment Critical to State's Economy

A diversified economy is thought to be better able to withstand random shocks and better positioned to maintain and sustain economic growth. However, it is also necessary to have sufficient strength and size in certain sectors in order to take advantage of economies of scale, proximity to suppliers and customers.

Manufacturing

Because the State has a high manufacturing concentration, it has a well-developed production sector supply chain, as well as research and development cluster that would otherwise not be available when compared to other states. Specifically, the development of niche manufacturing that incorporates these tenets could be an opportunity at least in the short-term for the State to position itself as a manufacturing leader.

Health Care

Health care is a critical component to the State's economy. There are 69 occupations that have been identified as being health care related occupations. Of these 69 occupations, 17 do not require a college education and 14 require an associate's degree. There are also jobs in the health care industry that are not direct patient care related. Examples include medical recorders, medical lab technicians, IT and building maintenance.

Utilities

One of the challenges that management within the utilities industry is facing is an aging workforce. The skills required within this industry are often long-term investments for both the company and the employee, and this industry traditionally has very low turnover. Consequently, a large proportion of employees are likely to be leaving this industry within the next 10 years, and while there is little growth, there will be an increase in the churning of the workforce who will need technical skills and on-the-job training.

Green Jobs

There is considerable discussion about "green technology" and its application. There are new technologies to be applied and maintenance and monitoring services to be supplied. The discussion concerning "green jobs" is similar to the IT experience in years past – new technology is adopted faster than the expertise is developed. Many jobs will have a green component integrated into job descriptions, training and workforce development. However, at this point in time, "green expertise" is expected to be in high demand.

IV. E. Skill Needs

In a recent study, IBM asked 700 human resource executives to identify the key challenges they expect to face in the near future and their degree of readiness to meet those challenges successfully. Nine different areas of concern were identified:

- Managing labor costs
- Sourcing and recruiting from outside the organization
- Evaluating workforce performance
- Efficiently allocating the workforce
- Retaining valued talent within the organization
- Enhancing workforce productivity
- Developing future leaders
- Developing workforce skills and capabilities
- Fostering collaboration and knowledge sharing

The researchers asked human resource executives which of the nine challenges were the most important from their perspective and which did they feel least prepared to meet successfully.

Three of the nine challenges appeared on both lists:

1. **Developing Future Leaders:** Companies are reporting that they recognize the need to develop future leaders and this is critical to ensure a strong and healthy operation. However, only one in three believes they are prepared to do this effectively.
2. **Developing Workforce Skills and Capabilities:** Executives have identified developing workforce capabilities as the second of their most important imperatives, but rated their effectiveness in this area among the bottom three.
3. **Fostering Collaboration and Knowledge Sharing:** Many human resource executives rated their organizations as ineffective and least prepared to foster collaboration and knowledge sharing.

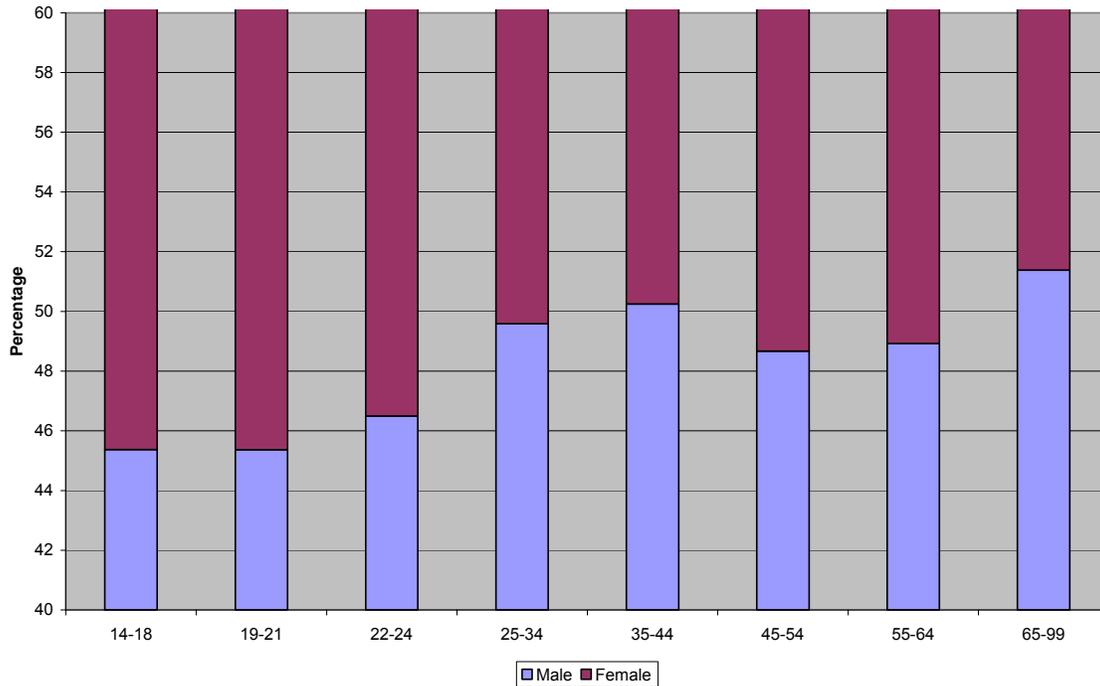
Source: Working Beyond Borders, IBM 2010 CHRO study

The needed skills include traditional values such as attendance, communication and negotiation, as well the ability to adapt to a quickly redefining work environment. Other skills include the ability to use existing technologies more efficiently and to adapt to technological change, diverse tools and management styles.

IV. F. Demographics of Labor Pool

The following chart shows an age disparity in the ratio of males to females in Wisconsin. There is a preponderance of females for those under the age of 25 or older than 45 and less than 65. Comparing the working population to those who are currently receiving unemployment insurance benefits, (ETA 203 report) reveals that there are more males receiving unemployment insurance.

Comparison of Working Population by Sex and Age



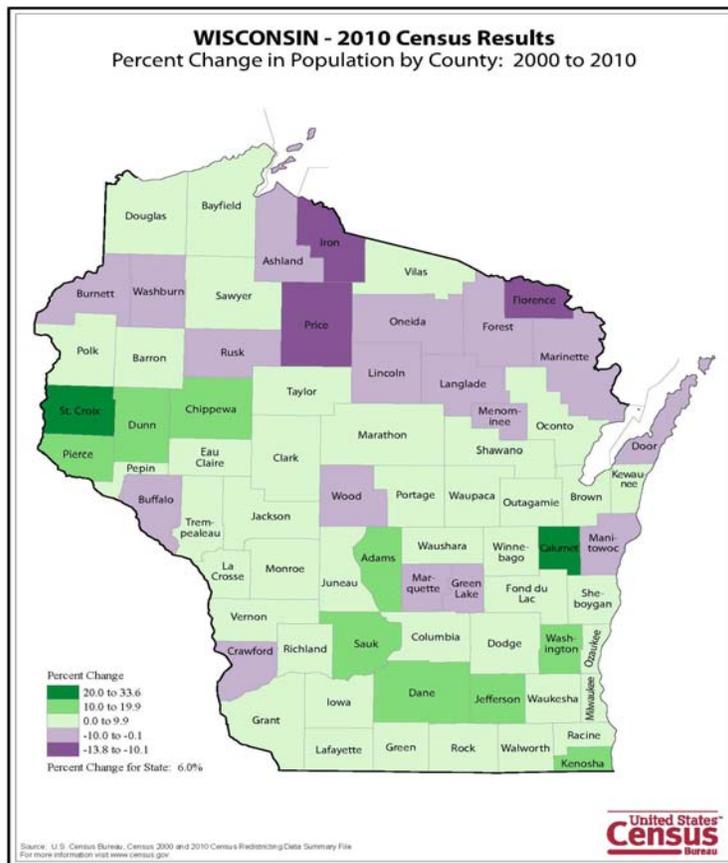
Source: Local Employment Dynamics/DWD

With the decline in manufacturing and construction (both traditionally male dominated) the workforce in Wisconsin is in transition. The rise in health care and service industry jobs (traditionally female dominated) has offered women more job opportunities. Unemployment insurance benefits have historically been dominated by the manufacturing and construction industries; hence the greater share of men receiving unemployment compensation benefits.

Strategies to assist individuals back into the work environment will need to take into account these dynamics and require accommodation to a segment of the population as they retrain, and retool in an effort to regain employment.

IV. G. Labor Pool Migration

According to the Census Bureau, the state's population has grown by 6 percent from 2000-10. However, across the northern tier of the state, the population generally declined. While much of this growth is internal, some of it is has been through relocation to Wisconsin. Approximately 2 percent of the population relocated from a different state or from abroad. Of those who relocated to the state, the majority were from other states. The fastest growing county was St. Croix. The county with the greatest decline was Iron County. The population within Wisconsin shifted from northern and rural areas to more populated areas. This movement is consistent with employment patterns found in the state.



Data for Wisconsin show that the five most populous incorporated places and their 2010 Census counts are Milwaukee, 594,833; Madison, 233,209; Green Bay, 104,057; Kenosha, 99,218; and Racine, 78,860. The City of Milwaukee's population decreased by 0.4 percent since the 2000 Census. Madison grew by 12.1 percent, Green Bay grew by 1.7 percent, Kenosha grew by 9.8 percent, and Racine decreased by 3.7 percent.

The largest county is Milwaukee, with a population of 947,735. Its population grew by 1 percent since 2000. The decline of the city of Milwaukee indicates that there has been movement from the city to the surrounding suburbs within Milwaukee County. Other counties in the top five include Dane, with a population of 488,073 (increase of 14 percent); Waukesha, 389,891 (increase of 8 percent); Brown, 248,007 (increase of 9 percent); and Racine, 195,408 (increase of 4 percent).

IV. H. Skills Gaps of Labor Pool

One of the reports prepared by HWOL is a ratio of labor supply to labor demand. In February 2011, the ratio for the Wisconsin was 2.65. This indicates that there are many workers available per job opening. However, employers in some industries, particularly durable goods, are reporting that they are experiencing difficulties getting the desired labor quality at the budgeted wage. The demand for skilled workers could be strong enough to force employers to compete for quality labor.

When the economy experiences a severe downturn, a portion of those who are no longer employed will develop their skill sets so they can be prepared to return to work when opportunities are available. Others will become self-employed. Another group may choose to look for work at a later time. Individuals who postpone looking for work and do not enhance their skills may be lost to the workforce.

As the economy moves through the recession/recovery cycle, it is imperative to establish a worker training environment that fosters the enhancement of existing skills and the development of new skills – skills that meet the needs of employers competing in a global operating environment.

IV. I. Workforce Development Issues

As we move more firmly into the 21st Century, the question of who is responsible for training and maintaining a qualified workforce to help businesses meet their needs will continue to challenge local workforce development boards, governing bodies and other planners.

With a large number of individuals looking for employment opportunities across the state and businesses struggling to secure qualified workers, there is a need to collectively retrain and retool workers, teach individuals how to search for jobs, and help individuals identify transferable skills. With constrained resources in the public sector and competitive interests in the private sector, a public/private partnership is necessary to accomplish the goals of moving Wisconsin forward to continued economic prosperity.

IV. J. Priorities for Economic Health and Growth

The economy is undergoing a structural change. This change affects the relationship between the employer and the worker. Previous generations were advised to specialize so that niche labor markets could be exploited and employment could be obtained. Today, products and technologies change often and quickly. The ability to adapt to market changes will require the ability to change production operations and management practices with requisite speed. Concomitant with these rapid operational and managerial changes must be an infrastructure nimble and secure, and a workforce willing and able, to retrain to the ever evolving needs of the global marketplace.

Moreover, the number of new workforce entrants is decreasing. As a result, employers are more likely to need people who are both technically savvy and socially astute.

V. Overarching State Strategies

V. A. Leveraging Resources

[See 1.B.]

V. B. Strategies to Address National Strategic Direction

As the United States continues to recover from the worst economic times since the Great Depression, workforce systems across the nation are at the forefront of efforts to get Americans back to work. Wisconsin is implementing strategies that are consistent with this effort and direction.

As an example, Wisconsin is one of many states that have been moving toward sector strategies. Wisconsin's direction is consistent with activities by the National Governors Association, particularly through activities of the NGA's Center for Best Practices. These activities are consistent with the Strengthening Employment Clusters to Organize Regional Success -

SECTORS - Act of 2008. Furthermore, many U.S. Department of Labor activities are sector based, reinforcing Wisconsin as in line with the national strategic direction of workforce policies.

Going hand in hand with sector strategies is the advancement of career pathways and bridges, an approach in which Wisconsin excels, as evidenced by the state's participation in the RISE Initiative. Career pathways and bridges provide the routes for workers to move up in the labor force by giving them the skills and credentials that employers need. Career pathways and bridges also help existing workers advance to higher-paying jobs with more opportunities. These career pathways are customized for local employers in each industry sector.

In addition, Wisconsin is prioritizing efforts to further integrate UI populations with DET programs and services, in order to move UI claimants into family-sustaining jobs.

V. C. Strategies for High-Growth, High-Demand Occupations

Wisconsin is aggressively pursuing strategies to identify and focus resources on occupations that are high-growth and high-demand. These strategies are being pursued in concert with activities by the WEDC. Two such strategies are outlined below:

- **Enable a world-class, high performing economic development network to support business start-up, retention and expansion in Wisconsin:** By linking workforce and economic development strategies at all levels, jointly marketing economic development and workforce development services, sharing labor market and economic development information, and better aligning key stakeholders in economic development and workforce development, Wisconsin will be able to more accurately anticipate and prepare for high-growth high-demand occupations.
- **Implement a focused target industry advancement capability in which resources are concentrated on high-value industry and emerging business consortia opportunities:** With WEDC supporting industry-led consortia initiatives that have significant job-creation potential, Wisconsin will work toward aligning regional economic development target industry clusters with WDB target employment investments.

These strategies ultimately will influence activities within the Local Plan Guidelines that include an entire section for WDBs to relay efforts in addressing skilled workers for high-growth, high-demand occupations. The guidelines emphasize sector strategies to best meet the needs of both employers and the workforce along with appropriate training approaches. Critical to this strategy will be the involvement of the WWDA working proactively with DWD. In addition, the partnership of the WDB's with the area economic development activities will be strengthened by having a member of the WDB on each Economic Development Board.

V. D. Sustained Strategic Partnerships

The importance of sustained strategic partnerships is reflected in the Governor's new CWI, which includes representation from the private sector, government, education, Legislature and many other stakeholders. The CWI's activities augment the longstanding partnerships already in place between DWD, Commerce, WTCS and other groups.

One example of this longstanding partnership is the cross-representation on various boards and entities. The DWD Secretary is a member of the WTCS board, and the CWI has representation from WTCS, the DPI, Commerce and other entities.

DWD will be working through these sustained partnerships to pursue new joint initiatives, such as a new initiative with DPI and other stakeholders to rebrand manufacturing for youths as a

desirable career pathway. The DWD Secretary will continue to meet with the WDB Executive Directors (and other members of the WWDA) on a monthly basis, along with DET managers.

Another ongoing strategic partnership surrounds veterans. DWD has partnered with Veterans Affairs, Military Affairs, labor organizations and other entities to help those who have served our country pursue family-sustaining employment opportunities.

In addition, Wisconsin has formal and informal collaborative infrastructures around the sector strategy focus. These public/private partnerships will be continuing to implement the mutual goals of training in industries for employers to recruit skilled workers and expand in Wisconsin.

V. E. Strategies for Training in High-Growth, High-Demand Occupations

The following strategies will support training in high-growth, high-demand occupations in coordination and in alignment with private sector labor needs:

- Engage and support the Governor's CWI, incorporating CWI's guidance into resource allocations.
- Improve coordination between workforce, economic development and education programs, exploring alignment of maps, cross-representation on boards and other measures.
- Focus resources on key sectors where there is sufficient evidence of high growth and high need for skilled workers.
- Target resources to regions where the private sector, K-12 education, technical colleges, universities, and other workforce partners are aligned in purpose and have pathways in place to develop skilled workers in demand.

V. F. Strategies of Small Businesses

The Governor appointed the Lieutenant Governor as the Ambassador to small businesses and launched the Small Business Roundtables. The Lt. Governor will serve as the sounding board on small business issues, and will be tasked with providing input and recommendations to improve the business climate in Wisconsin. Her role as Ambassador will also be to catalyze the private sector for job growth and to create the conditions for small businesses and entrepreneurs to adapt and thrive.

With WIA set-aside funds, an entrepreneurial technical assistance grant was awarded to the University of Wisconsin-Extension for purposes of growing successful new businesses in the State. The entrepreneurial training for dislocated workers and micro-disadvantaged is integrated with the sector strategies, career pathways and bridge models, and connected with the Small Business Development Center's counseling services. Metrics of participant success include completed and approved business plans, businesses launched, jobs created and capital infusion.

V. G. Reserve Funds (set-aside funds) for Statewide Activities of Governor's Vision and National Strategic Direction

Depending on the state set-aside fund availability, the Governor, with guidance from the CWI, will establish implementation strategies based on the vision and goals in the State Plan.

Implementation of the goal "designating specific employment sectors for priority spending based on regional sector strategy priorities and sufficient evidence of labor demand" will serve as the primary foundation for funding distribution. Wisconsin also will look to invest resources in auditing, as well as in incentive awards potentially on pilot programs that involve K-12 education and dual credits with technical colleges.

V. H. Strategies for Collaboration to Serve Youth

Per the Governor's workforce priorities, an emphasis will also be on developing a collective strategy that leads to a pathway for youth. Another strategic priority is "aligning school system curricula with the education and training needed for successful job placements, including basic education requirements for all systems along with the ability to tailor programming to reflect the needs of a local area; local regions would be able to modify their curricula based on regional employers' skilled worker pipeline needs."

To the extent that WIA statewide activity funds are available, workforce development areas may receive additional funding where business, education and workforce training systems are aligned in purpose, and have a pathway in place to develop skilled workers.

To support the alignment of available youth oriented programs, the CWI will establish a Youth Committee to review service delivery of education and workforce training programs. The Committee will build on our interdepartmental cooperative successes gained through the Casey Foundation's funding of "Windows to Work" and Wisconsin's YA Program.

Additionally, the Secretary of DWD sits on the WTCS Board and has provided staff for cross-agency youth related initiatives such as Project Lead the Way, STEM programs, National Service Corp and Wisconsin's Fresh Start.

As mentioned previously, DWD also will be pursuing a new initiative with DPI and other stakeholders to rebrand manufacturing for youths as a desirable career pathway.

V. I. Impediments to Achieving Goals and Strategies

One of the Governor's workforce priorities will be to examine potential impediments to make the workforce system nimble and able to provide effective services. Specifically, one priority includes a call "to explore options such as federal waivers that support innovative solutions." The CWI will also make recommendations to the Governor for state statutory changes should existing statutes be considered potential barriers.

An ongoing concern has been the myriad of federally funded programs for various training purposes without common goals and performance measures. Therefore, another workforce priority is "coordinating federal and state economic and workforce development funds to target resources more effectively."

V. J. Waivers and Workflex

DOL has granted the extension of the following waivers:

- Implement 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. The common measures focus on entered employment, employment retention, average six-month earnings and employment/credential outcomes. Program Year (PY) 2009-10 was the first year of implementation for this waiver.
- Increase the employer reimbursement for on-the-job training with a specified sliding scale based on company size along with other prescriptive guidance, WIA Section 101(31)(B).
- Reduce the 50% employer match for customized training with a specified sliding scale based on company size along with other prescriptive guidance, WIA Section 101(8)(C). The CWI requested these two waivers to increase the employer reimbursement for on-the-job training with small and medium-sized businesses, and to change the employer requirement to pay for not less than 50 percent of the cost of the training as required in customized training. These waivers expand employer participation to better provide upgraded skills needed by businesses,

and they offer a fuller array of training choices particularly for adult participants who have previously been in the workforce (long since out of classroom settings). DET has Administrative Memos detailing both training strategies for WDB implementation.

- Extend 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 regulations that established performance eligibility for training providers to continue on the WIA-required State Individual Training Account list. While there were lengthy partner conversations to determine the appropriate bar, there was not consensus among the varying educational/community training providers. This waiver avoids duplication of the providers' regular accreditation reviews by other State and national entities.
- Transfer authority up to 50% between the Adult and DW funding streams allocated to a local area, WIA Section 133(b)(4). This waiver increases the current 30% cap to 50% for WDBs to transfer funds between the WIA Adult and DW WIA Title Ib formula allocation funds. 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. Historically, WDBs have rarely reached the 30% WIA cap, and only South Central WI WDB has a local waiver.
- Allow the use of up to 10% of local Adult funds and up to 10% of local DW funds for incumbent worker training only as part of a lay-off aversion strategy serving only low-income/economically disadvantaged adults, along with other conditions such as training restricted to skill attainment activities, WIA Section 134. This waiver allows the use of up to 10% of the adult and dislocated worker formula funds to provide activities as allowable in the same manner as the statewide activity funds with an emphasis on incumbent worker training. The purpose is to expand the 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. Milwaukee Area Workforce Investment Board, South Central WI WDB and North Central WI WDB have a local waiver.

Wisconsin is not a Workflex State.

VI. State Policies and Requirements

VI. A. Common Data Collection and Reporting Processes

The Automated System Support for Employment and Training (ASSET) and the JC Systems Data Warehouse provide participant and performance information to help manage JC programs. An ASSET User's Guide is updated regularly as State policy. To track services provided to businesses, JCs use JobNet Business and the Data Warehouse to evaluate services to employers, provide reports to manage the JCs, and demonstrate accountability to business services. The use of JobNet Business is required for all JCs.

The number of customers who registered for WIA Title 3 services via the JC of Wisconsin website, or at a local JC office, or who were registered by a case manager for WIA Title I programs through the ASSET system, is collected and reported to DET management on a weekly basis. Monthly Employment and Training Administration (ETA) reports are provided to DOL for participants in WIA Adult, DW, National Emergency Grant (NEG) (ETA-9148 Report), and WIA Youth (ETA-9149) programs. There is also a quarterly report submitted to DOL reporting all WIA deliverables. These deliverables include the Entered Employment Rate, Average Earnings, Retention Rate, and Employment and Credential Attainment Rate for Adults and DW. The deliverables for Youth include Attainment of a Degree or Certificate, Placement in Employment or Education, and Literacy and Numeracy Gain. The CORE reporting system is used for WIA sub-grantees to submit fiscal reports. They are required to report monthly the current expenditures on

an accrual basis, as well as unliquidated obligations and leverage funds. WIA administrative costs are reported separately. Formula grants for adult and dislocated workers show training and supportive service costs separately from core and intensive services. The CORE data is rolled up into the quarterly reports submitted to DOL.

VI. B. Administrative Resources

Wisconsin separates the WIA formula local administration percentage into a separate pool that is granted to the WDBs in a separate grant. All administrative costs relating to formula fund operations are charged to this separate grant. No administrative costs are allowed to be charged to the program portion of the formula grants. All awards made from the WIA discretionary funds have administrative rates that are capped at ten percent, or in most cases, are negotiated to a much lower rate. Some are capped at a five percent limit. NEGs have a cap of 1.5 percent on the State administration that can be charged. Local grants are limited to ten percent.

VI. C. Universal Access

The State's Comprehensive JC Standards include the State's policy on universal access and consistency of service statewide. DWD staff ensures all electronic resources are tested and comply with Section 508 of the Rehabilitation Act. The Equal Opportunities staff conduct regular training and monitoring on the application of the Methods of Administration and Section 188 for JCs. Staff will be trained by the Disability and Business Technical Assistance Center - Great Lakes Americans with Disabilities Center.

VI. D. State Policies that Support a Demand Driven Approach (not mentioned elsewhere in Plan).

As explained in I.D., the State has Regional Areas [Attachment F] that reflect the private-sector demand-driven geographic partnerships.

VI. E. Registered Apprenticeship and Job Corps

DET continues to integrate apprentice job opportunity information in the Registered Apprenticeship program with JCs and WIA funded programs. Apprenticeship Training Representatives are key partners in presenting on specific apprentice occupation information at WIA, JC and Veterans job fairs. Information delivery methods also include:

- Presentations to WDBs;
- Training sessions for JC staff with emphasis on services to minority male and non-traditional populations in specific occupations;
- Desk aids and related materials;
- Workshops at industry gatherings (WIA roundtables, biennial Apprenticeship conference, and CWI meetings); and,
- Connecting apprenticeship sponsors with Job Center resources to facilitate apprentice recruitment.

Apprenticeship Training Representatives are responsible for working with local apprenticeship committees to develop trade standards, work with trade sponsors to develop apprentice programs for occupations not currently participating in the Registered Apprenticeship program, produce individual trade apprentice contracts for newly registered apprentices, and work with local apprenticeship committees to monitor apprentices' progress through the course of their learning. Apprenticeship Training Representatives are assigned specific geographic areas across the State and are located in JCs or a WTCS facility near a JC.

DET integrated WDBs and One-Stop Job Centers into the SAGE project by selecting WDB's to determine eligibility and provide Participant Support funding to apprentices and journeyworkers in a SAGE trade. Policies are in place to ensure that individuals receiving SAGE participant support funding can be dual-enrolled into other employment and training and family support programs, to include WIA and JC services.

For Job Corps, applications for the program are available at the JCs, and staff refer clients to the program when appropriate. [See IX.E.2. for further details]

VII. One-Stop System

VII. A. Quality and Competencies

In 2005, the CWI supported a staff competency and credentialing system for workforce professionals through the one-stop system. The system uses the National Association of Workforce Development Professionals' competency program. WDBs are continuing this activity for certifying workforce staff.

DET management has weekly conference calls with WDB Directors and other workforce staff in order to maintain ongoing communication and consistent coordination of services. These meetings also keep the pulse on how the "system" is responding to the needs of the customers, and the meetings help identify appropriate statewide or localized support to maintain an acceptable level of service.

There are 22 Comprehensive JCs [Attachment G]. Attachment H is the State policy on the Comprehensive JC Standards.

VII. B. Maximum Integration for Business and Individual Customers

As detailed in IX.A.4. and IX.B.3. and other sections, the Job Center of Wisconsin website serves both businesses and individual customers with multiple features. The Call Center is also available for anyone who needs assistance navigating the website or to directly contact individuals within the workforce system.

VII. C. Job Center System - Infrastructure Costs

DWD has identified several areas in need of infrastructure funding infusion or policy redact. Those include:

- Changing to a self-registration One-Stop certification system;
- Incentivizing the return of workforce partners and other agencies to truly reflect the One-Stop, drive-thru concept (many of whom were previously physically co-located in the JCs);
- Improving accessible workstations and/or other appropriate mechanisms (e.g. technology/software) to improve services to persons with disabilities; and,
- Improving the coordination of RES activities within the One-Stop system, and solidifying other partner resources for enhanced services.

VII. D. Reserve funds for Statewide Activities to Assist One-Stop Delivery System

Depending on the state set-aside fund availability, the areas described above will be considered priority projects for infrastructure improvements.

VII. E. Full Array of Services to Support Human Capital Solutions

The emphasis on regional planning with industry sector-driven strategies, along with the ongoing state agency collaboration, helps meet the capital solutions. In addition to having the WDBs coalesce regional sector strategy activities in local plans, the WDBs continue to fine-tune their core and specialized business services discussed in IX.F. 1. & 2. Service to job seekers has substantially improved via the virtual job center.

VIII. Administration and Oversight of Local System

VIII. A. Local Area Designations

VIII. A. 1. Workforce Development Areas and Timeframes

Wisconsin has operated with 11 State-designated WDAs since 1998.

VIII. A. 2. Process of Designation

The CWI was involved in the reconfiguration of the WDAs. Working subcommittees of the CWI included customers from the field in the redesign and formation of the WDAs and WDBs. The State requested a formal notification from the WDAs' Chief Local Elected Officials (CLEOs) in the May 1999 *Local Elected Officials Guide* whether they planned to maintain the current county boundaries, or planned to convene meetings with other local elected officials to discuss possible changes to the current configuration. The letters of intent from the CLEOs were received by June 30, 1999, confirming the retention of the eleven operating WDAs.

If a local area is interested in designation as a WDA, the unit(s) of local government, or, the area CLEO, must send a request to the Governor outlining the provisions in the Act under which they propose designation, the boundaries of the proposed area, and a brief rationale for the request. Once received, DWD staff will review the request to determine if it meets requirements of the Act. The request will then be posted for review and comment, and provided to the CWI for consultation. Once the CWI consultation is complete with a recommendation forwarded to the Governor, the Governor will make the designation decision and inform interested parties.

VIII. A. 3. Appeals Process

CLEOs may file an appeal with the Governor and/or the Chair of the CWI within 30 days of notification that the request for designation was not approved. The Appeal must provide the basis for challenging the failure by the Governor or the CWI to approve the designation request, and cite a failure by the Governor or his/her designee to properly consider the criteria enumerated clauses in WIA 116(a) (1)(B) (i)-(v).

The Governor or the Chair of the CWI, could then refer the Appeal to the Executive Committee of the CWI for review, and a determination whether the criteria were appropriately applied to the request for designation. The Governor or the Chair of the CWI is required to issue a final decision of the designation request within 15 days. The final decision, if unsatisfactory to the appealing parties, could be further appealed to the Secretary of DOL as provided in WIA 116(a)(5).

VIII. B. Criteria for Local Board Membership

In addition to the federal requirements of WDB membership and processes, Wisconsin has established the following criteria:

- To ensure demographic diversity on the local boards, membership must be comprised of at least 20 percent female members;
- If there are at least 3 percent minority population in an area, there must be at least one minority representative appointed to the local board; and,
- To ensure that business members are those with employment opportunities in the area, it is strongly encouraged that the industries making up more than 10 percent of the industries in an area should have members equal to at least one per every 10 percent. If a WDA chooses not to follow this guideline, they must provide an explanation as to why they used a different industry mix.

VIII. C. Capacity Building of Local Boards

DET staff meet with WDB Directors on a monthly basis and hold conference calls to share information about workforce issues. The Wisconsin Workforce Development Association (WWDA), a 33-member body consisting of the private-sector WDB Chairs, CLEOs and WDB Executive Officers, received \$19,500 from the WIA state set-aside funds to help support the capacity of the WDBs. They also have an ongoing working relationship with the local elected officials. Finally, the WDB Chairs, CLEOs and WDB Directors meet quarterly with DWD representatives. [WWDA no longer receives funding from DWD.]

VIII. D. Local Planning Process

The State provides policy instruction to the WDBs, WDB Chair and CLEOs for the development of their local strategic plans. While these guidelines are driven by the State Plan's priorities, the guidelines allow local flexibility for the development of their own initiatives and processes for the efficacy of service delivery. The local plans also address coordination with the State's current strategic initiatives and WIA set-aside activities. DET staff are available to provide assistance for local areas as they develop and implement their strategic plans.

VIII. D. 1 Oversight

The State has staff dedicated to the administration of WIA programs. DET staff provides technical assistance and training regarding policy interpretation. Staff is available to the local areas throughout the entire plan development process. The WDB's WIA Title 1 Local Plan is reviewed by DET, and a summary is shared with the CWI. If all requirements are met, the plans are approved by DET.

Oversight is also provided in the negotiations of WIA performance measures. DET provides instruction to the WDBs for negotiating and reaching agreement between the WDBs, CLEO and the State on the local performance standards. The WDBs must submit performance measure values for each measure, taking into account previous program year outcomes. DET staff contact local WDBs and provide assistance where justification is not sufficient to support requested levels. This oversight allows the State the opportunity to determine if renegotiation of performance levels with DOL is warranted.

VIII. D. 2. How Does the Local Plan Approval Process Ensure that Local Plans are Consistent with State Performance Goals and State Strategic Direction?

The State requires that once local strategic plans have been developed, they be submitted to the State for review and approval. The first phase of this review provides the WIA staff an opportunity to evaluate the plan's effectiveness in meeting the

program and legal requirements. It also allows them to evaluate the plan's level of coordination with the current strategic initiatives of both the state and federal government. Following the various reviews, the State may request revisions or additions to the submitted strategic plans. If local areas require assistance in the development of the requested revisions, the same staff that reviewed the original plan are available to provide technical assistance.

Regional Planning (1-3)

The WDB's local plans contain substantial information on the regional coordination and activities due to the formalization of regional industry partnerships. They also continue to expand the inter and intra-state activities with regions corresponding to the rich cross-border employment and educational resources such as the large metropolitan areas of Chicago and the Twin Cities as well as the medical institutions adjacent to the La Crosse area. The State encourages, and foundation funds have assisted with, WDB's cross-region collaborations. As discussed in various parts of the Plan, the WDBs have focused on regional sector strategies. Due in part to that earlier work solidifying regional sector approach to workforce activities, the State will not require regional plans. However, to the extent that sector strategies often cross geo-political boundaries, like WDA lines, DWD encourages inter-WDA cooperative approaches to meet the need of important industry sectors. DET in conjunction with the CWI will continue to encourage WDBs to coordinate activities for regional/cross-WDA strategies (currently identified by previous regional grant activities per Attachment F) based on regional economies. The Governor's mandate to have a WDB representative on each Economic Development Board will also provide a new venue to discuss and solidify regional partners for workforce activities.

VIII. E. Allocation Formulae

VIII. E. 1. Methods and Factors

Wisconsin uses the with-in state allocation method described at Sec. 128(b)(2) for WIA Youth funds. The Youth discretionary allocation methodology described at Sec. 128 (b)(3) is not used.

With-in state allocation of Adult funds complies with Sec.133 (b)(2). Wisconsin does not use the Adult employment and training discretionary allocations methods described at Sec. 133 (b)(3).

For a detailed description of Wisconsin's allocation process, see Attachment I "*Wisconsin WIA Allocation Process: The Operational Guide, Protocols & Checklist to Develop the Annual Allocations for Workforce Development Areas* "

VIII. E. 2. Equitability

WIA funds are distributed equitably and significant funding shifts among WDAs are minimized by adhering to the funding methods described in WIA Sec. 128(b)(2) and Sec.133(b)(2) for Youth and Adult programs respectively. As provided for in these sections, Wisconsin ensures that each WDA receives a minimum 90 percent of its prior two-year average allocation percentage. This process is known as the 90 percent hold-harmless provision.

Additionally, Wisconsin uses a hold-harmless provision for dislocated worker programs. In PY 2000, the Executive Committee on behalf of the CWI agreed to extend the hold-harmless provision from the Job Training Partnership Act's DW program into the WIA program. The provision ensures that each WDA receives 85 percent of its allocation percentage from the prior year.

VIII. E. 3. Formula

Sixty percent of WIA funds allotted for DW programs will be distributed to WDAs using the formula established by the Governor. The Governor's DW formula addresses the six elements outlined in Section 133 (b)(2)(B). The following chart illustrates the formula:

Allocation Factor	Weight Assigned In Formula	Data Source(s) and Time Period
Unemployment Concentrations	25%	A WDA had to meet or exceed the state unemployment rate or have 10% or more of the unemployed workers in the state in order to qualify for this factor. Qualifying WDAs receive a prorated share based on the total number unemployed located in WDAs meeting the threshold.
Declining Industries	25%	Each WDA receives a prorated percentage of the decline in employment by industry based on its share of the state's total decline in employment. Employment decline is measured by comparing WDA employment by industry in the comparison year (the most recent year for which data is available) to WDA employment by industry in a reference year (5 years prior to the comparison year).
Farm Hardship	12.5%	WDAs receive a prorated percentage of the total loss in the number of farms from a 1982-84 base period to the most recent year for which data is available.
Plant Closing/ Mass Layoff	12.5%	Each WDA receives a prorated percentage based on the relative number of persons reported as receiving notice of lay off in Plant Closing/Mass Lay off notices in the WDA compared to the total reported for the state.
Long-Term Unemployment	18.75%	Each WDA receives a prorated percentage of the total number of persons who received unemployment compensation payments for at least 15 weeks in a benefit year.
Insured Unemployment	6.25%	Each WDA receives a prorated percentage based on the relative number of persons living in the WDA who have established an Unemployment claim as compared to the number of claimants in the state.

VIII. E. 4. State Board Involvement in Development of Allocations

The original WIA allocation policy was reviewed by the then CWI Ad Hoc WIA Committee in 2000 with input from the WDB Directors and local elected officials through the Wisconsin Counties Association.

Local Elected Officials and CWI members received notice of the revised allocation process for PY 2010 for review and comment. The underlying policy established by the CWI in 2000 did not change although the definitions and data sources for the dislocated worker formula have been updated.

VIII. F. Provider Selection Policies

VIII. F. 1. Policies, Procedures, and Performance

The procedures for determining eligibility to be on the Statewide List of Eligible Training Programs and Providers (ETP) are found in Wisconsin's Initial Year Policy (<http://www.wisconsinjobcenter.org/itaresources/#Policy>). It requires all training providers to complete a standard application. Per requirements of the WIA Section 122, training providers covered under Title IV of the Higher Education Act and the National Apprenticeship Act only have to submit an application to be eligible for the ETP List. Training providers not covered by either Acts must have applications selected by a State WDB. The WDB submits these approved applications to Bureau of Workforce Training (BWT) for a final 30-day review prior to inclusion on the ETP.

Following are the policy criteria for local selection:

- The application is complete;
- The description of the program of training services is complete;
- The performance information section addresses:
 - 1) program completion rates for individuals participating in the program;
 - 2) the percent of individuals who obtain unsubsidized employment; and
 - 3) wages at placement in employment;
- The performance information is for the most recent 12-month period;
- The application contains the required cost information;
- The training provider has not violated any conditions of WIA; and
- A training provider of Certified Nursing Assistant programs must be approved by the DHS and be on its registry before it can be approved and placed on the ETP List.

Wisconsin is not required to use collected performance data to determine continued eligibility for training programs on the ETP List. In 2002, DWD received a waiver to postpone implementation of the WIA Subsequent Eligibility provision. The waiver has been subsequently extended by DOL.

Since the Individual Training Accounts (ITA) program's launch in Wisconsin, DWD constructed an ETP List database with a web-based interface for dissemination of ETP List information benefitting training seekers and their case managers. See:

<http://www.wisconsinjobcenter.org/ita>. It contains:

- Program specifics for all eligible training programs
- Links to current Wisconsin policy and procedures
- Two "Scorecards" with detailed performance information on training programs and training providers.

Performance data found on these Scorecards are returned to the ETP List website from a separate case management system, the ASSET database. Case managers use ASSET to record issuance of ITA training vouchers. Training provider and program enrollment specifics are associated with ITA training voucher holders in ASSET.

To populate the Scorecard data, information is collected anonymously from the ASSET records of ITA training voucher holders and aggregated into two reports: The ITA Provider Report (<http://dwd.wisconsin.gov/det/ITAScoreCard/ITAProviderReport.htm>), and the ITA Program Report (<http://dwd.wisconsin.gov/det/ITAScoreCard/ITAProgramReport.htm>). Each report contains these data elements:

- Total Students
- Completed
- Dropped out
- Failed
- Employment Pending
- Entered Employment - Related to training
- Entered Employment - Not related to training
- Unemployed

VIII. F. 2. Solicitations

The process for soliciting comments and suggestions in the development of the Initial Eligibility Policy included workgroups from stakeholders across the State. A workgroup covering WIA training issues and a separate workgroup on dislocated worker issues met several times in the summer of 1999 to offer suggestions, and craft a developmental framework. Comments were also solicited via the department's WIA website. All suggestions were considered in development of the Initial Eligibility Policy. When a draft was completed, it was issued along with the draft ETP List application to the employment and training community for comments. Stakeholders included labor organizations, technical colleges, private-for-profit training institutions, and all WDBs.

In 2001, DWD coordinated formation of a Subsequent Eligibility Workgroup. It consisted of representatives from WDBs, WTCS, Labor, the Wisconsin Educational Approval Board (EAB), and private-for-profit training institutions. This workgroup met throughout 2002 and developed policy recommendations associated with the ETP List. Included among these policy recommendations was Wisconsin's request for a waiver from subsequent eligibility.

VIII. F. 3. Maintenance of State Training Provider List

Wisconsin's ETP List is maintained by staff in DET. An application approved by any of the WDBs is submitted to DET for a final 30-day review prior to inclusion. If a problem is identified, the application is returned to the WDB for further clarification, completion or correction. If no problem exists, the training program and the corresponding details about the training provider are placed on ETP List.

Regular contact between DET and the WDBs is maintained through key contacts who disseminate the applications to training providers and submit approved applications to DET. DET also maintains a mail distribution list for notification to keep WDB representatives and other ITA-interested parties informed of changes to ITA-related issues.

There has been a shift in the type of training providers active on the State list. In contrast from the implementation of WIA when WTCS provided over 80 percent of the training, just under 50 percent of all programs on the ETP List are WTCS offerings. That represents 16 of the 540 total number of training providers. In recent years, the

number of private post-secondary and public institutions outside of WTCS has grown rapidly. Especially prolific have been in-state and out-of-state distance learning providers.

VIII. F. 4. Appeal Process

A procedure was established in the Wisconsin's Initial Year Policy for training providers to appeal a denial of their eligibility to be on the ITA list. It also addresses appeal situations for a provider's termination and removal from the state list.

The policy includes the following specific section on the appeal process.

See: <http://www.wisconsinjobcenter.org/itaresources/InitialYear.htm#State%20List>

"Training providers have a right to appeal a local or state decision denying them eligibility or terminating them on the local and state ETP List. The primary reasons for denial and termination, as cited in WIA section 122 and Regulations 663.510, are a training provider:

- 1) has not met performance standards,
- 2) has provided inaccurate information, and
- 3) has "substantially" violated the Act.

"In all cases, consultation between the state and WDBs must take place before action can be taken against the training provider."

When an eligible training provider is terminated from the list, the following procedures will be followed:

- The training provider will be notified in writing of the action to terminate, and the cause for the termination. Depending on the discussion between the local WDB(s) and the state, one of these entities will author the letter. It will be in a prescribed format agreed upon by both entities.
- The letter will say that in 60 calendar days from the date the letter was signed, the training provider will be removed from the state ETP List.
- The letter will also inform them of the process they follow to appeal the action."

VIII. F. 5. Grants and Contracts Processes

WIA awards are subject to Chapter 16 procurement rules. Chapter 16 is the competitive procurement requirement for all state procurement actions. Where awards are issued to the WDBs, the Boards are required to respond to competitive proposals. When competition is limited to the Boards, a Chapter 16 procurement waiver is obtained prior to the procurement action. Chapter 16 requires publication notices in the official state newspaper in cases where other services are procured.

VIII. F. 6. Grant Awards Local Criteria for Youth Activities

WDBs must identify eligible providers for youth activities after awarding grants or contracts on a competitive basis according to WIA and State procurement requirements. DET annually updates the WDB's eligible youth service provider list. The WDBs are required to keep DET informed of current information on each of their youth service providers through their local plans and modification process. DET provides the youth service providers list on the DWD website (<http://www.dwd.wisconsin.gov/dwdwia/youth/default.htm>).

The list of the youth service providers includes the counties a WDB covers, their contact information and whether they serve in-school or out-of-school youth (OSY). DET monitors WDBs to ensure the youth program is compliant; provides technical assistance and training on the request for proposal (RFP) process; how to solicit and contract with quality youth service providers; and, determine their ability to provide the ten required program elements. WDBs use several criteria to rate the success of the providers which helps them identify effective and ineffective activities. WDBs also monitor each youth service provider on a regular basis to ensure they are providing the services listed in the contract.

VIII. G. One-Stop Policies

VIII. G. 1. Coordination of Partners and Wagner-Peyser Funds

As detailed in III.C., DWD administers DVR, WIA, and WP programs, and maintains an inter-agency collaboration team to further enhance coordination between programs and service providers. DWD also works closely with DCF to ensure coordination with Temporary Assistance for Needy Families (TANF) related work programs and many of those activities continue to be offered through the One-Stop system. For WIA and WP programs, DET ensures that all policy directives to local partners and staff encourage or require integrated service delivery for non-duplicative services to customers. DET Bureau managers across programs are all required to sign off on draft policies prior to their issuance.

WP's role in the One-Stop is defined primarily by statewide directives regarding JS operations, the WIA plan, and the local Memorandum of Understanding (MOU). Priorities continue to change in response to available resources, local programs, and local economic and labor market conditions. WP resources continue to be focused on labor exchange, re-employment, assessment, and career counseling services. Recent innovations include the development of the JS call center, the utilization of WorkKeys and the NCRC, the development of a coordinated career counseling program, a stronger emphasis on workshops and group services, an enhanced focus on business services and specialized recruitment assistance, and the incorporation of social media into all programming.

JS continues to use the labor exchange as the foundation for developing the skills and talent of all One-Stop customers. JS continues to enhance its accessibility via the web and the call center.

VIII. G. 2. Improvements and Technical Assistance

DET uses two mechanisms to identify local workforce programs needing improvement: One is through the annual WIA on-site monitoring, and the other is an informal survey of local area representatives and DET WIA program staff on needed workforce technical assistance (TA). The annual WIA monitoring is a comprehensive process that entails substantial follow-up with the WDBs on policies and practices, and the survey process results in the development of a statewide TA plan that is reviewed and approved by DWD. [See VIII. H.]

Statewide TA under consideration for PY11 includes: 101 orientations on the WIA adult, DWs/TAA and youth programs; and training on the ASSET database, case management, career pathways/bridges, disability resources and universal access, performance measures and standards, regression modeling, standardized

presentations for local business services, Rapid Response (RR) and TAA services, local partners employer meeting processes, sector strategies, serving special populations, and WIA funding. In addition, two roundtables are proposed for local workforce staff and managers to collaborate on workforce improvements. Attachment J is the Technical Assistance Plan.

VIII. G. 3. Additional Mandatory Partners

TANF is a WIA-required mandatory partner. In Wisconsin, this federally-funded program along with State funds is called Wisconsin Works (W-2). Staff from W-2 agencies are physically integrated into the JCs throughout the State either on a co-location, itinerant-staffed or network basis. In Milwaukee, for example, a contracted W-2 agency headquarters is a designated Comprehensive JC. While the level of physical integration varies across the State, all W-2 agencies are expected to coordinate with other JC partner programs in their WDA to maximize programmatic resources, and eliminate duplication of services. Referrals to other programs and dual-enrollment of appropriate individuals ensures that W-2 participants have access to the spectra of services available through the workforce system. As a mandated partner, a W-2 representative also serves on each of the 11 WDBs.

VIII. H. Oversight and Monitoring Process

DET has staff called Local Program Liaisons (LPL) who oversee and monitor the activities of Wisconsin's 11 WDBs. Each LPL is assigned specific WDBs for which they provide WIA program oversight, technical assistance and monitoring to achieve Wisconsin's vision and goals of continuous improvement of the WIA Program.

Criteria guiding their roles include:

- Compliance with program policies and procedures and operation within the parameters established by WIA Law, Federal Regulations, and DWD's Workforce Programs Guide;
- Provision of quality services to jobseekers and employers according to the approved state WIA plan and local WIA plans;
- Entry of valid data into Wisconsin's WIA participant tracking system called ASSET;
- Provision of accurate eligibility determination and supporting documentation in case files;
- Performance outcomes are at the meet or exceed level;
- Provision that case file documentation meets DOL requirements for annual data validation;
- Provision that WDBs are implementing corrective action steps identified in DOL audits, state monitoring reports, and corrective action plans developed as a result of failed performance measures;
- Provision of appropriate expenditure levels for grants; and
- Compliance with all program policy, including priority of service for veterans.

LPLs complete the following oversight and monitoring activities on an ongoing basis to ensure the above criteria is being met:

- Attendance at local WDB meetings, WDB subcommittee meetings, One-Stop Center meetings, and case managers' meetings if invited or if time allows;
- Review/approval of/sign-off of local WIA plans and modifications and subsequent grant awards;
- Certification/recertification of local WDB member composition;
- Review/approval of the WDBs' local service delivery policies;
- Provision of technical assistance to WDBs;
- Review of WIA expenditure levels;
- Review of WIA performance outcomes;

- Assistance in annual renegotiation of performance measures;
- Review and approval of ASSET data changes that are impacted by policy and performance;
- Attendance at meetings with DWD policy staff to relay local WDB issues and to collaborate on plans for resolution; and
- Participation in DOL monitoring visits; and review and approval of corrective action plans if required of the WDB and follow-up to ensure corrective action steps are resulting in improvement.

LPLs complete formal on-site monitoring of their assigned WDBs on an annual basis through the following procedures:

- Monitoring guides are developed and revised on an annual basis depending on criteria described above;
- A monitoring survey is sent out to WDBs to complete and return to their LPL for review prior to the on-site visit;
- LPL completes a desktop review of the monitoring survey and attachments submitted by the WDB, conducts on-site program interviews with WDB staff, and reviews randomly selected adult, DW, and youth participants' case files and their corresponding ASSET records;
- LPLs issue a monitoring report to the WDB within 30 days of the on-site review. Findings, observations, and comments are included in the monitoring report. Findings include required actions to be taken by the WDB to correct the situation. The WDB is required to respond in writing to acknowledge and specify their corrective action steps;
- LPLs monitor to ensure the corrective action is implemented; and
- LPLs produce a final summary of monitoring results; these results are shared with state managers and policy staff. Technical assistance, training efforts, and policies are then produced in accordance to needs and issues identified during the monitoring process.

Beyond ongoing fiscal oversight, DWD conducts monitoring of each WDB's administrative controls and fiscal and procurement practices. This includes such areas as cost allocation, sub-contracts, single audit, WDB policies and controls, direct labor and costs charged by WDBs, fiscal reporting practices, procurement methods, and follow-up of prior audit issues. Reviews alternate between on-site or desk top.

The DET Equal Opportunity Specialist provides ongoing civil rights oversight of the WDBs. This is done through desktop and onsite reviews of the Equal Opportunity Methods of Administration Documentation as certified bi-annually by the DOL Civil Rights Center. The Specialist will conduct annual on-site monitoring. DET has adapted the National Association of State Workforce Agencies Equal Opportunity Committee Monitoring Review Guide to conduct these reviews. A revised Monitoring Reviewer's Guide was issued to WDBs in April 2011.

In addition, LPLs assist the DWD DW Section in monitoring the NEG grants. LPLs are knowledgeable about TAA services as well to ensure that appropriate coordination is occurring between DW, Special Response and NEG grants.

VIII. I. Grievance Procedures

The One-Stop grievance procedure is Attachment K.

VIII. J. Policies and Procedures for Effective Local Systems

VIII. J. 1. State Guidelines for Selection of One-Stop Operators

The Local Plan Guidelines reiterate the WIA provisions: One-Stop Operators (OSO) in each local area are designated and certified by the WDB with the agreement of the CLEO. The OSO is designated or certified through a competitive process or under an agreement between the WDB and a consortium of entities that includes at least three or more of the required One-Stop partners identified at Sec. 662.200. (WIA sec. 121(d)). The WDB may be designated or certified as the One-Stop operator only with the agreement of the CLEO and the Governor. The only WDB approved as an OSO is the Southwest Wisconsin WDB. It is a limited role defined by a CLEO agreement.

VIII. J. 2. Impasse Procedures

DWD emphasizes full and effective partnerships between local WDBs and JC partners. WDBs execute a MOU describing each partner agency's role in addressing the workforce issues identified in the plan. Local areas may request assistance in negotiating the MOU from DWD or the state agency responsible for administering the partner program, the Governor or other appropriate parties. Local negotiation efforts that have taken place must be documented at the time of the request. In situations where a required partner has not signed an MOU, the following procedures have been developed per WIA regulations:

Process to Resolve Impasse Situations

- **Initial Report of Impasse.** The WDB jointly with the CLEO and the affected partner must report in writing that an impasse has occurred to:
 - The state DWD;
 - The state agency responsible for administering the partner's program, and if there is no administering agency at the state level, then to the appropriate federal agency; and,
 - The CWI on behalf of the Governor.
- **Report Requirements.** This written notification must include:
 - Which partner/agency(s) are involved,
 - What WIA services are involved,
 - What the specific issues of disagreement are,
 - Documentation of negotiations and what efforts have taken place to reach agreement that demonstrate a good-faith effort of both parties; and,
 - Written acknowledgement that this notification begins a five-working-day "best efforts" period in which the parties will continue to make good faith efforts to resolve differences. This five-day period will precede active state-level intervention. If an MOU is completed within this period, both parties and the CLEO will notify the parties in 1 a-c above.
- **First Level-- Informal Discussion at the State Level.** Upon initial receipt of the written notification, the involved state agencies will proceed to schedule meetings that would begin after the five-working-day "best efforts" period. DWD will make this the highest priority and a review team will:
 - Request any additional documentation from the local parties and involved state agencies within three working days of receipt of the report.
 - Prepare options for resolution at the first state level meeting with involved partners.
 - Convene meetings and attempt to resolve the impasse.

- **Formal Negotiation at the State Level.** If after five days at the informal discussion level, the impasse has not been resolved, then an impartial entity, such as the Wisconsin Employment Relations Commission, will be enlisted to negotiate between the parties.
- **No Resolution.** Failure to execute an MOU, will result in:
 - The Governor and the responsible state agency must report this to the Secretary of Labor and to the head of any other Federal agency with responsibility for oversight of a partner's program.
 - The involved partner will not be permitted to serve on the WDB, and
 - The local area in which a WDB has failed to execute an MOU with all of the required partners will not be eligible for state incentive grants awarded on the basis of local coordination of activities under 20 CFR 665.200(d)(2).

VIII. J. 3. Local Board as Service Provider

Wisconsin's vision, consistent with DOL guidance, is for WDBs to provide strategic planning and direction for the workforce investment system within their WDA along with regional coordination. This vision does not include boards providing direct WIA Title I-B services. Therefore, DWD has provided guidance to local areas on this issue in a policy and procedure that outlines the criteria by which local areas can seek the Governor's approval to provide direct services. No WDBs are currently providing direct services as defined by this policy.

VIII. J. 4. Training Providers Performance Information for Specialized Training

The State has policies for on-the-job training (OJT) and customized training that guide the WDBs in the selection of employers. The PY 09 annual onsite WDB monitoring included an extensive review of these specialized training activities. A follow-up submittal of information by the WDBs is planned for the PY 10 monitoring.

VIII. J. 5. Reallocation Policies

Title I formula funds, if not spent by the WDBs within two years, will be recaptured by the State. The returned funds may be used for statewide projects or reallocated to grantees that have fully expended their funds. In order to be eligible to receive reallocated funds, local entities must have expended all of their Title I funds during the prior two-year expenditure period. The State will use returned funds to meet targeted needs determined at that time through either statewide projects or by reallocation to entities. Other Title 1 funds unexpended at the end of the specific grant period will be recaptured by the State and used in the same manner as recaptured Formula funds. For any WDB that does not have 80% of the formula program funds obligated at the end of the first year of the grant, the excess funds over the 20% allowable carryover will be recaptured by the State and reallocated to other WDBs that have met the requirements.

VIII. J. 6. Transfer Funds

This transfer of WIA funds will be treated similarly to other budget modifications. The WDB must submit revisions to its program plan, client data and budget. DET will review the modification and either approve or deny it. There is an edit in the DWD fiscal system that does not allow transfers to exceed the percentage allowed by law. Any transfers in excess of the current 30% limit are allowable under a waiver granted by DOL to specific WDBs that have an approved local waiver. The current edit check in the DWD fiscal system will be manually overridden for only these WDBs.

VIII. J. 7. Special Needs Populations

DET staff will ensure compliance with all federal and state laws through the following actions: DET will provide annual training on WIA 188 and other legislative areas such as Civil rights Title VI that centers on language policy; JCs must ensure that marketing and recruitment strategies encourage individuals with disabilities across the full spectrum of physical, mental, cognitive, and sensory disabilities to seek services or apply for employment; IT staff will test all electronic tools to meet Section 508 of the Rehabilitation Act; DET staff will assist in the development of any deficits as reported during monitoring reports, provide information on self disclosure for job seekers and the additional services they may be eligible to participate; and, ensure full participation for advocates and special needs populations on all planning initiatives and the implementation process. DVR also serves as a resource for training materials including print materials and on-line web-based training modules, as well as technical assistance for specific issues arising from a service need.

VIII. J. 8. Sixth Youth Eligibility Criterion

The State has not established additional eligibility criterion. WDBs have developed their own policies included in the Local Plans.

IX. Service Delivery: Approaches

IX. A. One-Stop Service Delivery Strategies:

IX. A. 1. Service Provision by Each Partner

The JC MOUs describe the services offered through the One-Stop delivery system and includes partner programs' roles and responsibilities for the delivery of those services. The One-Stop JC requirements and standards of service provide state direction on how the OSO and its partners will deliver services.

IX. A. 2. Youth Formula Programs

All Comprehensive JCs provide access to youth services whether or not the youth provider is physically located in the JC. Several WDBs have developed specific materials, information, and resources in JCs.

IX. A. 3. Minimum Service Delivery Requirements

As noted in VII.A., Wisconsin's One-Stop delivery system requirements are delineated in the Comprehensive JC Standards.

IX. A. 4. Tools and Products

In the past several years, DWD has upgraded its JC resource rooms and the primary electronic tools <http://jobcenterofwisconsin.com> and its counterpart <http://www.wisconsinjobcenter.org>

DWD provides these additional tools as part of the statewide JC system:

- **ASSET**, the automated case management system that tracks registered customer services and outcomes.
- **WORKnet**, the Wisconsin labor market and occupational information system, providing for job seeker and business access a wide range of economic data, and research into historical data.

- **Data Warehouse** that provides participation and performance reports that guide management of JCs.
- **Statewide List of Eligible Training Providers and Programs**, a database containing information about ITA-eligible training programs which allows training seekers and case managers to make informed choices.
- **Accessible Workstations**, adaptive computer workstations that enable persons with disabilities to access the applications listed above.
- **WISCareers**, with detailed information on planning education and occupations, oriented to both student and adult clients.
- **Career Track NCRC**

While the precise mix on a per-JC basis may vary according to locally-identified need, all locations use the following set of guidelines for tools and products. A network of locations is identified by WDBs, and can be reviewed from the Wisconsin JC directory (<http://www.wisconsinjobcenter.org/directory>). Each site includes a link to services described for that location based on details also shown in America's Service Locator (<http://www.servicelocator.org>).

See X.A. for details and examples of the products that support service delivery in the One-Stop system.

Workers Services

- **Finding Work:** Includes the list job openings on JCW, strategies for finding a job, preparing for interviews, preparing and posting resumes. Youth services include work permit information, and summer jobs.
- **Career Planning:** Assessment of reading and math skills, career interests; learning about jobs and careers, jobs in demand, rates of pay, local area employers, and what employers expect.
- **Getting Skills and Education:** Obtaining new job skills, improving current skills; entrepreneurship, High School equivalency preparation, reading writing and math skills, English language skills; information about education and training schools. Youth services include learning about the world of work and summer learning opportunities.
- **Dealing with a Loss of a Job:** UI access information; stress of job loss, coping financially, and community resources.
- **Other Resources:** Living expenses while in training, childcare, and financial aid for training.

Business Services

- **Recruitment:** Guidance to post job openings on JCW, pre-screened applicants, on-site recruiting and interviewing; skills testing, background checks; strategies for recruiting workers, effective interviewing techniques, writing job descriptions; training new workers, and information about reimbursement incentives for training costs.
- **Business Resources:** Access to information on UI taxes and eligibility rules, Equal Employment Opportunities and Americans with Disabilities Act requirements; legal requirements for hiring and firing, Work Opportunity Tax Credit and hiring incentives, employment, wage and salary trends, training needs analysis, outplacement services for lay offs.

IX. A. 5. Models/Approaches

DET promotes consistency of service across the 22 Comprehensive JCs by providing automated systems for service tracking, and by providing training on the roles, responsibilities and practices JC staff should employ in the conduct of their jobs. For example, the Comprehensive JCs must have a resource room available to anyone.

Wisconsin is strong in standards and outcomes but is decentralized in its service delivery methods, deferring to local workforce areas, one stop operators, and collaborative planning teams to best assess the resources available in that area, the customer needs, and how to best utilize resources to meet needs. There is strong consistency among many programs due to statewide programs such as VR and JS. The more these DWD programs collaborate with local service providers, the more Wisconsin is able to achieve the appropriate mix of local flexibility with statewide consistency. JS programs that have provided increased uniformity statewide, for example, include the statewide JS Call Center, the use of jobcenterofwisconsin.com, and the statewide adaptation of assessment tools such as KeyTrain, WorkKeys, and the NCRC.

IX. B. Workforce Information

IX. B. 1. Integration at State and Local

See IX.B.3.

IX. B. 2. Dissemination of Information

DWD continues to utilize a broad strategic approach for the delivery of workforce information to customers. Local workforce information is available through easy-to-use electronic delivery systems including jobcenterofwisconsin.com, WorkNet, and the JS call center, and local programs such as locally customized websites for the WDBs. In addition, social media tools such as Facebook and Twitter are being implemented to deliver targeted workforce information to specific audiences. These additional measures are part of a redesigned DWD website that was launched in June 2011 and includes, among other features, a regularly updated “ticker” with the most up-to-date news about the agency. Collectively, the use of these systems ensures access to data and timely information. Local DWD labor market analysts are also available to provide interpretation of data, guidance, and responses to customer questions. Primary access is via JC resource rooms, hard copy materials, the JS call center and via the web. The vast majority of workforce information is available in each of these formats. For workforce information, specifically, the primary source of information continues to be the web, including WorkNet and jobcenterofwisconsin.com.

Additionally, DWD and local partners have been increasing outreach to non-traditional partners such as libraries, prisons, and schools. These partnerships have continued Wisconsin’s long tradition of “no wrong door” to local workforce information and services.

WORKnet (See: <http://worknet.wisconsin.gov/>), Wisconsin’s easy-to-use labor market information website, disseminates a wide range of historical and current LMI to job seekers, employers, workforce and economic development professionals. Even though WORKnet is designed for intuitive use, training has been provided to both Wisconsin JC staff and a range of other consumers on use of WORKnet and other LMI tools.

DWD incorporates and a team of professional local labor market analysts to augment this on-line presence. DWD labor market analysts provide interpretation of data and guidance through research and response to customer queries. DWD continues to interact with WDBs and statewide workforce investment customers to identify and close gaps in between WORKnet-available data and common data requests.

While most requests are handled through electronic media, DWD has the ability to provide workforce information via printed copy for those customers who are unable to access electronic data. This system assures these data can be easily obtained, reproduced and analyzed by customers.

There are also samples of assessment instruments, employment data, and information on transferrable skills. JC staff persons for the Resource Room have received at least five hours of training on using labor market and related occupational information to help job seekers in their career search activities.

WORKnet contains current, detailed wage and occupation information. Numerous tools and products are culled from these Wisconsin data pools: Quarterly Census of Employment and Wages (QCEW), Current Employment Statistics (CES), Local Area Unemployment Statistics (LAUS), Mass Layoff Statistics (MLS), and Occupational Employment Statistics.

Job Seeker tools: Employer search by name, size, and industry; a county summary; occupation search including wages, employment projections and training providers; wage comparisons by geographic location; occupation information covering the most jobs, high-growth jobs, non-traditional jobs, licensed jobs and apprenticeships. Youth tools include work permit and minimum wage information.

Career exploration tools: Goal setting and assessment links, resume and interviewing information, and career posters.

Business tools: Business assistance contacts, a county summary, occupation profiles, wage comparisons by geographic location, business statistics; an employer search by name, size, and industry classification; and a set of responses to frequently asked questions. Tools for data analysts include a menu of data tables.

WORKnet also contains a Map Gallery for visual representations of JS Districts, WDAs, WDA-identified Comprehensive JCs, County Veterans Services offices, GROW Regions, Metropolitan and Micropolitan Areas in Wisconsin, and Wisconsin Counties.

In addition to this Wisconsin-developed information, the JCW website and its counterpart <http://www.wisconsinjobcenter.org>, offer access to additional online tools from outside sources, including those with a national scope:

- CareerOneStop (<http://www.careeronestop.org/>)
- America's Career InfoNet (<http://www.acinet.org/>)
- mySkillsmyFuture (<http://myskillsmyfuture.org/>)
- My Next Move (<http://www.mynextmove.org/>)
- WISCareers (<http://wiscareers.wisc.edu/Default.asp>)
- Career Cruising (www.careercruising.com)

The DWD Office of Economic Advisors issues monthly bulletins to provide practical, detailed and time-consistent LMI and DWD program data. These bulletins have been issued at approximately the same time that the statewide unemployment rates are released.

IX. B. 3. Core Products and Services Plan

WORKnet, Wisconsin's Workforce Information Database, continues to be a key tool in Wisconsin's workforce information system. WORKnet is an attractive, data-rich, and user-friendly resource for job seekers, employers, workforce professionals, and economic development professionals. Improvements are a regular occurrence to meet user's needs. A recent addition to WORKnet was an update to the employer search section on the website that allows users to search companies throughout the State by company name, by industry, or by occupation. The results provided include contact information for companies to provide an easy way for job seekers to directly contact employers.

Other major products and services are geared around goals that seek to:

- **Produce and Disseminate Industry and Occupational Employment Projects.** State government agencies use projections data and analyses in the evaluation and development of training programs such as those offered by the Bureau of Apprenticeship Standards, DVR, and Corrections. WTCS, the University of Wisconsin, and several of the state's private colleges use projections to aid in the development and evaluation of their curricula. Projections tailored to WDAs are used by WDBs to make decisions about training dollar allocations. Guidance and career counselors, students, and job seekers use the projections to explore occupations and careers. Researchers use the data in their analyses of Wisconsin's labor market, and employers use the data as indicators of demand for various occupations. Projections staff provide training on projections products to local WIA planners, program managers, employer services staff, and case management supervisors. The purpose of the training is to facilitate better understanding of projection products and how to use them.
- **Provide Occupational and Career Information Products for Public Use.** Meaningful products and tools can help users better understand the relationships between labor markets and other economic and demographic specifics. Analysts help users interpret labor force data and focus on the issues and trends influencing employment growth in Wisconsin. In addition, a variety of products provide an overview of county and state trends. These include *Workforce Observations*, *County Workforce Profiles* and *Regional Occupational Projections*. Additionally, the LMI is incorporated into discussions with the CWI, developing information for use and guidance when setting goals and strategies of CWI. Since the re-formation of the CWI, industrial, occupational and career information has been integrated in the agency discussions to develop necessary statistics to measure the impact of workforce investments. Among the pieces developed was a quick reference index of workforce information sources to be used by the CWI committees in the establishment of measurable goals. The agency is also developing "real-time" LMI products to assist partners and agencies meet the immediate needs of employers and job seekers.
- **Ensure that Workforce Information and Support Required by State/Local Workforce Investment Boards are Provided.**

This activity supports the changing workforce system focus described in Section A of this plan. It also supports the state's economic development plan and the CWI's efforts to:

- Promote the use of economic and LMI to ensure evidence-based policy recommendations to guide the state's broad workforce development system;
 - Recommend policies to strategically target state training and education resources;
 - Foster and support public-private partnerships and intergovernmental cooperation and coordination in the building of Wisconsin's workforce; and
 - Develop and implement initiatives that invest in Wisconsin's workforce and establish measures to monitor progress towards achieving objectives.
- **Maintain and Enhance Electronic State Workforce Information Delivery Systems.**

WORKnet and video streaming fit into the goals of the WIA Plan by providing a seamless interface of services that will be accessed by employers and the public. Because of the organizational structure of DWD, multiple entities within DWD provide information and support to the One-Stop delivery system. Video streaming will integrate the information produced throughout the DWD and increase both the accessibility and usability of the information by customers.

IX. B. 4. Information Products and Tools

The LMI Section in DET compiles and submits data on the Wisconsin economy to the national Bureau of Labor Statistics (BLS). These data are used by the BLS "Economy at a Glance" page (<http://stats.bls.gov/eag/eag.WI.htm>), on the America's Career InfoNet "LMI" page for Wisconsin (<http://www.careeronestop.org/lmi/LMIHome.asp>), and by Wisconsin's WORKnet (<http://worknet.wisconsin.gov>) website.

Program sources for state-level data include: LAUS, the state and area portion of CES, and MLS. At the metropolitan area level, sources include LAUS, CES, and for some areas, the Consumer Price Index. At the state level the data are typically seasonally adjusted. At the metropolitan area level the data are typically not seasonally adjusted.

WORKnet offers an interactive web query application, and download files are available for the LAUS, CES, Occupational Employment Statistics, QCEW ES-202, and MLS data sets. Additional query information is available for strikes and lockouts, occupation and industry projections, commuting patterns, county wages and employment by occupation, personal income by geographic region, population, and home sales prices.

WORKnet offers mail distribution list subscriptions to both monthly and *a periodic* LMI updates that include:

- Civilian Labor Force, Employment, Unemployment and Rate
- State and Metro Area Industry Employment
- Non-metro County Industry Employment Estimates
- Plant Closing/Mass Layoff Notices
- WORKnet News
- Large Employers
- Industry Employment Annual-QCEW
- Industry Employment Quarterly-QCEW
- County Wages and Employment by Occupation
- Wisconsin Wages

IX. C. Adults and Dislocated Workers

IX. C. 1. Core Services

IX. C. 1. a. Universal Access

DET has initiated an effort to ensure that serving people with disabilities is embedded into the dislocation process. There will be a strong emphasis on disability disclosure, community resources and benefit options. Primary funding for development and training will be provided by the Disability and Business Technical Assistance Center - Great Lakes Americans with Disabilities Center. The strategies include:

- (1) Provision of a Disability/Resources Fact sheet targeted for soon-to-be laid-off workers; downsizing employers; DW staff and partner agencies. Where agreed upon, the fact sheet will be provided by the employer in an information packet to all employees affected by the layoff. The fact sheet will include disability information to assist dislocated workers, and include information on disclosure of disability; disability definitions, rights, advocacy; and, resources for employment, training and access to needed benefits.
- (2) Webinar/On-line meeting for DW staff. Materials will include the new ADA definition of disability; disability disclosure; invisible disabilities and examples of accommodations; and, resources in Wisconsin.
- (3) On-line Self-Paced Training Module for people with disabilities, advocates, human service professional and employers. The venue would be the DHS' Paths to Employment Resources, an interactive online training tool.

IX. C. 1. b. Three-tiered Service Delivery for Labor Exchange Services

DWD continues to be responsible for planning, administering, and making available high quality self-service, facilitated self-help, and staff-assisted public labor exchange program services to all job-seekers and businesses in Wisconsin. The critical feature of Wisconsin's public labor exchange operations is high volume, information brokering services available to all One-Stop customers. It helps job seekers plan strategically and provides career guidance to both the high skilled workforce and those with more limited skills. Businesses are able to connect with effective matches – whether they are educated and prepared job seekers or those looking for entry level positions.

All JS staff are fully integrated into One-Stop facilities that manage and provide core services to job seekers and recruitment assistance services to businesses. This field structure continues to ebb and flow based on local resources, and the availability of both JS and partner staff. DWD continues to enhance still relatively new technologies such as JCW and the statewide JS Call Center to connect to and support public labor exchange services for customers.

Self Service

Self service assistance is now provided in JCs, via telephone (JS Call Center), via the web JCW and in outreach locations such as libraries and schools statewide. Recent developments to enhance self service

connections include the use of social media. Other planned enhancements include the use of video conferencing, webinars, and videos.

In JCs, self-service occurs for job seekers who visit the Resource Room and choose to use electronic tools, primarily the electronic labor exchange system, JCW, as well as available hard copy materials without consulting staff. Here, jobseekers can begin the process of talent and skill development, including: exploring careers, learning about trainings, and reviewing job opportunities. JCW also allows a growing number of citizens to access the system at anytime, from anywhere, to not only search for jobs but also post their résumé.

JCW also provides the business community with the ability to directly enter job postings for recruitment, and offers the new feature of résumé search. JCW continues to grow and develop and include more features and services for customers. Currently, DWD is working on JCW release 4.0, that will provide additional enhancements and tools to customers.

Facilitated Self Help

For Job Seekers: JC Resource Rooms are the setting for facilitated self help. JS is the lead agency and primary provider of Resource Room services, though other partners play significant roles as well. Resource Room staff offer:

- Planning-related systems and hard copy materials;
- Assistance when requested or when staff observes a need; and
- Customer service representatives in the Resource Room who are computer literate; have comprehensive knowledge of the local labor market; understand career planning; are proficient in successful job search strategies and recognize potential eligibility for other One-Stop system services; direct job seekers' attention to jobs for which they may be qualified and make referrals as appropriate based on their knowledge of the labor market in general and specific listings that reflect current recruitment activities; and, share their expertise with customers and, in return, customers keep staff knowledgeable about who is looking for work and how best to present job opportunities.

JS continues to work on enhancements to the resource room experience, including a stronger focus on staff assisted assessment (for example, KeyTrain, WorkKeys, and the NCRC). The call center and email applications through JCW attempt to replicate these services for customers not able to access the physical JC.

For Business: JS functions as a provider of high volume recruitment services to the business community. JS WP-funded staff continue to service job orders that are displayed on JCW through the statewide call center. These staff also inform employers of other available JC and workforce system services and ensure appropriate referrals to JC business service teams.

JS is working at enhancing its role in business services, primarily through assistance with specialized recruitments and the use of JCW to provide matching services to both employers and jobseekers. Other services include:

- Lead and assist with the development of job fairs;
- Specialized recruitment assistance; and
- Offer facilitated self-help, in relation to job postings (orders), which is the assistance that JS staff provides to businesses that list their own orders on a direct entry system.

Staff-Assisted Service

For Job Seekers. JS remains committed to the provision of staff assisted services despite their effect on staffing resources. The call center and increased web presence has made a significant difference in efficiencies and service effectiveness, allowing JS to maximize resources and ensure that staff-assisted services are available to those in need.

Primary staff assisted services include:

- RES to UI Claimants, in collaboration with local partners;
- A variety of job search and career planning workshops for the general public; and
- Employment counseling and testing (including KeyTrain, WorkKeys, CareerCruising, WisCareers, and other tools), both of which are highly valued by the customer community, and important to addressing vocational choice, change, and adjustment faced by DW, youth and older workers. This service is of great value to businesses for recruitment, and as a direct service to their establishments in matters of workforce retention.

For Business. As previously indicated, JS continues to expand its services to employers. JS works closely with its partners to increase coordination, streamline service delivery and increase flexibility. Through continued improvements to its public facing systems, JS staff have already begun to enhance services such as: recruitment planning; information brokering; screening and referral; quality job order writing, and talent development and retention strategies.

JS continues to work with partners to secure the business of employers, facilitate jobseeker employment, and achieve the goals of JC-based programs operated by JS.

IX. C. 1. c Integrated Resources

DWD requires each WDA to develop an area-wide plan and strategy that outlines how partner agencies will use resources to meet the individual, business, and economic growth needs of the area by employing a system-based, regional approach. Within JCs, resource integration is managed through OSOs and tools such as MOUs, Operating Agreements and Facilities Plans. JS continues to wear multiple hats and ensure that all WP activities are fully integrated into the WIA planning process, local decision-making, and JC service delivery.

WP funded JS staff participate in RR sessions in collaboration with other One stop partners, to advise dislocated workers of WP and other services available to them through the JC. This includes ensuring that all workers and jobseekers have access to the services they need.

IX. C. 2. Intensive Services

Intensive services are a key aspect of WIA services to adults and dislocated workers since it is through intensive services that the path to reemployment is defined and the resources needed to achieve employment goals are identified and accessed. In the present challenging job market and in the face of limited retraining resources, appropriate intensive services are more important than ever. Intensive services are available to adults and dislocated workers through Wisconsin's network of One-Stop Centers and include:

- Comprehensive and specialized assessments of skill levels and service needs;
- Development of individual employment plans (IEPs) that identify employment goals, achievement objectives and the services needed to meet employment goals;
- Individual career counseling and planning; and
- Case management and short-term prevocational services. Wisconsin has expanded on the WIA definition of short-term prevocational services to include the development of occupational literacy skills needed to complete a training program. This definition includes basic computer classes.

In October 2009, WorkKeys assessments, including KeyTrain remediation, became available statewide through Wisconsin's One Stop JC System. Available WorkKeys assessments include Foundational Skills and assessments leading to the NCRC.

The State's strategies that ensure that adults and dislocated workers receive intensive services include program and policy guidance and monitoring. Any participant receiving training services must receive, at minimum, intensive services including an assessment of skills, abilities and service needs and have an IEP which is regularly reviewed and updated. DWD developed a guide that outlines the required components of intensive services and identifies how intensive services are documented -- WIA Title 1 Participant Eligibility and Case Management File Documentation Guides: <http://dwd.wisconsin.gov/dwdwia/tags.htm>

The state's ASSET system captures assessment results and includes an IEP that may be augmented by each local workforce area. The provision and quality of intensive services are examined as part of the annual onsite reviews of participant records in each local workforce area.

IX. C. 3. Training Services

IX. C. 3. a. Governor's Vision for Increasing Training Access and Opportunities

The Governor's workforce priorities listed in II include a number of training goals for increased access and opportunities. These range from shifting K-12 curricula for workforce relevancy to training activities based on evidence-based labor demand within a WDB region. Other major training entities with successful track records for working hand-in-hand with the private sector to train workers they need, will be key partners in creating a

world-class workforce. Solidifying the sector strategies approach, discussed in earlier sections, will be another key focus. The WDB's specific activities with industry sectors will serve as a critical piece for success for these focused efforts.

IX. C. 3. b. Individual Training Accounts

IX. C. 3. b. i. Policy Direction

As referenced in the Vision sections, the workforce system has moved into an industry sector-driven model with accelerated training strategies that increase the emphasis on a career pathways approach. DET policy direction for ITAs supports and delivers on the WIA principle of customer choice. It encourages case managers in the One-Stop delivery system to place participants at the center of their decision-making process for selecting a training program and provider that best meets their needs. DET collaborates with the Wisconsin EAB, relying on its responsibility for oversight of private trade, technical, career, distance learning, and degree-granting institutions.

For training providers, DET is focused on reducing barriers to the eligibility process. The ETP List in Wisconsin has served as an open marketplace for innovative approaches to training program content and delivery methods. The numbers of community based and online training providers has steadily increased since the implementation of WIA.

IX. C. 3. b. ii. Innovative Training Strategies

Wisconsin is participating in DOL's OJT NEG initiative. This initiative focuses on direct job placement of long term unemployed individuals. This project involves a major expansion of the use of OJT as a training and placement activity in Wisconsin. OJT has been less frequently used under the WIA than under the Job Training Partnership Act, with five of the WDAs actively using OJT as a training and placement activity for dislocated workers in the current program year. Recent efforts position the State well to launch an expanded and aggressive OJT program. Major efforts have been underway across the State to increase private sector engagement through an intensive refocus of the workforce system in regional employer-driven industry sector partnership strategies. This will expand employer engagement and provide a broader range of OJT options related to occupational skills sets in regional demand occupations. Some of the new jobs emerging as the economy recovers, such as "green jobs", do not have existing counterparts in the legacy labor market, and classroom-based curriculum to train workers for these jobs is not widely available. With OJT, numerous dislocated workers who already have extensive work experience and

in many cases, the baseline skills in demand, could readily enter these new jobs. Many dislocated workers across the state have already retrained in the classroom for new careers, but have not been able to successfully compete for available jobs with workers already experienced in the field. OJT will give these workers the opportunity to apply this freshly acquired knowledge to new employment. The OJT NEG will allow all of Wisconsin's WDAs to build the capacity of the infrastructure to sustain OJT as a training and job placement option for dislocated workers and adults beyond the June 30, 2012 end of the NEG.

Wisconsin's Career Pathways and Career Pathway Bridges focus on low-skilled, low-wage adults who have not earned a postsecondary credential. Wisconsin's Career Pathway Bridges are intended for adults who could benefit from adult basic education or are enrolled as English language students, and who need additional academic or language support to succeed in occupational training. In Wisconsin, Career Pathway Bridges are part of, or result in, an occupational certificate that is embedded within an approved postsecondary occupational program.

These bridges must do the following:

- 1) Combine adult basic education or English language and occupational instruction, ideally as part of a career pathway certificate;
- 2) Use contextualized instructional strategies – such as team teaching, labs or simulations that have proved effective for students with low literacy levels;
- 3) Reflect active cooperation between postsecondary and non-postsecondary divisions within technical colleges; and
- 4) Incorporate career development services.

Students who complete a Bridge program are then ready to participate in a Career Pathway. Career Pathways organize college level occupational training as a sequence of certificates that lead adult learners in attainable steps toward better jobs and a degree or technical diploma. Each step improves the learner's career and earning opportunities, and provides a skill-set needed by an industry or industry sector. Industry sectors appropriate for pathway development are those that need significant numbers of skilled workers, can provide good jobs and contribute to the economic growth of the region.

Both Career Pathways and Career Pathway Bridges are offered through the technical college system. WDBs work closely with their local technical colleges to stay abreast of the local programs in place, and to share information regarding industry skills demand identified through their

employer networks. WDBs are also partners in planning for the development of new Career Pathways and Career Pathway Bridges, and champion this method for linking workers with certificates that provide attainable steps towards better jobs and family supporting wages with benefits.

Wisconsin is committed to efficiencies in service delivery, including cross-agency collaboration, in order to meet the needs of employers. To support access to career pathway training and producing a prepared workforce for employers, WDBs connect with other program partners such as W-2, Veterans, and DVR to identify students that could benefit from a Bridge or Career Pathway program. By bringing students together from multiple programs, it limits any waiting period that might occur while classroom enrollment is underway. Through this approach, partners can contract with the local technical college for training deliverables and a timeline that best meets the needs of the customers and employers.

As discussed in III.C. and IX.G., DWD has been involved in grant activities related to meeting the health care training demand. The two Wisconsin recipients of the federal grants are Milwaukee Area Workforce Investment Board and Gateway Technical College. Their efforts are described below:

CareerWorks Healthcare Training Institute grant in partnership with Milwaukee Area Healthcare Alliance and regional health care employers for funding to support 1,500 TANF and low income residents in health care related training, education and employment services. Occupational development includes positions in Certified Medical Assistant, Certified Nursing Assistant, Community Health Worker, Respiratory Therapist, Surgical Technology, etc. This *CareerWorks* will create a central training and career development center for low-skilled entry level job seekers and incumbent job seekers. The project incorporates national best practices models of Career Pathway and Career Coaching.

Gateway Technical College will serve TANF Recipients and other eligible low-income individuals under cooperative agreements with partners in three local counties to conduct a demonstration project that provides eligible individuals with the opportunity to obtain education and training for occupations in healthcare fields that pay well and are expected to either experience labor shortages or be in high demand. This project creates opportunities for developing and sustaining a pipeline of health

professionals with accessible entry points, particularly with respect to low-income individuals and other entry-level workers; that meets high standards for education, training, certification, and professional development; and, that provides increased wages and affordable benefits, including health care coverage.

IX. C. 3. b. iii. Commitment to Fund High-Growth, High Demand Occupations

The Governor's key workforce investment priorities include a strong base for training in high-growth, high demand occupations to address the regional business sectors' needs. In 2009, DWD reissued a policy on the WDB goal of spending a minimum of 35 percent of formula allocated WIA Title I funds of the Adult, DW and Special Response programs, for training and training supports.

IX. C. 3. b. iv. Limiting ITAs

There is no state policy that limits the duration or dollar amount of ITAs. The WDBs have local policies related to parameters of ITAs, and are required to keep DET informed of their updated training policies, including limits to time and/or maximum dollar amounts for ITAs.

IX. C. 3. b.v. Registered Apprenticeship

As part of the efforts described in VI.E., case managers will make referrals to apprentice sponsors by identifying eligible candidates who meet the minimum criteria for entrance into local Apprenticeship programs in accordance with the application structure established by the program's apprenticeship committee or sponsor. WIA Title I funds for core, intensive and training services will complement the Registered Apprenticeship program and maximize the service delivery for the potential job seeker and Adult Apprenticeship employer. Registered Apprenticeship staff conduct monitoring visits to the education and employer sites for technical assistance purposes. Finally, the Administrator's Memo (Attachment L) is a new State policy to encourage the integration of Registered Apprenticeship into the One-Stop delivery system.

IX. C.3. b. vi. Religious Activities

In 2002, DET issued a policy affirming faith based organizations' right to be training providers on the ETP. [IX.H provides additional information.]

IX. C. 3. c. Eligible Training Provider List for Broader Customer Access

Wisconsin's ETP List is accessible through any Wisconsin JC or to any training seeker with Internet access. See:

<http://www.wisconsinjobcenter.org/ita/>.

IX. C. 3. d. On-the-Job Training and Customized Training

DWD issued two Administrator's Memos on OJT and Customized Training in an effort to increase these training mechanisms through the WDBs. [Attachment M] As an additional effort to assist the WDBs, detailed in V.J., DWD secured two DOL waivers that would be incentives for employer's participation. For NEG-OJT, see IX.C.3.b.ii.

IX. C. 3. d. i. Governor's Vision for Increased Opportunities

The Governor requested, and DOL approved, two waivers for the purpose of increasing private sector business participation in direct training via the workforce system. [V. J.] A marketing effort to businesses was kicked-off in January with a new brochure developed in DET for WDB employer contacts. It highlights the advantages for employer's participation, and explains the general contract-training guidelines along with local contact information. Finally, as discussed in the Governor's vision sections [I], each regional Economic Development Board will have a WDB representative that will formalize the link between economic development activities with employers and the workforce training and job placement system. This will provide another forum to engage employers in the WIA OJT and customized training tools.

IX. C. 3. d ii. Operational and Funding Issues

It is projected that, given the Governor's workforce priorities with the increased formalization of sector partnering, there will be increased opportunities and funding from multiple sources for training activities. The Governor also included a goal for the CWI: "Researching and incorporating best practices from other states to support an effective, well-coordinated programming system that is in line with federal requirements."

IX. C. 4. Service to Specific Populations

IX. C. 4. a. Strategies to Meet Needs

In addition to ensuring physical accessibility at the JCs, DET addresses linguistic and cultural accessibility through bilingual and bicultural staff who serve clients in person, and through a tri-lingual call center providing services to job seekers in English and the two major first-languages of Wisconsin residents: Spanish and Hmong. Other language needs are addressed through contracted language services. Accessibility is addressed when new technology or tools are implemented.

Some of the DVR Counselors and Case coordinators are physically housed in the JCs throughout the State. WP resources are used for accessible workstations in the Comprehensive JCs. WP also provide core and staff-assisted services to any customer needing extra assistance. Staff possesses expertise to work with a wide range of customer

needs including older workers, persons with disabilities, customers with criminal records, etc. Resource room staff serve as the front-end customer service point, and use triage methods, intake questionnaires, and customer interviewing to determine how best to serve the customer.

DET is currently working on a plan to have the primary online system, JCW, provide automated translation of screens. Additionally, some of the new products including assessment tools are being made available in several languages. The MSFW Program in the JS Bureau outreaches to their direct customers to make them aware of the full range of services available through the JCs.

IX. C. 4. b. Reemployment Services

A principal aim of the Wisconsin Worker Profiling Services System (WWPS) is to provide RES to claimants who are likely to exhaust their benefits and unlikely to return to their previous jobs or occupations. These claimants are given additional assistance to facilitate an early return to employment.

Due to the ending of federal funds for WWPS as of PY 05, the RES program was dramatically reduced until ARRA RES funded the program. JS brought significant resources to bear to recreate this program and provide innovative new services to UI claimants. Wisconsin set aside UI funds to continue RES services beyond ARRA and that has continued well into 2011. A two-year grant has recently been awarded to continue building on the success of the program, better integrate UI and Job Service, create some additional IT system enhancements and improve local coordination of services to UI claimants.

RES and REA have provided significant resources to the workforce system, brought thousands of additional customers into the JCs, and provided valuable services to tens of thousands of UI claimants. The current RES program serves between 500 and 700 claimants per week. It has served 50,000 + claimants since July 2009. The innovative triage process has resulted in thousands of additional counseling sessions and 13,000+ referrals to WIA Title I. Additionally, all claimants are provided the opportunity to utilize KeyTrain, take WorkKeys assessments, and earn an NCRC. Claimants are also advised of a wide range of job seeking workshops and on-line career planning tools they can access to enhance their employment search efforts.

Attachment N is the map of the Reemployment Services sites.

IX. C. 4. c. Unemployment Insurance Work Test

Wisconsin requires all UI claimants to engage in an active work search, and each must contact at least two employers per week for each week of benefits claimed, unless specifically granted a “work search waiver.” The work test covers a claimant’s ability to work, availability to work, and the suitability of work offered.

Providing the work test continues to be a JS role and a One-Stop system priority. Work test services are provided via claimant registration on JCW, availability of JC resource room resources, worker profiling/reemployment services and workshops, and information about JC services available to all claimants. Additional services are now provided through KeyTrain and WorkKeys testing. Feedback requirements, on information that may potentially adversely affect a claimant's eligibility for benefits, continue to be reported electronically to UI Adjudication staff. This important function of the public labor exchange system ensures that WIA-intensive service resources are made available for rapid claimant transition to the state's workforce.

IX. C. 4. d. Integration and Alignment of Dislocated Worker

The State has strategies and systems to promote the integration and alignment of DW services through RR, WIA DW, and TAA programs. Efforts to evaluate and improve on integration are ongoing.

As explained in III.C., DWD's organizational structure supports the integration of dislocated worker programs. Policy development and implementation for the RR, DW and TAA programs are carried out by the DW Unit in collaboration with JS and UI. JS staff are the providers of direct services to TAA eligible dislocated workers. DWD strongly promotes the co-enrollment of participants in the WIA and TAA programs as a means to provide the most comprehensive retraining and reemployment services to dislocated workers while most effectively utilizing program resources.

The DW Unit is charged with the responsibility of providing RR services to employees and employers faced with mass layoff and business closure. One critical component of RR is to educate dislocated workers about the services available through WIA DW, TAA, WP and other partner programs in the One-Stop system and how to access these services. Another critical component of RR is the surveying of affected workers about their service needs and plans to use available services. The results of workers' surveys may then be used by the local WDA to more effectively design services or request additional dislocated worker funding through the State's program of RR grants. Survey results may also be used to in the development of applications for NEG.

As part of the RR activities, RR Coordinators evaluate whether filing a petition under the TAA Act is indicated and provide instruction to potential petitioners about TAA program benefits and the petition filing process. When applicable, the RR Coordinators are responsible for sharing relevant information about dislocations with TAA staff as well as facilitating coordination with TAA staff during RR activities.

Integration of DW programming is also supported by technology that includes:

- Wisconsin's ASSET system, which is an integrated participant information system that tracks services and outcomes. This system allows TAA and WIA program staff serving common customers to

share assessments, reemployment plans, case management and employment outcomes. DET is in the process of improving its Dislocation Event Tracking System as well as integrating this system with ASSET. The goal of this undertaking is to bridge these two data management systems to more effectively measure program utilization and outcomes for RR participants from identified dislocation events.

- A common data warehouse for the WIA and TAA programs. This data warehouse is the repository for data from the ASSET and JC of Wisconsin systems.
- A statewide call center that provides information to both employer and job seeker customers, including referrals and information on the WIA DW and TAA programs.

IX. C. 4. e. Collaboration to Overcome Barriers

DWD collaborated with WTCS and local providers to serve large populations of dislocated workers following the deep national recession. Many of these individuals needed to make complete career changes, which required significant retraining resources. In addition to assisting long-term unemployed customers, JCs also collaborated with local providers to serve individuals who needed more in-depth, one-on-one services to address multiple barriers such as transportation, child care and soft skills training.

IX. C. 4. f. Full Array of Services to Individuals with Disabilities

DET has explored the possibility of designating a staff person to serve as the disability resource staff person with the WDBs. The role of the position would be to ensure the distribution of disability resources, employer efforts for hiring, and continued partnerships for programmatic accessibility.

DET has been in discussions with the Social Security Administration to become an Employment Network for the Ticket-to-Work program. The initial goal is to identify customers with "tickets" whom the JCs are already serving in order to provide additional support for that activity, with Veterans as a priority.

Together with Region V DOL, DET will pilot strategies to expand Schedule A Hiring for qualified candidates in Wisconsin. DET will explore partnering with DHS to utilize their interactive training tool "Path to Employment Resources" for a monthly training program that would include Benefits 101, self-disclosure, working the employers, and Telework. Third, DET will also start a dialogue with DHS on how to infuse Vocational Futures Planning into the JC resources for customers, and coordinate with the Independent Living Center staff.

Finally, to solidify the partnership with VR, DET will ensure that (a) the WDB designated disability staff resource person(s) will be positioned to provide direct services to WIA eligible participants as well as technical assistance to workforce partners; (b) should DET secure an Employment Network, DET will establish an intra-agency agreement with DVR for

coordination of common customers who are Ticket holders; and, (c) DET will partner with DVR, and will access DVR technical assistance for DET's initiative/collaborative outreach with PERC, Social Security Ticket-to-Work and DHS in providing assistance to Wisconsin's job seekers with disabilities.

IX. C. 4. g. Veteran's Services Staff Role in the One-Stop Delivery System

The major role of the Disabled Veterans' Outreach Program (DVOP) within the JC system is to provide intensive service delivery, through case management, to veterans with employment barriers, with special emphasis on targeted groups such as minorities, females, economically disadvantaged, disabled, homeless, and incarcerated individuals. The major role of the Local Veterans' Employer Representative (LVER) within the One-Stop delivery system is to provide business services to employers that will result in increased job opportunities for veterans through the job development process.

Both programs are measured by entered employment and job retention performance standards with the total veteran population and the disabled veteran population as the universe. Individual performance standards for LVERs and DVOPs include case management and staff-assisted placement of all veterans and disabled veterans, as well as job retention standards. In addition, individual performance standards for DVOPs include staff-assisted entered employment and retention for all veterans and disabled veterans. Individual performance standards for LVERs include staff assisted entered employment and retention for all veterans especially recently separated veterans.

IX. C. 4. h. Limited English Proficiency (LEP)

The April 2011 LEP Plan is Attachment O.

IX. C. 4. i. Activities Planned For Providing Services to Agricultural Employers and MSFW Staffing, Service Delivery, and Coverage

Wisconsin operates a Statewide MSFW Program based in JCs statewide. The MSFW Program has a State Monitor Advocate and a network of eight bilingual outreach workers providing services to both employers and MSFW workers. The State Monitor Advocate position is one full-time, bilingual position. The eight outreach workers have a portion of work allocated to MSFW Program activities. During the agricultural season, outreach staff's time with the program increases with MSFW Program increased activities. When viewed in aggregate across the state, these portions of eight positions total approximately two and one tenth full-time equivalency. Additionally, the Bureau of Program Management and Special Populations (BPMSPP) oversees the Migrant Law Enforcement (MLE) and the Foreign Labor Certification (FLC) H-2A programs. Three full time, bilingual MLE inspectors enforce the protections of the Wisconsin Migrant Labor Law statewide. A full time, bilingual FLC Coordinator oversees the State Workforce Agency responsibilities for the H-2A program. The FLC Coordinator works with domestic job seekers to fill approximately 250 H-2A job openings each year.

Wisconsin's current service delivery to both employers and MSFWs consists of initial contacts and follow up in-person, through a trilingual call center, mailings and e-mail contacts. Because of the great distances to some of the more remote camps (hundred mile-plus commutes for outreach workers), and the length of the season during which workers arrive (March through November), this remains an issue. Wisconsin continues to develop strategies to address issues of limited resources while delivering services in the most appropriate and efficient methods possible statewide. JS utilizes migrant and employer information supplied by the BPMSP and other partners in the planning of program activities. The BPMSP has a count of approximately 3,725 migrant worker and non-workers as defined by Wis. Stat. 103.90-103.97 and approximately 100 registered employer and crew leaders. Information from the local National Farmworker Jobs Program puts MSFW counts at approximately 6,598 workers and non-workers MSFWs. JS continues to look for opportunities to improve its MSFW estimates for program planning.

The JS MSFW Program design centers around four main components: outreach activities, monitoring and advocacy activities, JS complaint system and collaboration and partnerships. Some of the program activities include:

- 1) WP-funded outreach staff travel statewide to migrant camps and provide employment and resource information in person to workers and their employers.
 - Staff plan the timing of these visits close to the arrival of workers at the beginning of each season which covers a span of about March (nursery stock) through November (holiday trees).
 - Timing of these visits is pre-arranged with the employers to best fit the employers' and workers' schedules. In-person visits at both work and living sites are made.
 - Outreach is done in coordination and collaboration between the outreach workers; the Wisconsin Migrant Labor Law inspectors; staff from the National Farmworker Jobs Program (NFJP) provider at United Migrant Opportunity Services (UMOS). Additionally, whenever possible, outreach is also performed in coordination with other partners such as La Clinica Mobile Unit, the technical colleges High School Equivalency Program. Each outreach staff ensures outreach is performed in the most appropriate and efficient manner in collaboration with local partners.
 - Group presentations at the worksite or at a church, in coordination with the employer or other local partners have been the most efficient outreach method. Most often staff can reach from 50 to over 100 workers at these sessions.
 - If worksite presentations are not sufficient to reach a large number of workers, outreach is also performed at migrant's place of living and gathering (UMOS sponsored Farmworker Appreciation Day, etc.)
- 2) JS MSFW Program, outreach staff, the State Monitor Advocate and JS management staff meet regularly. The MSFW Program convenes

for 'pre-season' and 'post-season' meetings for planning, coordination and training of staff.

- The meetings allow all staff involved with implementing the program to prepare for the upcoming season, share promising practices, coordinate coverage and tackle difficult issues in their outreach plans and activities.
- At season close, the same group is then able to discuss how the pre-season-developed strategies have worked, and what to work on during the 'between season' period (winter) in preparation for the next year's season.
- Monthly, the State Monitor Advocate holds webinars with outreach staff to discuss program needs, program activities and reporting. Guests are invited as needed to discuss supportive services resources or provide additional information to enhance knowledge about migrant protections.

3) BPMSP Wisconsin Migrant Labor Law Inspectors enforce the Wisconsin Migrant Labor Law, which was enacted in 1977 to protect individuals who come to Wisconsin for ten months or less and work in agriculture, horticulture or food processing. The MLE Section enforces Sections 103.90-103.97, Wisconsin Statutes and Chapter 301, Wisconsin Administrative Code through the following services to migrants and employers:

- **Inspection and Certification of All Migrant Camps:** Migrant MLE staff is assigned a specific geographic area in which pre-occupancy and post-occupancy inspections are performed. Each migrant camp must meet specific standards in order to qualify for certification. Certification is issued upon determination by a MLE inspector that a migrant labor camp has met all standards required by state law.
- **Work Agreement Reviews:** The MLE Section is responsible for ensuring that migrant workers are provided with a Work Agreement at the time of recruitment or prior to the commencement of employment, whichever is earlier. Each inspector will visit all of the migrant camps assigned to them to determine whether a migrant worker has been provided with a Work Agreement. It is the responsibility of each inspector to explain to the migrant worker all aspects of that agreement and to assure that the employer, who provides the agreement, complies with all the terms and conditions of employment as outlined in that agreement and as required by law.
- **Crew Leader:** The MLE Section is responsible for monitoring and registering all known crew leaders in the state. Crew leaders who recruit migrant workers to work in the State of Wisconsin must comply with specific regulations and must obtain a certificate from the department to operate in this state. Crew leaders are monitored regularly to ensure compliance with the state laws.
- **Field Sanitation:** Effective January 1, 1986, employers who hire 6 or more migrant workers who are engaged in hand labor must provide sanitation facilities to their workers. The MLE Section is

responsible for ensuring that field sanitation facilities are provided and must inspect those facilities to ensure that they kept clean and in sanitary condition.

- **Complaint Investigation:** The MLE Section is responsible for the investigation of all complaints of apparent violations of the migrant law. Any person may file a complaint with the Bureau, and the complaint will be investigated and referred as needed.
- 4) The JS MSFW Program has looked for opportunities to increase collaboration and partnerships on behalf of MSFWs as follows:
- Internal coordination with BPMSP, where the Wisconsin Migrant Labor Law Inspectors and the Foreign Labor Coordinator reside, to find opportunities to best work together internally beyond joint outreach and pre-season meeting planning, to address the needs of joint customers. A combined records retention schedule has been completed. Another joint project is to address complaint coordination for better tracking of migrant complaints and better referrals to other partners. Representatives from both MSFW programs and FLC staff meet regularly to address increased internal coordination.
 - A revised MOU between JS, BPMSP and the NFJP provider, UMOS, has been signed. This MOU establishes a Statewide Committee workgroup to more purposefully tackle specific areas of collaboration to target to improve services to MSFWs. The State Monitor Advocate is responsible for organizing the meetings of the Statewide Committee and for monitoring local coordination activities. Some of the areas of coordination include:
 - Collaborative policy and management
 - Reporting, information and data sharing
 - Referral mechanisms
 - Emergency response
 - Complaint Systems Coordination
 - MSFW working and living conditions
 - Labor exchange/labor shortages
 - Strategic planning
 - Joint outreach to migrants and employers
 - Innovative ways to increase interagency coordination
 - Co-location
 - Pre-season meeting structure, expectations, roles of each agency
 - Interagency cross-training and technical assistance
 - Joint scheduling and calendar
 - MSFW population estimates
 - Along with representatives of the BPMSP, JS State Monitor Advocate attends meetings of the Migrant Coalition and the Governor's Council on Migrant Labor.
 - BJS MSFW Outreach staff coordinate with local and statewide partners regarding supportive services for MSFWs.
 - JS State Monitor Advocate meets with university and other partners to exchange information about migrants in Wisconsin.

- BPMSP MLE staff meet with local partners and participate in community coalitions regarding MSFW issues.
- 5) JS management has a continued service delivery improvement strategy to impact quality and accessibility of services to MSFWs and other LEP populations. Some LEP strategies are:
- Written LEP Policy and Procedures
 - Tri-lingual call center, for English and the two main LEP languages - Spanish and Hmong - to assist job seekers throughout the State.
 - When possible, recruitment of bi-lingual staff as vacancies occur.
 - Use of State authorized interpreters listing for a number of languages.
 - Evaluation of alternatives to increase translated content of JC of Wisconsin website resources.
 - On a much broader basis - and related to program integration and service delivery system-wide - the JS Operations Plan has Resource Room diversity as one of its thrusts. This will benefit a wide variety of customers beyond, though including, MSFWs.
 - Vehicles such as email, Internet, and other computer strategies are being used to meet the needs of a widely dispersed and mobile population (employers and workers alike). Audio outreach materials for MSFWs are in the planning process. DET will continue to discuss and consider technology-based solutions to augment and improve service delivery.

IX. C. 5. Priority of Service

IX. C. 5. a. Procedures and Criteria

All WDBs have local priority of service policies in place related to public assistance and other low income individuals based on the state policy that was revised in response to the Veteran's priority of service mandate. In addition, DET also provides information to the WDBs through the WIA Local Plan Guidelines and approval process.

IX. C. 5. b. Provision of Priority of Service to Veterans

The State first provided guidance to the WDBs regarding the Veterans Priority provisions by publishing Veterans Priority Letter (VPL) 1-05, dated April 13, 2005. This VPL provided the policy requirements as outlined in TEGl 05-03, which was issued by DOL to implement the Jobs for Veterans Act. The VPL provided specific guidance to each program area within the WDBs. In addition, the state published another VPL, 1-07, dated March 19, 2007, Implementation of Veterans Performance Goals for all DOL funded programs. This VPL established minimum performance goals as outlined in the TEGl 05-03, issued by DOL to implement the veterans' priority provision of the Jobs for Veterans Act. The State published VPL, 2-09, June 1, 2009, Final Rule on the implementation of Veteran's Priority of Service and Performance Goals for all DOL and the Recovery Act funded programs. The VPL provides specific guidance regarding 'Priority of Service for Covered Person', Final

Rule, 20 CFR 1010 published in Federal Register 78132, December 19, 2008.

References:

- VPL 2-09, dated May 28, 2009: Final Rule on the implementation of Veteran's Priority of Service and Performance Goals for all DOL and the Recovery Act funded programs.
- VPL 1-07, dated March 19, 2007: Implementation of Veteran's Priority Performance Goals for all DOL funded programs.
- VPL 1-05, dated April 13, 2005: Implementing the Veterans Priority Provisions of the "Jobs for Veterans Act" (P.L. 107-288) (guidance and requirements by Program Area)

All WDBs have a local policy to serve eligible Veterans and spouses first for WIA services. DET conducts an annual review in determining if each WDB is meeting their requirements regarding the Jobs for Veterans Act, Priority of Service for eligible Veterans and spouses. Questions asked in a monitoring include:

- What process are you using to notify veterans and eligible spouses at the point of entry at the JC, and at the point of entry to any virtual sites regarding Veterans priority of service?
- At what point is the verification of the status of Veterans and eligible spouses validated to ensure they should receive priority of service?
- What process or procedures are in place at the JC to inform Veterans and eligible spouses of the full array of employment, training and placement services available?
- What process or information do you use to train JC personnel on the priority of service requirements?
- How are staff who do eligibility determination trained in the definition of Veterans and eligible spouses, and what is included/not included as allowable income?
- When a Veteran or eligible spouse comes into the JC for services, who are they first referred to; what are the processes/procedures? If you refer the Veteran to the DVOP or LVER and they are out of the office what happens?
- If a Veteran or his/her spouse comes into the JC and does not meet the definition of Priority of Service (e.g. non-covered persons) how are they referred for services differently than the covered Veteran or eligible spouse?
- Review the policy for Veterans and spouses when the WDB determines the "shortage of funds" priority of service provision;
- Review the data collection and any special reporting requirements.

IX. D. Rapid Response

IX. D. 1-7. Rapid Response

The DW Unit within DET is responsible for conducting Rapid Response (RR) services. The DW Unit has two full-time RR Coordinators that are responsible for managing RR activities. Other staff members within the DW Unit are trained to provide backup support to the RR Coordinators as needed.

RR activities for a particular employer are coordinated with the WDBs serving the area where the affected employer is located. Each WDB have designated staff to serve as local RR contacts. When a dislocation event involves 50 or more people, the State RR Coordinators oversee RR activities, including scheduling an initial meeting with the employer and, where appropriate, local union representatives. Local RR staff members participate in the initial meetings to present information on local services. Following the initial meeting, the State RR Coordinators and the local RR staff work in concert to develop a plan for the provision of RR services that are intended to help affected workers transition to new employment as quickly as possible. When a dislocation event involves less than 50 people, the local RR staff members are responsible for notifying the DW Unit and providing RR services.

The State and local RR staff use a variety of sources to identify dislocation events, including but not limited to: WARN and State Business Closing / Mass Layoff notices, electronic and print media, state and local partner agencies, state field staff, WDB staff and providers, UI profiling and Reemployment Services staff, media inquiries, informal communications from employers, and communications from affected workers.

Upon learning of a dislocation event, the State RR Coordinators promptly take steps to contact the employer and schedule an initial meeting. During the initial meeting, the State RR Coordinator emphasizes the benefits of providing worker meetings onsite and on company paid time. Scheduling of these meetings and other RR activities will depend on the anticipated schedule for layoffs and other circumstances particular to the dislocation event at issue.

RR activities provided in response to a dislocation event depend on the circumstances of the event – e.g., the period of time prior to layoffs, the needs of the affected workforce, the ability to successfully coordinate with the employer. At minimum, the RR team strives to hold onsite worker meetings that are informational in nature. Topics typically covered during these sessions include but are not limited to: UI filing and eligibility, healthcare considerations, the local DW program, services available through the One-Stop Center, veterans' benefits, and community services.

Local service providers are responsible for presenting information about the programs and services available in the local area and how these programs and services may be accessed. If a group of incumbent workers will be eligible to apply for benefits under the TAA Act, the RR team coordinates efforts with the local TAA and TRA staff to ensure a seamless delivery of services. If, at the time of the worker meetings, it is known that a TAA petition has been filed and an investigation is pending, the affected workforce is informed of the filing and provided an overview of the process that will ensue if the group of workers ultimately becomes certified. When feasible, the RR team will provide onsite workshops (e.g. résumé writing, interviewing, and utilization of online job search tools) prior to layoff. Other RR activities may include developing Fact Sheets and other written material for the affected workers, as well as working with the employer to establish a peer counseling program.

During the worker meetings, participants are surveyed to determine the interest and need for specific services and benefits. The State is taking steps to design and implement a standardized survey that would be used by each of the 11 WDAs. Additionally, DET is developing policies and procedures for collecting and inputting

survey responses, storing and analyzing the data, and data sharing. The DW unit plans to have these efforts completed by August 2012.

The State RR Coordinators notify state economic development (ED) staff when written notice of layoff is filed with the State pursuant to the federal and/or state notice laws. When the circumstances warrant, the State RR staff will request that ED staff work with an employer in an attempt to avert layoffs. The State plans to develop a mechanism for sharing information about an affected workforce with economic development agencies and local business service representatives in an effort to promote rapid reemployment of affected workers at companies needing similarly skilled workers. Local RR staff and DW service providers frequently work with local employers who are looking to hire.

In cases where the employer contracts with an outplacement consulting firm to provide services to the affected workforce, the State RR Coordinators and local RR staff work with the firm to leverage resources and ensure that services are complementary and non-duplicative. The State RR Coordinators and local RR staff partner with other agencies, including the DOL Employee Benefits Security Administration, Veterans' service agencies, and the Social Security Administration, when appropriate.

DWD uses an Access database system to track dislocation events. Efforts to enhance this tracking system are underway. The revised Dislocation Events Tracking System will serve as a comprehensive information warehouse for dislocation events, including dates of layoffs, number affected, dates and types of RR services rendered, and Trade Act petition information. ASSET tracks participant information for WIA, WP, and TAA related services. DET plans to develop a method to bridge the Dislocation Event Tracking System with the ASSET information system in order to more effectively measure program utilization and outcomes for RR participants from identified dislocation events.

Approximately 80% of the RR funds are set aside and used to provide additional assistance to local areas experiencing increased unemployment because of dislocation events affecting 25 more workers. WDBs may submit a grant application to the State requesting funding beyond its formula allocation.

Ensuring consistent, timely, and high-quality service is a top priority for the State and is motivating the DW Unit's current efforts to introduce more standardization to the RR program. As part of these efforts, the DW Unit is working collaboratively with local WDB staff as well as inter- and intra-departmental state partner agencies to develop common messaging for outreach, minimum requirements and uniformity with respect to the provision of information, and clearer guidelines as to the nature and extent of RR activities that should be offered. The DW Unit is also in the process of developing a comprehensive manual that will address policy and procedure to be followed by RR practitioners. Wisconsin has not historically had such a manual, but it is believed that creating one, disseminating it to the appropriate parties in the workforce investment system, and providing training and technical assistance will promote more effective RR services that will best serve employers, workers, and communities.

IX. E. Youth

IX. E. 1. Strategies, Requirements and Coordination

The Governor is committed to quality youth programs. DET Local Plan Guidelines require extensive information on WDBs youth strategies and how they will integrate those services with multiple partners.

Overall Strategies

- Provide technical assistance to WDBs and WIA youth service providers which would include training on ASSET, case management, assessment, development of Individual Service Strategies and improving performance;
- Coordination with other State agencies including DOC, DCF and DPI regarding the provision of comprehensive youth services;
- Improvement of linkages to the job market, employers, non-profit and faith-based organizations, social service agencies and WIA youth service providers; and,
- Focus on meeting the demands of business, especially high-growth/high demand industries and occupations.

Service Strategies

- Working with WDBs to ensure that the education and skills training needed by youth to attain an education diploma and/or an employment certificate, participate in post-secondary education, or become gainfully employed in a career with advancement opportunities;
- Providing technical assistance and training in case management, assessment, ASSET, career development, work readiness and LMI;
- Helping youth understand that securing employment opportunities and increasing one's career potential is directly related to completing education, training and and/or employment certificates;
- Providing technical assistance and training related to helping youth find gainful employment and the necessary supportive services (e.g., childcare, bus pass, housing assistance) needed to help them secure or maintain employment; and,
- Providing WDB staff financial literacy training.

Out-of-School Youth

OSY are those young people who have had difficulty negotiating the traditional school system and, are therefore, not yet prepared to continue with post-secondary education or employment. In addition, many OSY are high school dropouts or single parents; some are homeless, substance abusers or abusers, or juvenile offenders; and most have multiple barriers to employment. OSY have problems connecting to the labor market, and serving OSY is imperative to help build the workforce. DET along with the WDBs will focus strategies to provide for necessary employment as well as addressing the need for basic, occupational and work readiness skills.

To serve OSY, local youth programs should: use recruitment strategies customized for OSY such as: reach OSYs where they congregate (e.g., recreation facilities, laundry mats, coffee houses, bus stations, job centers, video game stores); involve community partners in identifying OSYs; meet OSYs' immediate, short-term needs (e.g., employment) while keeping them enrolled to meet long-term needs (e.g., basic skills and occupational skills); use engagement strategies that keep OSY youth involved and participating in long-term program activities; involve OSYs in developing their own

Individual Service Strategy; provide supportive services as appropriate to enable OSY to continue program activities; help OSYs look beyond immediate needs and concerns to long-term career advancement and improvement; and, work with youth to identify short-term and long-term employment goals suitable for the local labor market and for their own interests, aptitudes, and abilities.

Youth with Disabilities

Effective youth employment programs, whether based in school or a training center, integrate vocational and job training skills with life skills and employment-related values. These programs offer youth the opportunity for career exploration, community service, mentoring, and internships through collaborations with, local businesses, community-based organizations, social service agencies, and schools. BWT will collaborate with VR by assisting in projects that involve employment and training of youth with disabilities in a demand-driven system.

There is an Interagency MOU between DWD, DVR, DPI and DHS along with a Technical Assistance Guide of suggested best practices and resources to assist key stakeholders (students, parents/guardians, teachers, counselors, case managers, etc.) involved in the transition process. This tool can be used as a framework to improve communication, coordination, and services for students with disabilities transitioning from school to work. The MOU defines the collaboration between the three agencies so that students and their families understand the roles of each agency in helping the students achieve their goals.

The Wisconsin Statewide Transition initiative for youth with disabilities workgroup led by DPI, including a staff person from BWT, will work at the grass-roots level to ensure ongoing collaboration and communication regarding services to youth with disabilities as they move from high school to the world of work, post-secondary education or back to their community.

Foster Care Youth

Provide training to WIA youth service providers pertaining to youth in foster care. The training would cover the following topics: Foster high academic aspirations, encourage long-term planning for post-secondary education, stress rigorous academic preparation, support WIA youth participants taking standardized tests, support WIA youth participants in choosing, applying for, and enrolling in post-secondary education, help students apply for and get adequate financial aid, and help WIA youth participants adjust to and complete their college or training program.

Juvenile Offenders

Youth Offenders face daunting challenges upon re-entry. Some of these challenges include the stigma of being an offender, fear that criminal record will disqualify them from receiving services and opportunities, and the need to pay fines, fees, or financial restitution. To overcome these challenges BWT will work with DOC on ways to connect Juvenile Offenders with local WIA youth programs.

Homeless Youth

Ongoing communication and collaboration with partners that include the Wisconsin Association for Homeless and Runaway Services, DPI, DCF, Cooperative Educational Service Agencies, WDBs and Public Schools will ensure youth service providers are

aware of available programs and services at JCs and refer homeless youth to these services.

The Wisconsin Association of Homeless and Runaway Services provides the most efficient, and effective services to runaway and homeless youth, including those who are pregnant and/or parenting. There are 26 service providers that address the needs of homeless youth. They also provide training and refer homeless youth to WDBs.

Migrant and Seasonal Farmer Worker Youth

DET and WDB youth staff collaborate with local school districts, technical colleges through their High School Equivalency Diploma Program, local non-profit organizations including faith-based entities and employers who provide services and programs to migrant and seasonal farm worker youth.

The following describes the strategies for coordination of the Wisconsin's YA and other WBL Programs:

Career 101: The WDBs will be the recipient of funds and will be responsible for the lead role in developing the pilot and maintaining the partnership through ongoing interaction with project partnership members. The Career 101 project will build and extend our successes by making sure that Wisconsin's system is responsive to industry demands, not program-driven; that it addresses the needs of employers and our youth, the future workforce. Expected outcomes include: development of student portfolios that will include a snapshot of the learning and educational accomplishments the students have achieved; delivery of career awareness activities; cross-walks of transferrable skill sets within an industry; and coordination of the WIA Youth comprehensive guidance and services with the Wisconsin Comprehensive School Counseling Model. The pilot will also be aligned with the local Sector Strategy Initiatives; STEM related education and attainment of 21st Century Workforce Skills.

High School WBL Program Opportunities: In Wisconsin, WBL skills are defined by Wisconsin industries and endorsed by business and industry. Students are instructed by qualified skilled worksite mentors. These are programs that provide students with specific occupational skills, as well as valuable employability skills, interpersonal skills, and a general knowledge of the world of work.

Agency Collaboration: YA will be delivered locally through a network of local partnerships consisting of one or more school districts, or any combination of one or more school districts, other public agencies, nonprofit organizations, individuals or other persons, who have agreed to be responsible for implementing and coordinating a local YA program. Wisconsin will provide grant funding to assist with those efforts locally. The purpose of the grants is to administer the statewide YA program.

WTCS Credit for Prior Learning (Advanced Standing): WTCS will provide maximum recognition for work completed through nationally or regionally accredited post-secondary institutions or other education, training, or work experiences pertinent to the student's new educational programming and the technical college's graduation requirements.

Alternative Education Programs – At-Risk Youth: The Second Chance YA Program is a 21 consecutive month integrated educational experience combining youth apprenticeship and proficiency-based classroom education. The program is designed

to serve at-risk high school juniors and seniors who are severely credit deficient with little hope of graduating from a traditional high school setting. Students who complete the program demonstrate and maintain competencies in the core educational subject areas of math, science, social studies, and communications. Apprentices earn a diploma from the school district where they are enrolled and a Certificate of Occupational Proficiency from DWD.

WIA and YA Connection: Local YA partnerships are to identify the WDA area that they are a part of and to seek signature of the WDA as a partner with their local program. Local YA Coordinators provide many services that benefit students with barriers. These range from generating a communication network between stakeholders (instructor, student, mentor, parents, and employer) to development of course offerings, and schedule matching for students.

Youth to Adult Apprenticeship: DWD will create a pilot program to link youth apprenticeship participants to adult apprenticeship employers in manufacturing resulting in time and cost savings for both the student and employer. Manufacturers willing to sponsor apprentices within a school district participating in youth apprenticeship will be selected. YAs who successfully complete the two year manufacturing YA program will receive credit towards the registered apprentice completion requirements. Credit will apply toward required number or hours worked and related instruction. Three to five youth apprentices will receive OJT experiences and mentoring with employers. YAs who successfully complete the two year manufacturing YA program will receive credit towards the registered apprentice completion requirements. Credit will apply toward required number or hours worked and related instruction. Three to five youth apprentices will receive on-the-job experiences and mentoring with DWD's partner employer. This will result in a time and cost savings for both the student and employer.

IX. E. 2. Job Corps

Wisconsin has two Job Corps: Blackwell Job Corps and Milwaukee Job Corps. Both Job Corps provide academic training, including basic reading and math. Courses in independent living, employability skills and social skills are offered in order to help students transition into the workplace. The top goal of both Job Corps is to ensure that every qualified student obtains their High School equivalencies degree prior to leaving the program.

Blackwell Job Corps provides career training in the following:

- Business Technologies;
- Carpentry;
- Construction Craft Laborers;
- Electrical;
- Health Occupations;
- Masonry;
- Painting; and
- Welding.

Milwaukee Job Corps provides career training in the following:

- Manufacturing Technology;
- Material Handling;

- Welding;
- Cement Masonry;
- Heating, Ventilation, and Air Conditioning;
- Certified Nursing Assistant; and
- Medical Office Assistant.

Both Job Corps make referrals to the WDBs to register in their WIA Youth Program. Many of the WDBs make referrals to the Job Corps for those OSY youth that would be eligible to participate in the Job Corps program.

IX. E. 3. Reserve Funds for Statewide Activities to Serve Youth

Should State set-aside funds become available, the Governor's workforce priorities will guide the development of youth activities.

IX. E. 3. a. Utilizing Funds to Promote Coordination

As discussed in earlier sections, DWD will be aligning the workforce goals with other State efforts to coordinate complementary strategies. DWD will also work with DCF's W-2 to formalize a partnership agreement for purposes of dual enrollment with multiple funding sources.

IX. E. 3. b. Cross-cutting Models

DWD will investigate a partner agreement to encourage WIA Youth participation in the Employability Skills Certificate offered by High Schools throughout the State. The intent of the Employability Skills Certificate Program is to recognize a youth's mastery of employability skills valued by employers, to help youth explore career interests, and to provide a state credential of student mastery. DWD will also work with DPI on the WISTEM.org portal, that compiles resources for educators, parents, youth, recent graduates, business owners and other community members.

IX. E. 3. c. New Models for Alternative Education

The National Guard Youth Challenge Program is a preventive rather than a remedial at-risk youth program that targets participants who are unemployed, drug-free and law-free high school dropouts, 16 to 18 years of age. Select 19 year olds who will graduate before turning 20 are also eligible. The Challenge Academy is a 22-week residential program, followed by a year-long mentoring relationship with a specifically trained member from the youth's community. Core components of the program are:

- Responsible Citizenship;
- Academic Excellence;
- Life-Coping Skills;
- Service to Community;
- Health and Hygiene;
- Job Skills Training;
- Leadership; and
- Physical Fitness.

IX. E. 3. d. Demand-Driven Models

As discussed in more detail in other sections, DWD has initiated activities with the following models:

- WorkKeys is an assessment designed to evaluate the level of proficiency in Applied Mathematics, Reading for Information, and Locating information.
- WorkKeys assessments measure “real world” skills employers believe are critical to job success. These skills are valuable for any occupation – skilled or professional – and at any level of education.
- KeyTrain is an interactive training system for career readiness skills based on ACT’s WorkKeys assessment system.
- NCRC is a transferable credential that proves an individual is work ready. It demonstrates a person’s basic skill levels in three specific areas to employers.

IX. E. 4. Program Design

The state has a policy that provides guidance on the program design. The design framework of local youth provides must:

1. Provide an objective assessment of each participant and includes a review of the academic and occupational skill levels, as well as the service needs of each youth; and,
2. Develop and Individual Service Strategy including identifying an age-appropriate career goal.

Local programs must make the following services available to youth participants:

- Adult mentoring for a duration of at least twelve (12) months, that may occur both during and after program participation;
- Alternative secondary school services;
- Comprehensive guidance and counseling;
- Continuing performance review and evaluation;
- Dropout prevention;
- Follow-up services;
- Leadership development, which may include community service and peer-centered activities encouraging responsibility;
- Occupational skills training;
- Paid and unpaid work experiences, including internships and job shadowing;
- Summer employment linked to academic and occupation learning;
- Tutoring, study skills training, and instruction leading to completion of secondary school;
- Evaluation of each participant’s academic levels, skill levels and service needs;
- Post-secondary educational opportunities; and
- Individual Service Strategies for each participant that identifies an employment goal.

BWT provides technical assistance and monitoring to ensure WDBs comply with these provisions in designing their youth program and youth are provided as many services listed above as are feasible.

Eligible youth seeking assistance in linking academic and occupational learning are provided effective and comprehensive activities through the local youth program. The local program includes a variety of options for improving educational and skill competencies, and providing effective connections to employers

Depending on an individual's needs, OSY are provided the following:

- Career and occupational information;
- Classroom training for a High School Equivalency Diploma;
- Counseling;
- Decision making;
- Job placement;
- Job training activities, and
- Workforce information.

WDBs are expected to develop strong linkages between the workforce development system, academic learning and occupational learning to design services to prepare youth for unsubsidized employment. Youth Councils provide recommendations to the WDBs.

IX. F. Business Services

IX. F. 1. Determination of Employer Needs

DWD requires Business Service Teams as part of the Comprehensive JC Standards. The WDAs business service teams operate at varying levels in each of the workforce areas and at each of the JCs. Workforce partners are part of the team to collaborate on job development and employer needs activities. Employer feedback continues to focus on the need for improved coordination. Despite the economy, employers still face skill gaps among potential workers in many industries and geographic areas.

DWD continues to enhance its focus on business services through both the local business service teams and through the use of JS staff. The following goals continue to exist for the workforce system:

- Single point of contact;
- Focus on industry clusters and geographic needs rather than programmatic identity
- Cross-training of relevant programs and customers
- Clarify relationships between business service teams and jobseeker service staff to ensure a smooth integration.

DWD has undertaken additional initiatives to help further improve services:

- Increased role for JS staff. JS staff employer service training was conducted in May 2011 on the expectations and process for serving employers.
- Stronger focus on specialized recruitment assistance and better connection between real time identified skill needs and workforce system provided training.
- Enhanced use of the JS call center for job order processing and better connecting businesses to local employer service teams.
- Enhanced uses of jobcenterofwisconsin.com, such as email blasts and customized matching services.
- DWD recently worked with the local workforce boards to survey employers about their overall workforce system needs. Results are currently being tabulated and analyzed.

- Promotion of the NCRC has given increased confidence to employers regarding the work readiness of potential applicants
- JS now has four trained ACT profilers who can conduct in-depth job analyses for select businesses in exchange for partnering with JC programs and services.

IX. F. 2. Integration of Business Services and Wagner-Peyser

Wisconsin continues to make improvements in the One-Stop service delivery system. Two of the biggest recent changes include the development of JCW and the statewide JS call center. JCW continues to enhance its résumé search and job posting services. The JS call center system has eliminated duplication and overlap from the job order process and continues to provide higher quality job orders, in higher volume, with far fewer staff than ever in the past.

Through help screens and clear communication, DWD ensures that all businesses are referred back to local service providers (JS or other partners) for enhanced service provision above and beyond job order processing. As new partnerships with business and industry are formed, the workforce system will continue to devise additional development strategies that facilitate the adoption of common workforce, educational, and economic goals. By continuing efforts to identify the high growth job areas within Wisconsin we will be responding effectively to the business and industry needs for a skilled workforce and will be successful in meeting the demands. This is especially critical given the state of the current economy and the needs of jobseekers.

IX. F. 3. Streamlining Federal Tax Credit Programs

DWD initiated a process two years ago to streamline its tax credit processing programs and this resulted in the elimination of a 100,000 certification backlog in under one year. As part of this process, DWD committed to modernization of the tax credit database and the creation of an online certification tool. This project is designed to enable employers and tax credit consultants to submit the majority of the required documentation electronically, thereby greatly reducing paperwork, and vastly improving program efficiency. Tax credit program staff have also been providing trainings and webinars for workforce system staff to maximize employer knowledge of, and participation in, tax credit programs.

IX. G. Innovative Service Delivery Strategies and Maximize Resources

Sector Alliance for the Green Economy (SAGE) Project

On January 20, 2010, DWD and the CWI received a \$6 million federal SESP grant from DOL. The ARRA grant funds are to expand and upgrade apprenticeship training to incorporate skill requirements related to renewable energy and energy efficiency. The grant award provides curriculum, equipment and instructor training to organizations associated with new and existing statewide apprenticeship programs for specific trades participating in the SAGE project. It also will establish a training partnership system to green construction, manufacturing and utility occupations in energy efficiency, renewable energy, green manufacturing and smart grid utility skills. SAGE is a three year grant that will conclude December 31, 2012.

Projected Program Participation and Planned Curriculum Development WTCS, in coordination with the Bureau of Apprenticeship Standards within DET, will upgrade curriculum in apprenticeship trades. The project involves twenty-two new and existing apprenticeship programs:

- (a) Five new apprenticeship programs: (training will occur throughout the grant period)
 - Three programs will be established by August 2011: Dairy Grazier, Wastewater Treatment Plant Operator and Substation Electrician.
 - Projected training totals: 118 apprentices; 88 journey workers.
 - Two programs will begin development by August 2011: Weatherization Installer and Energy Auditor.

Projected training totals: 370 apprentices; 550 journey workers.
- (b) Upgrade 17 existing apprenticeship programs with curriculum, equipment and instructor training: (training will occur throughout the grant period)
 - Five programs are projected to be upgraded by May 2011: Construction Electrician, Glazier, Heat & Frost Insulator, Painter/Decorator and Roofer/Waterproofer.
 - Projected training totals: 1,530 apprentices; 570 journey workers.
 - Five programs are projected to be upgraded by August 2011: Electric Line Worker, Electric Metering Technician, Ironworker, Plumber and Sheet Metal.
 - Projected training totals: 1,646 apprentices; 430 journey workers.
 - Seven programs will begin upgrading by October 2011: Steamfitter and six manufacturing trades.
 - Projected training totals: 550 apprentices; 175 journey workers.

The CWI created an Energy Sector Subcommittee (ESS), with representatives from business and labor, and cabinet secretaries. This committee helped set the stage for local regional planning and participation in SAGE activities. DWD staff and representatives from CWI-ESS reviewed regional SAGE plans and will review local team outcomes. The regional SAGE plans identify regional energy sector partners and energy industry-related labor force needs. The purpose of the local agency plans are to:

- Demonstrate knowledge of the energy industry's economic and workforce issues within the region;
- Apply local team member resources to local energy sector needs;
- Help workers acquire the skills needed for careers in the energy sector; and,
- Establish enduring strategies and system resources for workers and employers.

The CWI-ESS approved six regional plans in November 2010. Funding to the regions is based on the State's WIA allocation formula and is weighted to provide additional funding to counties experiencing dislocation due to auto industry loss, such as Kenosha and Rock counties, and those experiencing high unemployment rates for minorities, such as Milwaukee. Funding will be distributed to the local regions in the second quarter of 2011 to provide support services to eligible apprentices and journey workers in the aforementioned trades.

Energy Sector Stakeholders and Related Activities

The following are the energy sector stakeholders and the activities performed to support the grant:

- The CWI-ESS is comprised of employer, labor and cabinet-level leaders. Members provided the guidelines for local regional planning and participation in SAGE activities. The Council approved local partnerships and strategic plans, and participates as the advisory committee to the statewide direction.
- Local regional partnerships include business, labor, WD Boards, WTCS and apprenticeship representatives. The partnerships address energy industry labor needs and provide recruitment, case management and retention services to non-incumbent workers participating in the grant.

- Industry focus groups for new apprenticeship programs include skilled workers from various employers, the WTCS and private instructors. The focus groups determine the apprenticeship program content and identify occupational training needs.
- Worldwide Instructional Design System facilitates the occupational focus groups and develops the curriculum for new apprenticeship programs.
- The Wisconsin Department of Natural Resources advises the department on how to align the Wastewater Treatment Plant Operator apprenticeship with proposed regulatory changes.
- Apprenticeship advisory committees, WTCS colleges and private training organizations research, purchase and implement the curriculum and equipment funded by the grant.

Leveraged Funds

- (a) Wisconsin Development Fund leveraged resources include:
- Painters and Allied Trades, District Council 7 for LEED certification and green instruction upgrades: \$325,000.
 - Wisconsin Pipe Trades Association Local 75 for a green building practices mobile training facility: \$245,000.
 - International Brotherhood of Electrical Workers for laboratory start up and instructor costs: \$270,000.
- (b) Employer contribution to apprentice wages (based upon an average apprentice wage of \$15.23 per hour and an average of 40 hours per apprentice x 4508 apprentices: \$2,746,274
- (c) Department of Administration will provide Weatherization Installer Equipment (\$200,000) and \$400,000 in funding to assist in curriculum development.

Health Care Initiatives

As noted in Section IV., the robustness of the health care sector has continued as a responsive industry. DWD focused efforts on innovative service delivery strategies to maximize the State's resources and meet the demands of employers through activities such as the sector strategies, Opportunity Grants and Skills Jump-Start explained in the Plan. In addition, other DWD health care initiatives that have emphasized and strengthened public/private partnerships and collaborations currently in place are: the DWD-Wisconsin Health Workforce Data Collaborative (WHWDC), the federal Department of Health and Human Services, Health Resources and Services Administration State Health Care Workforce Planning Grant and the federal National Institutes of Health Project WINNERS-Wisconsin Network for New Employment and Research Support. These are summarized below:

DWD-WHWDC project is comprised of more than 30 regional and statewide education, labor, employer and government organizations working on improving the State's health care labor force. This three-year grant effort is at its mid-point and continues to focus on providing the data and analysis necessary to develop an effective response to the growing shortage of healthcare professionals and workers.

Wisconsin is dependent upon an adequate supply of personnel in all health care settings. Effective health workforce planning and development requires the ongoing collection and analysis of supply, demand and distribution data. Educational programs training health occupations struggle to determine the number of prospective students to be admitted based on future projections of need in Wisconsin. Health care employers need to obtain reliable workforce data and labor market projections to inform decisions about the number of health professionals who are entering and exiting the workforce, and prospective students need to

determine the health occupation to select based on forecasted job availability. This \$300,000 project is funded in part by the Healthier Wisconsin Partnership Program, a component of the Advancing a Healthier Wisconsin endowment at the Medical College of Wisconsin and DWD receives \$107,876.

The federal Department of Health and Human Services, Health Resources and Services Administration State Health Care Workforce Planning Grant has been in development over the last seven years by DWD's Select Committee on Health Care Workforce Development, and has worked to develop a common understanding of the state's health care workforce planning and development challenges. The Committee's achievements are the basis for the work of the CWI Health Care Sector Subcommittee, and it has set the stage for this State Health Care Workforce Development Planning Grant application.

During the planning grant year, the Wisconsin collaboration will (1) analyze state LMI in order to inform the enrollment planning of both the technical and academic health professions training programs; (2) identify current areas of need in the state and region and projected high demand occupations in order to give clear guidance to students and adults about potential health careers; (3) collect the substantial work that has been done by Subcommittee member organizations over the last several years on articulating and facilitating career pathways, identify the gaps and barriers, and develop a work plan for addressing these issues; (4) clearly articulate the standards for skills that must be developed in high school for entry in postsecondary education and success in pursuing a healthcare career, licensure and credentialing; (5) evaluate exceptional health careers programs in secondary and post-secondary education settings and identify the essential elements for their success; (6) identify the barriers to expansion of the state's workforce capacity in order to provide full access to appropriate healthcare for all its residents; and (7) identify federal and state policy initiatives necessary for a coherent and comprehensive health care workforce development strategy.

Working toward consistent health workforce data collection, analysis and labor market forecasting will be an essential element of Wisconsin's planning grant year, as well as attention to distribution of providers in rural and vulnerable urban communities. Wisconsin will use this planning year to continue the recent work of the CWI Health Care Sector Subcommittee's workgroup the WHWDC, completing the collection of benchmark data needed to develop a plan to expand the size or effective capacity of its primary care workforce. Understanding the impact of changes in utilization rates, technology and the organization of health care delivery will be an important part of this work with refined models for forecasting workforce needs.

With the assistance of this planning grant, the Health Care Sector Subcommittee will be able to prepare an informed action plan to assure a successful implementation phase, and make substantial progress toward creation of a collaborative center for health workforce analysis: a partnership between state agencies, academic research centers, and healthcare provider organizations to ensure consistent, high-quality data collection, research and analysis for the state. This \$150,000 project is funded for one year with deliverables due on August 31, 2011.

The federal National Institutes of Health Project WINNERS-Wisconsin Network for New Employment and Research Support project is working with two community-based organizations and DWD to develop and implement community health research assistants (CHRA) curricula, training/certification programs and on-line resources including a website to facilitate matches between researchers and CHRA. The CHRA training integrates transferable job skills that will result in improved general employability. Researchers and health professionals will also have

the opportunity to participate in professional development and certification programs to strengthen their skills and knowledge to promote effective and culturally appropriate community based research.

Project WINNERS will strive to create a cadre of CHRAs from among members of underserved and underrepresented populations in Wisconsin. Beginning locally and expanding statewide, through established networks, to Wisconsin communities experiencing health disparities and unemployment. Aims will be achieved in mutually reinforcing way, embedded in established infrastructures, articulated with ongoing program development within the WI Institute for Clinical and Translational Research and community partners, and aligned with state, university and community priorities.

Aim 1: Increase number and enhance quality of studies in Wisconsin communities experiencing poor health outcomes will be achieved by: 1) creating multiple new access points for researchers; 2) developing capacity of communities to participate in and support translational research; 3) increasing skill set of academic partners to collaborate with community partners; and, 4) increasing the benefits/incentives for community partners.

Aim 2: Implement an innovative approach to community benefit, increasing short and long term employment opportunities while increasing relevant health resources.

Creation of a job training/certificate program for community members will result in a pool of workers with skills to 1) support community based research; 2) act as a health resource for their community; and 3) find long term employment. Health impact for the community will result from both improved access to health information and improved opportunities for employment; which by itself is correlated with health outcomes. DWD receives no funding but leverages the existing employment and training resources to assist in the effort of Project WINNERS.

Registered Apprenticeship Initiatives

- **Minority Outreach:** With \$100,000 of WIA State set-aside funds, two organizations have received contracts to improve the retention of women and minorities in the Registered Apprenticeship program. The Wisconsin Regional Training Partnership/Building Industry Group Skilled Trades Employment Program (WRTP/BIG STEP) in Milwaukee and the YWCA in Madison will provide case management services to mentor African Americans, women and other minorities with the goal of improving the minority apprenticeship program completion rates. The mission of WRTP/BIG STEP is to enhance the ability of private sector organizations to recruit and develop a more diverse qualified workforce in construction, manufacturing and related sectors of the regional economy. The grant for WRTP/BIG STEP was expanded to work with First Choice in Kenosha, and other building trades in Northeast Wisconsin including the Skilled Trades Apprenticeship Readiness Training (START) program in Madison. The START program is a six week program designed to help candidates gain access to one of the 17 construction trade apprenticeships available in the Madison area.
- **Veteran's Services Collaboration:** In 2010, nearly \$2.5 million in Veteran's Benefits has been paid to qualified registered apprentices. Registered apprenticeships constitute qualified training for a veteran to receive benefits under Chapter 30, Montgomery GI Bill and Chapter 31, VR. Depending on the branch of service, veteran's survivors may be eligible under Chapter 35, Survivors or Dependents programs. All of these programs pay a monthly stipend directly to the eligible beneficiary. In addition, the Registered Apprenticeship program in collaboration with DET's Office of Veterans Services established the Veterans in Piping program. This program offers a free 20 week training program to Operation Iraqi

Freedom and Operation Enduring Freedom Veterans. Successful graduates receive welding and rigging certifications and qualify as a second year apprentice as a pipefitter. The first class started November 1, 2010. Successful completion of a registered apprenticeship program in the pipe trades can translate into journeyworker status and a family-sustaining wage with benefits.

- **Youth Apprenticeship and Other Work-Based Learning Programs:** The following describes strategies previously identified for YA and other WBL programs:
 - Career 101: The WDBs youth leads will establish a partnership with local school districts, YA Partnerships and other organizations serving youth in the local area to broaden youth employment and training focus in the community to incorporate youth development perspective; create demonstration pilots to increase high school students' career awareness and planning for a career pathway; build upon and link with the comprehensive school counseling model; implement the Career Pathways Model; explore and expand the use of WisCareers. The Career 101 project will build and extend the existing successes by making sure that Wisconsin's system is responsive to industry demands, not program-driven; that it addresses the needs of employers and our youth, the future workforce. Expected outcomes include: development of student portfolios that will include a snapshot of the learning and educational accomplishments the students have achieved; delivery of career awareness activities; cross-walks of transferrable skill sets within an industry; and coordination of the WIA Youth comprehensive guidance and services with the Wisconsin Comprehensive School Counseling Model.
 - High School Student WBL Program Opportunities – YA: DWD will offer the YA WBL program statewide to all secondary students through the Local YA Partnership structure. The program allows youth to prepare for their future by giving them a combination of classroom instruction and paid OJT training. In this education model, secondary students obtain a set of state-wide defined occupational abilities by learning concepts in the classroom and applications in a work setting.
 - The standard, two-year youth apprenticeship program must include four semesters of classroom instruction and requires a minimum of 900 hours of work-based learning. It is targeted to high school juniors and seniors, with classes and work scheduled concurrently. Completers are awarded a state Certificate of Occupational Proficiency and are eligible to receive advanced standing credits in a WTCS in a related associate degree program. A recruitment and application process must be established by local steering committees which informs all students about youth apprenticeship opportunities. Specific strategies should be developed to recruit students into nontraditional opportunities, to recruit minority students, students "at risk," and students with disabilities. The youth apprenticeship program is especially suitable for students whose preferred learning style includes hands-on, applied learning.

IX. H. Strategies for Faith-Based and Community Organizations (FBCO) (1-3)

The value of increasing the opportunities for FBCOs as training providers aids in maximizing consumer choice for training seekers using the ETP list. For example, the State list has a broad cross-section of private, faith-based post-secondary and health care institutions that offer training programs. Among the ETP accredited institutions are Cardinal Stritch University, Carthage College, Concordia University, Edgewood College, Gunderson Lutheran Medical Foundation, Marian College, Marquette University, St. Mary's University of Minnesota, St. Norbert College, St. Scholastica University, St. Thomas University and Viterbo College. Additionally, FBCOs offering training programs found on the ETP list include the Good Samaritan Society of St. Croix Valley, Goodwill Industries, Grace Lutheran Foundation,

Interfaith Older Adult Programs, St. Joseph Hospital, St. Joseph Residence, St. Luke's Medical Center, St. Michael's Hospital and the St. Anne Training Center.

The WIA Local Plan Guidelines specifically requested the WDBs to "describe (a) those activities to be undertaken to increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system, and (b) those activities to be undertaken to expand the access of faith-based and communication organizations' clients and customers to the services offered by the One-Stops in the WDA."

Examples at the local level within the WIA infrastructure include:

- Inviting FBCOs to provide itinerate services at the JCs such as partnering with Catholic Charities to provide a free tax assistance, and Lutheran Social Services, the Salvation Army, etc. to provide grief counseling from job losses;
- Coordinating services specifically for special needs populations and recent immigrants such as faith-based community organizations' coalitions to serve the emerging Latino and Hispanic individuals in the central part of the State;
- Ensuring FBCOs are included in all competitive RFPs procurement process, and as subcontractors for special grant initiatives;
- Referring a client to FBCOs when appropriate as part of their employment plan;
- Creating out-stations at local faith centers to serve as computer resource areas for job search assistance;
- Participating on the JC coordination teams;
- Collaborating with a faith-based initiative, Continuum of Care, to address the needs of homeless people; and
- Sharing resources for joint public service announcements.

X. State Administration:

X. A. Technology Infrastructure and Management Information System

DWD provides infrastructure in the form of dedicated data connectivity lines to Comprehensive JCs, and standards guidance for compatibility with state-developed information technologies.

These technologies, largely designed with web interfaces for account-based and password-protected wide-area network distribution, include large databases for management of job orders, job openings, case management files, labor market and occupational information, training provider and program details, program participation and performance. Data sharing contracts protect customer privacy in partner agreements.

The site www.JobCenterofWisconsin.com functions as a resource for job seekers and business consumers. It is a Wisconsin-centered employment exchange, linking employers in all parts of the state (and communities that border Wisconsin) to anyone looking for a job. It is available 24-hours a day at no-cost to employers and job seekers.

Job seekers may search for jobs anonymously with no registration requirement. Searches for job openings may be statewide, or by county, city, or zip code. Additional benefits are available to customers who register to create a personal account. These benefits include the ability to create customized job searches and receive a daily or weekly email with new job openings that match specified criteria. Registered users can create and save multiple professional-quality resumes or work applications and to match that data with available job openings.

Registered employers may post job openings online, upload jobs from the company's website to JCW, and search for candidates that best suit their hiring needs. Employers may search for workers using keywords. Customized searches that email the employer with matching candidates are also available. Employers are able to contact job seekers via email generated within the system. The anonymity of the job seeker is maintained until that person opts to be identified to a potential employer.

Data provided by registered job seekers populates the ASSET case management system (see section X. C. for more information about ASSET). Information provided by registered employers populates JobNet Business-Staff. ASSET and JobNet Business-Staff are only accessible by JC staff and partners, and are not public-facing systems. The system tracks services to employers and job seekers.

For job seekers, there is guidance on how to look for jobs, prepare for an interview, or prepare a job application or resume, including links to several publications in these topic areas. There are career planning tools, access to LMI, training program links, and connections to assistance services for food, housing child care, and tax credits for qualifying individuals.

For employers and businesses, there is information on recruitment using JCW and the national Job Central website, retention strategies, supervisor training programs, staff training, LMI including national and state-specific wage trends, access to hiring incentives and tax credits, labor law information, and a link to the State of Wisconsin Business Wizard for entrepreneurs.

DWD is active in its use of mail distribution lists for push notification of relevant communication to in-house staff and statewide constituent groups. The lists identified in IX. B. 4. are managed by the LMI. The list supporting the ASSET system is managed in the Bureau of Program Management. The JCW list is managed in BWT. The DET has also begun to adopt social media strategies to promote and support JC of Wisconsin and other programs using LinkedIn and Facebook.

X. B. Reserve Funds for Statewide Activities

Should State set-aside funds become available, the Governor's workforce priorities will be the foundation to target funds.

X. C. Performance Management and Accountability

X. C. 1. Performance Accountability System

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 WIA Standardized Record Data 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 DOL TEGL 17-05 Common Measures Policy for the ETA's Performance Accountability System and Related Performance Issues. Staff have developed a number of tools to assist state and local staff in monitoring performance throughout each program year. These tools include:

- Technical Assistance Guides for each group of performance measures for Adult, DW, 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 summer, staff participate in roundtables and provide 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 DOL's quarterly performance reporting formats, DET staff compute 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 program years 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 program year (i.e., July 1 - June 30), instead of performance measure year dates (which vary according to the measure), the data provide local boards with another perspective on how program participants fare in their programs. This data are used by local boards to apply for grants and to develop programs designed to address and improve service delivery, program design, and participant outcomes.

The Data Validation effort that DOL oversees has also been a useful resource for helping Wisconsin fine-tune its reporting processes and program policies. All of these tools and training activities have contributed to the continuous improvement of the State's performance outcomes over the past several years.

X. C. 2. Targeted Groups

Wisconsin tracks specific targeted applicant groups required by DOL as part of its annual report requirements. DET maintains an internet accessible data warehouse that is available to any state and local staff who have secured access to the site on which the warehouse resides. This warehouse is developed using Business Objects and Web Intelligence 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 weekly basis and allow staff to monitor program and participant activities for active as well as exited participants. Wisconsin is currently working on refining the Web Intelligence application to make reports more useful and easier to understand.

X. C. 3. Additional Outcomes

The State does not have additional outcomes to DOL's reporting measures.

X. C. 4. Common Data System and Reporting Processes

As stated above, ASSET is Wisconsin's common data collection system. Data is extracted from this system to prepare and submit all WIA quarterly and annual reports. In addition to ASSET, DWD has invested substantial effort and resources into the development of a JC Systems Data Warehouse that contains data and reports requested by local boards and other state staff. The warehouse is Internet-accessible and requires security clearance to access the data contained within it. 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.

X. C. 5. CWI and Continuous Improvement

As part of the Governor's workforce priorities, the CWI has been tasked to "improving accountability and transparency in order to measure success and prioritize future funding based on outcomes." At the Council's December meeting, the WDB's Executive Directors will be providing highlights of their local plans.

X. C. 6. Evaluation and Sanctions

Evaluation of performance is done through annual monitoring either through desk review or onsite as well as the annual WDB and DWD common measures data analysis. Typically, the DET provides technical assistance but continued poor performance may lead to sanctions.

The sanction process has two phases:

The first phase occurs when a WDB fails one or more performance measures in any given year. If this occurs, DWD will provide technical assistance. This includes helping the WDB to develop a performance improvement plan with the following components:

- Statement regarding which performance indicators will be improved through implementation of the plan;
- Analysis of performance problem, including a description of problem solving techniques used to determine the most likely causes of the problem and a description of the most likely causes;
- Identification of possible actions to improve performance, and descriptions of the actions the WDB will take to improve; and
- A timetable for implementing the selected solutions.

For phase two, if a WDB fails to meet the negotiated performance levels or customer satisfaction indicators for a program for two consecutive program years, DET must take corrective action. Corrective action may include the development of a reorganization plan, under which the Governor:

- Requires the appointment and certification of a new WDB;
- Prohibits the use of particular service providers or JC partners that have been identified as achieving poor levels of performance; or
- Requires other appropriate measures designed to improve local performance.

X. C. 7. Proposed Performance Level for Each Measure

DET received a waiver to implement Common Measures. Attachment P lists the PY 2011-2012 common performance State levels. DWD will continue to collect data on the 15 WIA Title 1 performance measures for Adults, DW and Youth.

X. D. Administrative Provisions

X. D. 1. Appeal Process for Local Area Non-designation

For this purpose, DWD uses the appeal process identified earlier in VIII. A.3.

X. D. 2. Non-Discrimination Compliance

The State ensures compliance with the non-discrimination requirements as described in the equal opportunity Memorandum of Administration and VIII.H.

XI. Assurances

1. The state assures that it will establish, in accordance with section 184 of the WIA, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the state through the allotments made under sections 127 and 132. (~1 12(b)(1 1)). The state is audited by the Wisconsin Legislative Audit Bureau.
2. The state assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that -
 - a. the state has implemented the uniform administrative requirements referred to in section 184(a)(3);
 - b. the state has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
 - c. the state has taken appropriate action to secure compliance with section 184 (a)(3) pursuant to section 184(a)(5). (~ 184(a)(6).)
3. The state assures that the adult and youth funds received under the WIA will be distributed equitably throughout the state, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (~1 12(b)(12)(B).)
4. The state assures that veterans will be afforded employment and training activities authorized in section 134 of the WIA, and the activities authorized in chapters 41 and 42 of Title 38 US code. The state assures that it will comply with the veterans priority established in the *Jobs for Veterans Act. (38 USC4215)* and ETA Guidance Letter No. 5-03, dated September 16, 2003.
5. The state assures that the Governor shall, once every two years, certify one local board for each local area in the state. (~1 17(c)(2).)
6. The state assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The state assures that no funds received under the WIA will be used to assist, promote, or deter union organizing. (~ 181 (b)(7).)
8. The state assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a MOA has been developed and implemented (~ 188.)
9. The state assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (~185.).
10. The state assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at *section 189(c)* of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the state by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:
 - General Administrative Requirements:
 - 29 CFR part 97 --Uniform Administrative Requirements for state and Local Governments (as amended by the Act)

- 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
 - OMB Circular A-87 --Cost Principles (as amended by the Act)
 - Assurances and Certifications:
 - SF 424 B --Assurances for Non-construction Programs
 - 29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20
 - CFR part 93 --Certification Regarding Lobbying (and regulation)
 - 29 CFR part 98 --Drug Free Workplace and Debarment and Suspension
 - Certifications (and regulation)
 - Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the WIA, or subsequent Executive or Congressional mandates.
11. The state certifies that the WP Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
 12. The state certifies that veterans' services provided with WP Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
 13. The state certifies that WP Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
 14. The state assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
 15. The state certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
 16. As a condition to the award of financial assistance from the DOL under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - Section 188 of the WIA of 1998, which prohibits discrimination against all individuals in the US on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the US or participation in any WIA Title I- Financially assisted program or activity;
 - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
 - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity.

The grant applicant understands that the US has the right to seek judicial enforcement of this assurance.
 17. The state assures that funds will be spent in accordance with the WIA and the WP Act and their regulations, written DOL Guidance implementing these laws, and all other applicable federal and state laws and regulations.

Acronyms

ARRA American Recovery and Reinvestment Act
ASSET Automated System Support for Employment and Training
BLS Bureau of Labor Statistics
BPMS Bureau of Program Management and Special Populations
BWT Bureau of Workforce Training
CES Current Employment Statistics
CHRA Community Health Research Assistant
CLEO Chief Local Elected Official
Commerce – Department of Commerce
CWI Council on Workforce Investment
DCF Department of Children and Families
DEED Division of Entrepreneurship and Economic Development
DET Division of Employment and Training
DHS Department of Health Services
DOC Department of Corrections
DOL U.S. Department of Labor
DPI Department of Public Instruction
DVOP Disabled Veterans Outreach Program
DVR Division of Vocational Rehabilitation
DWD Department of Workforce Development
DW Dislocated Worker
EAB Educational Approval Board
ED Economic Development
ESS Energy Sector Subcommittee
ETA US Employment and Training Administration
ETP List List of Eligible Training Programs and Providers
FBCO Faith-based and Community Organizations
FLC Foreign Labor Certification
HWOL Help Wanted Online
IEP Individual Employment Plan
ITA Individual Training Accounts
JC Job Center

JCW Job Center of Wisconsin
JS Job Service
LAUS Local Area Unemployment Statistics
LEP Limited English Proficiency
LMI Labor Market Information
LPL Local Program Liaison
LVER Local Veterans' Employer Representative
MLE Migrant Law Enforcement
MLS Mass Layoff Statistics
MOU Memorandum of Understanding
MSFW Migrant and Seasonal Farm Workers
MSSC Manufacturing Skills Standards Certification
NCRC National Career Readiness Certificate
NEG National Emergency Grant
NFJP National Farmworker Jobs Program
OJT On the Job Training
OSO One-Stop Operator
OSY Out of School Youth
PY Program Year
QCEW Quarterly Census of Employment and Wages
REA Reemployment Eligibility Assessment
RES Reemployment Services
RFP Request for Proposal
RISE Regional Industry Skills Education
RR Rapid Response
SAGE Sector Alliance for the Green Economy
SESP State Energy Sector Partnership
START Skilled Trades Apprenticeship Readiness Training
STEM Science, Technology, Engineering and Math
TAA Trade Adjustment Assistance
TANF Temporary Assistance for Needy Families
TA Technical Assistance
TRA Trade Readjustment Act
UI Unemployment Insurance

UMOS United Migrant Opportunity Services
VPL Veterans Priority Letter
VR Vocational Rehabilitation
WBL Work-Based Learning
WDA Workforce Development Area
WDB Workforce Development Board
WEDC Wisconsin Economic Development Corporation
WHWDC Wisconsin Health Workforce Data Collaborative
WIA Workforce Investment Act
WWPS Wisconsin Worker Profiling Services System
WP Wagner-Peyser
WRTP Wisconsin Regional Training Partnership
WTCS Wisconsin Technical College System
WWDA Wisconsin Workforce Development Association
WWPS Wisconsin Worker Profiling System
YA Youth Apprenticeship

Attachments

Attachment A	ETA Regional Administrator
Attachment B	Program Administration Designees and Plan Signature
Attachment C	Cabinet/State Agency Organization Chart
Attachment D	Department of Workforce Development Organization Chart
Attachment E	Governor's Council on Workforce Investment Act Members and Representation
Attachment F	Regional Areas Map
Attachment G	Workforce Development Areas and Comprehensive Job Centers Location Map
Attachment H	Comprehensive Job Center Standards
Attachment I	WIA Wisconsin Allocation Process
Attachment J	Technical Assistance Action Plan
Attachment K	Complaints/Grievance Procedures for One-Stop System
Attachment L	WIA Registered Apprenticeship Administrator's Memo
Attachment M	On-the-Job Training and Customized Training Administrator's Memos
Attachment N	Reemployment Services Location Map
Attachment O	Limited English Proficiency Plan
Attachment P	State Performance Levels
Attachment Q	State Plan Comments and State Response

Attachment A

ETA Regional Administrator

REGION 5 - CHICAGO/KANSAS CITY

Byron Zuidema
Regional Administrator
U.S. Department of Labor/ETA
230 S. Dearborn Street, Rm. 628
Chicago, Illinois 60604
(312) 596-5400
FAX: 312-596-5401
Zuidema.byron@dol.gov

Attachment B

Program Administration Designees and Plan Signature

Name of WIA Title I Grant Recipient Agency: Department of Workforce Development

Address: 201 E. Washington Ave. Madison WI 53707

Telephone Number: 608-267-1410 TTY: 608-267-0477

Facsimile Number: 608-266-1784

E-mail: scott.baumbach.dwd.wisconsin.gov

Name of WIA Title I Signatory Official: Scott Baumbach, Secretary, Department of Workforce Development

Address: 201 E. Washington Ave. Madison WI 53707

Telephone Number: 608-267-1410 TTY: 608-267-0477

Facsimile Number: 608-266-1784

E-mail: scott.baumbach.dwd.wisconsin.gov

Name of WIA Title I Liaison: Jane Pawasarat, Administrator, Division of Employment & Training

Address: 201 E. Washington Ave. Madison WI 53707-7972

Telephone Number: 608-266-3485

Facsimile Number: 608-261-6968

E-mail: jane.pawasarat.dwd.wisconsin.gov

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

Scott Baumbach, Secretary, Department of Workforce Development

Address: 201 E. Washington Ave. Madison WI 53707

Telephone Number: 608-267-1410 TTY: 608-267-0477

Facsimile Number: 608-266-1784

E-mail: scott.baumbach.dwd.wisconsin.gov

Name and title of State Employment Security Administrator (Signatory Official):

Scott Baumbach, Secretary, Department of Workforce Development

Address: 201 E. Washington Ave. Madison WI 53707

Telephone Number: 608-267-1410 TTY: 608-267-0477

Facsimile Number: 608-266-1784

E-mail: scott.baumbach.dwd.wisconsin.gov

As the Governor, I certify that for the State of Wisconsin, the agencies and officials designated above have been duly designated to represent the State/Commonwealth in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

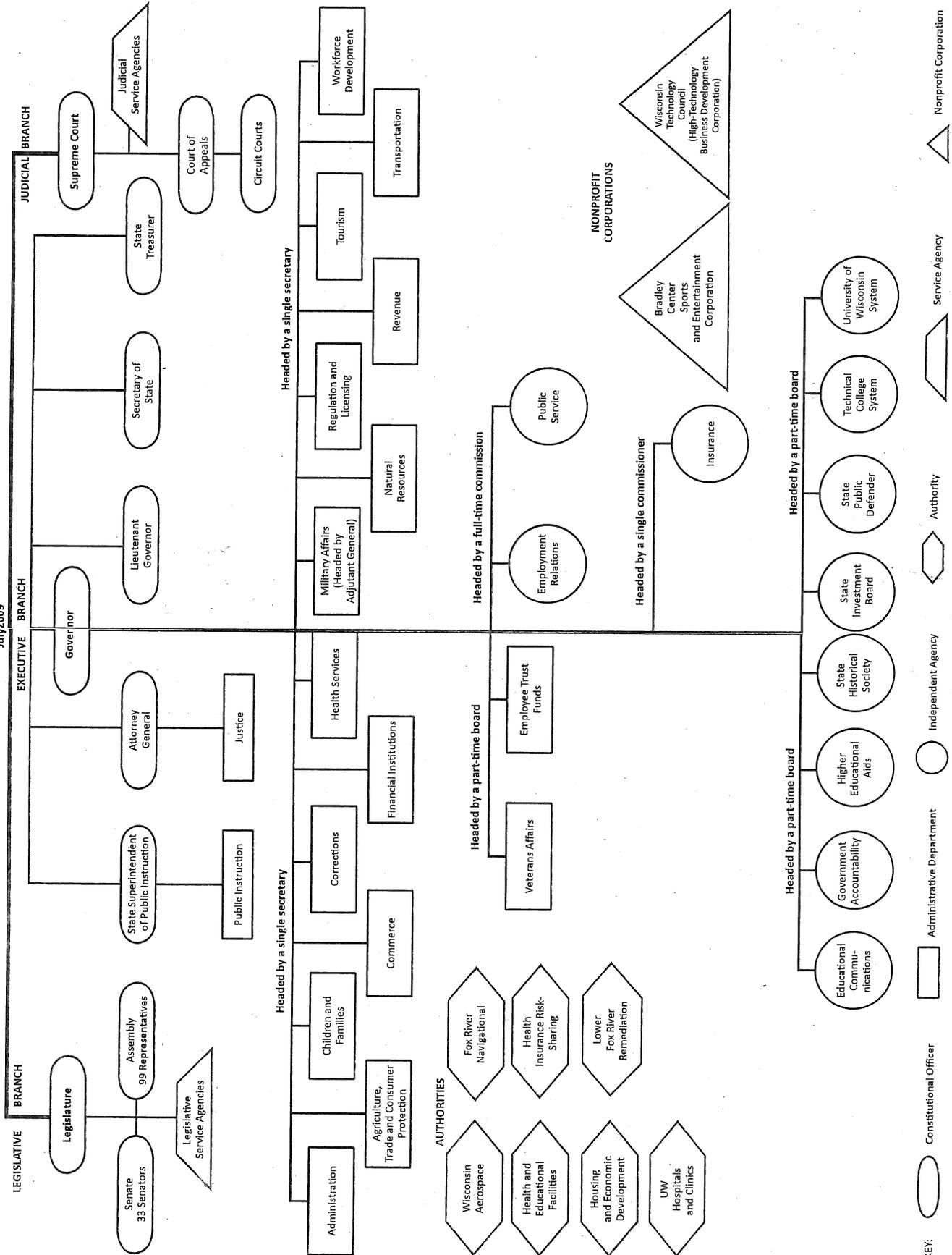
Typed Name of Governor Scott Walker



Signature of Governor

Date 9/22/2011

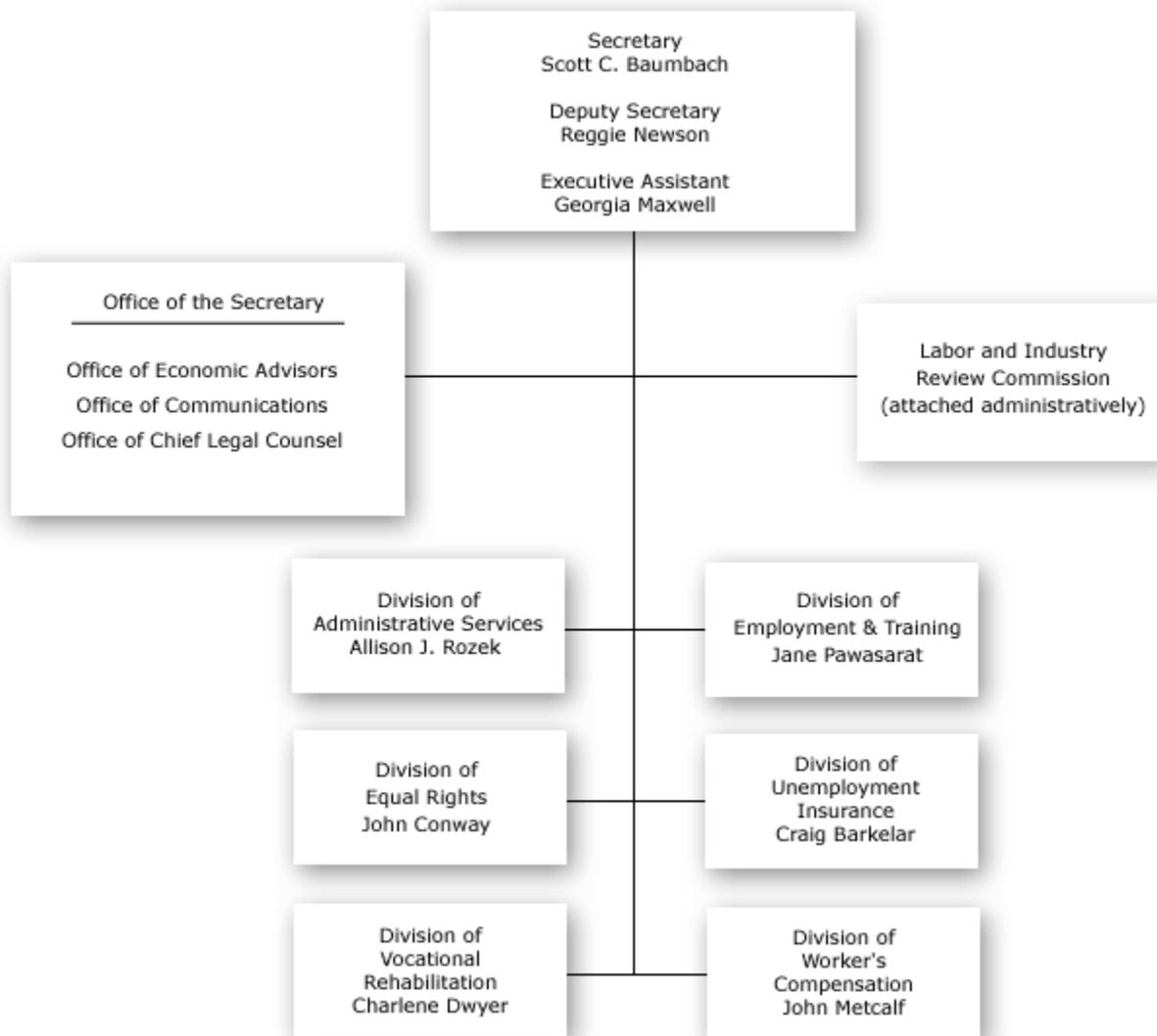
WISCONSIN STATE GOVERNMENT ORGANIZATION
July 2009



Units of state government not shown on the chart are listed on following page.

Attachment D

Department of Workforce Development Organization Chart



Attachment E

Members of the Governor's Council on Workforce Investment and Representation

Council Chair

Timothy W. Sullivan, Milwaukee

Council Executive Director

Scott Baumbach, Secretary, Department of Workforce Development, Madison

Eloise Anderson, Secretary, Department of Children and Families, Madison

Judy Aspling, Human Resource Executive, Charter Films, Inc., Superior

Kurt R. Bauer, President/CEO, Wisconsin Manufacturers and Commerce, Madison

Brian Bodager, Chief Administrative Officer, General Counsel & Corporate Secretary, Associated Banc-Corp, Milwaukee

Ruth H. Brash, President, NovaTech Solutions, Inc., Milwaukee

Dan Clancy, President, Wisconsin Technical College System, Madison

Charles Cole, Deputy Secretary, Department of Corrections, Madison

Mark A. Cullen, Chairman, J.P. Cullen & Sons, Inc., Janesville

Jill Didier, Mayor, Wauwatosa

Tony Evers, State Superintendent of Public Instruction, Department of Public Instruction, Madison

Bill Goodman, President, Schenck SC, Appleton

Lorraine Greenberg, President, Promotions Unlimited Corp., Racine

Reed E. Hall, Executive Director (Retired), Marshfield Clinic, Marshfield

Emery K. Harlan, Esq., Gonzalez Saggio & Harland LLP, Milwaukee

Diane Hendricks, ABC Supply Co., Inc., Beloit

Paul Jadin, Secretary, WI Economic Development Corporation

Paul J. Jones, Vice President, General Counsel & Secretary, Harley-Davidson, Inc., Milwaukee

Representative Chris Kapenga, Wisconsin State Assembly, 33rd District

Dr. Tina Koehn, Vice President of Administration, UMOS Inc., Milwaukee

Jim Ladwig, Racine County, Racine

Representative Michelle Litjens, Wisconsin State Assembly, 56th District

Steve Loehr, Vice President of Operations, Kwik Trip, Inc., La Crosse

Jay V. Loewi, CEO, QTI Group, Madison

Terrance E. McGowan, Business Manager, International Union of Operating Engineers, Local No. 139, Pewaukee

Maria Monreal-Cameron, President/CEO, Hispanic Chamber of Commerce – Wisconsin, Milwaukee

Senator Terry Moulton, Wisconsin State Senate, 23rd District

Gerard A. Randall, Jr., Milwaukee Partnership Academy, Milwaukee

Mark Reihl, Executive Director, Wisconsin State Council of Carpenters, Madison

Bruce Ridley, Mill Manager, Packaging Corporation of America, Tomahawk

Christopher A. Rudd, President, Ruud Lighting, Inc., Racine

John Scocos, Secretary, Department of Veterans Affairs, Madison

John Shiely, Chairman Emeritus, Briggs & Stratton Corporation, Milwaukee

Leniwati M. Siker, President, Siker Consulting, Inc., Milwaukee

Dennis Smith, Secretary, Department of Health Services, Madison

Donald Sykes, CEO and President, Milwaukee Area Workforce Investment Board, Milwaukee and Chair of the Wisconsin Workforce Development Association

Senator Van Wanggard, Wisconsin State Senate, 21st District

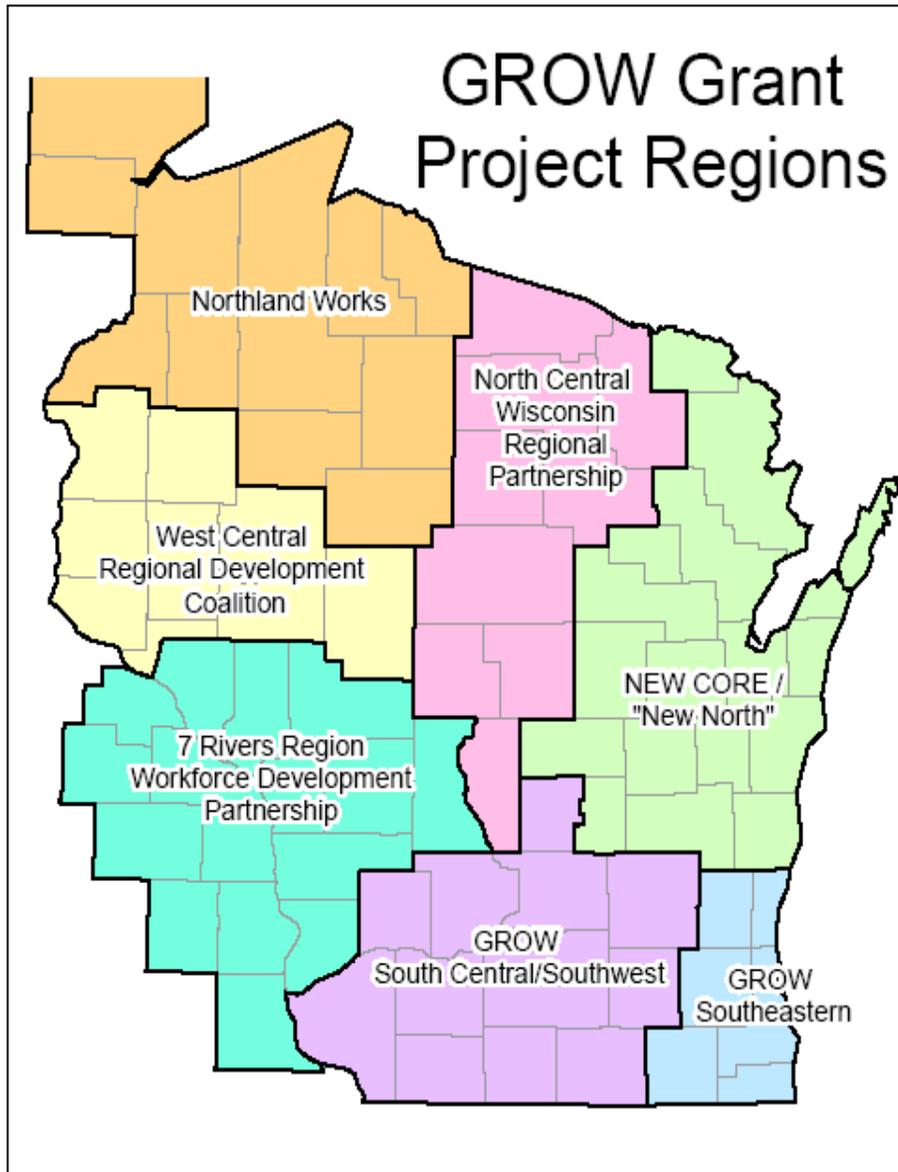
Larry L. Weyers, Retired Chairman, President & CEO, Integrys Energy Group (WI Public Service), De Pere

James Woodward, President/CEO, Meriter Health Services, Madison

Representative Josh Zepnick, Wisconsin State Assembly, 9th District

Attachment F

Wisconsin Regional Areas



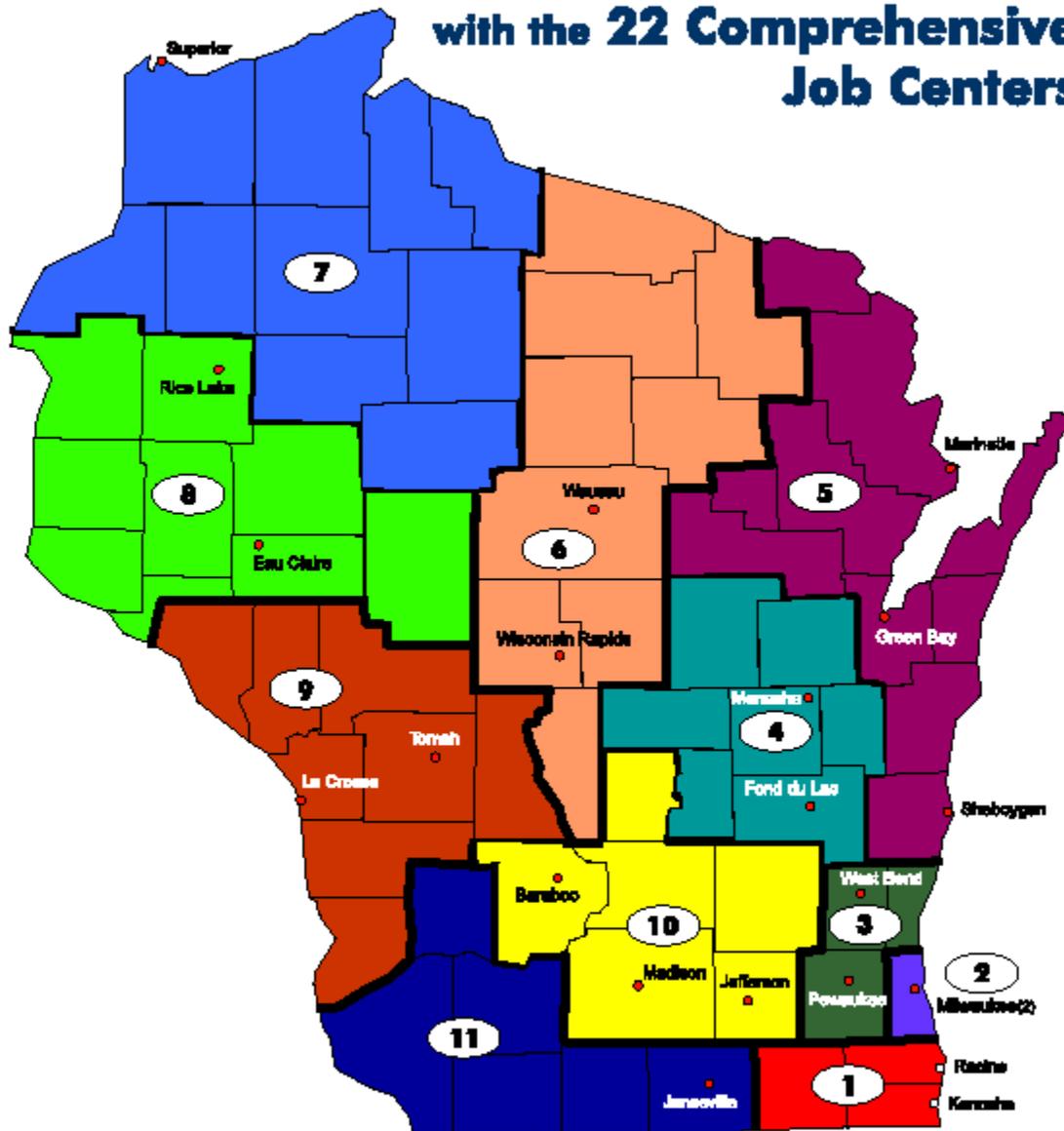
Wisconsin Department of Workforce Development, Bureau of Workforce Information, April 2006
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Attachment G

Wisconsin Workforce Development Areas and Comprehensive Job Center Locations

Wisconsin's Workforce Development Areas

with the 22 Comprehensive Job Centers



1	Southwest	5	Bay Area	9	Western
2	Milwaukee County	6	North Central	10	South Central
3	Waukesha-Ozaukee-Washington	7	Northwest	11	Southwest
4	Fox Valley	8	West Central		

Attachment H

Comprehensive Job Center Standards

One-Stop Job Center Requirements and Standards of Service

As established in § 662.100 (a) of the WIA Regulations, ...the One-Stop delivery system is a system under which entities responsible for administering separate workforce investment, educational, and other human resource programs and funding streams (referred to as One-Stop partners) collaborate to create a seamless system of service delivery that will enhance access to the programs' services and improve long-term employment outcomes for individuals receiving assistance.

Integral to the accomplishment of that goal, the Act establishes Federal, State and Local responsibilities to establish a system of one-stop job centers through out the nation. In Wisconsin, a Comprehensive One-stop Center is a physical location where, at a minimum, WIA Title 1b core services are provided and Wisconsin JS and Wisconsin Division of Vocational Rehabilitation staffs are located. There must be at least one comprehensive center in each Workforce Development Area. Each comprehensive one-stop center must provide the following:

Core Services: WIA 134(b)(2)

1. Determination of an individual's eligibility to receive assistance from WIA
2. Assistance in establishing eligibility for programs of financial aid for training and education programs not funded under the WIA and available in the local area.
3. Outreach, intake, and orientation to the information and other services available through the Job Center system.
4. Initial assessment of occupational and soft skill levels, aptitudes, abilities, and supportive service needs.
5. Job search and placement assistance, and where appropriate, career counseling;
6. Access to WORKnet and WisCareers, or, provide of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including--
 - (i) job vacancy listings in such labor market areas;
 - (ii) information on job skills necessary to obtain the jobs described in clause (i); and
 - (iii) information relating to local occupations in demand and the earnings and skill requirements for such occupations;
7. Access to the State Eligible Training List
8. Information regarding local area performance measures and any additional performance information for the one-stop delivery system in the local area.
9. Information about and referral to supportive services, including childcare and transportation in the local area
10. Information regarding filing claims for unemployment compensation.
11. Follow-up services (including counseling) for WIA participants placed in unsubsidized employment, for at least 12 months after the first day of employment.

Access to Intensive Services: WIA 134(d)(3)(C)

1. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include--
2. diagnostic testing and use of other assessment tools; and
3. in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
4. Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals.
5. Group counseling.

6. Individual counseling and career planning.
7. Case management for participants seeking training services under paragraph (4).
8. Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.

Access to Training Services: WIA 134(d)(4)(D)

1. occupational skills training, including training for nontraditional employment;
2. on-the-job training;
3. programs that combine workplace training with related instruction, which may include cooperative education programs;
4. training programs operated by the private sector;
5. skill upgrading and retraining;
6. entrepreneurial training;
7. job readiness training;
8. adult education and literacy activities provided in combination with services described in any of clauses (1) through (7); and
9. customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Access to other programs and activities carried out by the One-Stop partners

The One-stop partners are:

1. WIA Title I
2. Adult Education and Family Literacy (WIA Title II)
3. JS (WIA Title III)
4. DVR (WIA Title IV)
5. Temporary Assistance to Needy Families/WI W-2 (Added by the Governor)
6. Food Stamp E & T and Food Stamp Workfare (check name)
7. Senior Community Service Employment Program- Older Americans Act
8. Carl D. Perkins Vocational and Applied Technology Education
9. Trade Adjustment Assistance (and NAFTA-TAA)
10. Veterans E & T Services & local veteran's outreach programs
11. Community Services Block Grants
12. Housing and Urban Development E & T Activities
13. Unemployment Insurance
14. Native American Programs (*if present in the WDA*)
15. Migrant and Seasonal Farm Worker Programs (*if present in the WDA*)
16. Job Corps (*if present in the WDA*)
17. Youth Opportunity Grants (*if present in the WDA*)
18. Veterans Employment and Training Program (*if present in the WDA*)

While each local area must have at least one comprehensive center (and may have additional comprehensive centers), WIA section 134(c) allows for arrangements to supplement the comprehensive center. These arrangements may include:

1. A network of affiliated sites that can provide one or more partners' programs, services and activities at each site;
2. A network of One-Stop partners through which each partner provides services that are linked, physically or technologically, to an affiliated site that assures individuals are provided information on the availability of core services in the local area; and
3. Specialized centers that address specific needs, such as those of dislocated workers.

The design of the local area's One-Stop delivery system, including the number of comprehensive centers and the supplementary arrangements other service locations, must be described in the local plan and be consistent with the Memorandum of Understanding executed with the One-Stop partners.

Each Memorandum of Understanding shall contain provisions describing--

1. the services to be provided through the one-stop delivery system;
2. how the costs of such services and the operating costs of the system will be funded;
3. methods for referral of individuals between the one-stop operator and the one-stop partners, for the appropriate services and activities; and
4. the duration of the memorandum and the procedures for amending the memorandum during the term of the memorandum; and
5. other provisions, consistent with the requirements of this title, as the parties to the agreement determine to be appropriate and could include:
 - a. requires all signatories strive to meet the service standards
 - b. requires all signatories to participate in center management
 - c. defines roles and responsibilities of signatory agency staff within the center
 - d. center marketing requirements

Standards of Service

The Job Center Service Standards define expectations for serving customers within Job Centers across the State of Wisconsin. The standards will also continue the focus on quality service and ensure consistency of service across the state. The Workforce Development Board is responsible for ensuring that their comprehensive center(s) and any supplementary centers other service locations meet Service Standards.

The Service Standards are broadly stated to allow flexibility in regional program design and local implementation of services. The Service Standards state "what" is to be done; it is up to local groups responsible for the planning and implementation of Job Center services to decide "how" local activities will meet the Service Standards.

The standards are crafted around two customer groupings; Administrative/Partner, and Employers and Job Seekers.

Administrative/Partner Expectations:

1. The Job Center has a *Memorandum of Understanding* (MOU) with all partners that clearly delineates roles and responsibilities in the service delivery system.
2. The Job Center meets ADA physical and program accessibility requirements. Provide equal access to all services and programs (including resource room materials and services) for all customers, including persons with disabilities and limited English-speaking ability.
3. Veterans and qualified spouses shall be given priority over non-veterans in the receipt of any employment, training, and placement services provided in Wisconsin Job Centers. (TEGL # 5-03, 9-6-2004) vpl1-07 3-19-07
4. The Resource Room/customer service area of the Center is staffed all hours the Center is open. One person who can triage customer needs and refer to programs as appropriate must be on duty at all times the center is open.
5. Staff at the Job Center will provide access to all other required WIA partner programs
6. Staff at the Job Center will provide information about available job training and make referrals as needed
7. The Job Center has a credentialed employment counselor who works with all job seeker customers and is on-site each week.
8. The Job Center addresses the needs of youthful job seekers

9. The Job Center is participating in a continuous improvement program. Job Center effectiveness in providing services to job seekers and employers will be available to the public.
10. The continuous improvement program must ensure a trained, competent staff and that staff participates in a credentialing program. Staffs providing services through Job Centers are trained and demonstrate competence in providing consistent, high quality service to business and job seeker customers. Staff possess the following knowledge.
 - a. Knowledge of available community resources.
 - b. Knowledge of referral process to all partner programs and services as appropriate for the customer's needs.
 - c. Knowledge and assistance with all Job Center tools, technologies, Internet, and computer systems.
 - d. Knowledge and assistance with special needs and overcoming barriers to employment, as needed. Understands special employment needs of diverse populations.
 - e. Knowledge of privacy and confidentiality requirements for all customers.
 - f. Knowledge of customer service techniques including maintaining a professional relationship.
11. The Job Center has exterior signage using the "Job Center of Wisconsin, Connecting Wisconsin's Workforce Here" logo. Interior signage ensures that all customers are able to use the Job Center effectively and includes, required posters, room locations and directions in English and alternate language(s) as appropriate to customer demographics. [NOTE: Decals will be provided by DET that will suffice for compliance].
12. Services are coordinated across programs and not duplicated, to improve efficiency and service to the customer.
13. Customers receive services through the Job Center system regardless of race, gender, ethnicity, age, or disability status and in accordance with any other legal protections.
14. Privacy and confidentiality is provided for all customers.
15. All customers are served in a timely manner. (Each Workforce Development Board will decide what it considers a timely manner for customer service.)
16. The Job Center has a Business Services Team that will provide business services in an integrated non-duplicative manner and is consistent with the regional *Business Services Plan*

Employer and Job Seeker Expectations: Every customer using the Job Center should expect:

1. Access to JobCenterofWisconsin.com to make connections between job seekers and employers
2. The level of service provided will be appropriate to individual customer's needs and consistent with program requirements.
3. Regularly scheduled financial literacy education and assistance, information about and referral to credit rehabilitation counseling
4. Veterans and qualified spouses shall be given priority over non-veterans in the receipt of any employment, training, and placement services provided in Wisconsin Job Centers. (TEGL # 5-03, 9-6-2004) vpl1-07 3-19-07
5. Access to all other required WIA partner programs
6. Information about available job training and receive referrals as needed
7. Access to an employment counselor who works with all job seeker customers and is on-site each week.
8. To make informed choices, within available services, and be assisted in determining service options.
9. Services are coordinated across programs and not duplicated, to improve efficiency and service to the customer.
10. Program information is accessible in various delivery formats to ensure understanding by the customer, e.g., oral/written translation services, interpreter services/sign language, etc.
11. Accommodations are made for customers' special needs (physical and programmatic).
12. Customers receive services through the Job Center system regardless of race, gender, ethnicity, age, or disability status and in accordance with any other legal protections.
13. Privacy and confidentiality is provided for all customers.

14. Staff providing services through Job Centers are trained and demonstrate competence in providing consistent, high quality service to business and job seeker customers
15. All customers are treated with respect and served in a timely manner.
16. Information on education, employment and training services.
17. Information on local services, potential eligibility requirements, and how and where to access those services.
18. Information about support services needed to maintain employment.
19. Initial, comprehensive and specialized assessments as appropriate to the customers' needs and program requirements.
20. Career planning with an emphasis on jobs in the area that provide family-supporting wages and benefits, including nontraditional occupations.
21. Current job openings, the qualifications associated with these openings, and application.
22. Assistance with job search, including resume writing, interviewing, seeking nontraditional employment positions, using LMI and locating the "hidden job market," career ladders, and high wage, high demand occupations.
23. Information on the Unemployment Insurance (UI) filing and claims update processes.
24. Financial literacy training such as the wise use of credit and financial asset building, and credit rehabilitation counseling.
25. Be greeted by some one who can determine my needs and refer me to programs, as appropriate.

Attachment I

ALLOCATION GUIDE

**Wisconsin WIA Allocation Process: The Operational Guide, Protocols and Checklist to
Develop the Annual Allocations for Workforce Development Areas**

WISCONSIN WIA ALLOCATION PROCESS

**The Operational Guide, Protocols & Checklist
to Develop the Annual Allocations for
Workforce Development Areas**

Version 1-H

Prepared by: Gary Denis,
Bureau of Workforce Training

November 2009
rev. March 2010

It is the intention that this document, along with the Allocation Template, will help the reader understand how WIA allocations are developed for Wisconsin Workforce Development Areas. We believe that this guide will make the process more transparent.

The document contains instructions for each step of the allocation process, protocols for allocation development and a checklist to ensure that each step is completed in a timely fashion. This guide will be the operating instruction for the staff that develop the allocations.

It is also important to note that this document is an ongoing work. After each allocation cycle, we will review the effort and improve the process. This guide will be revised to reflect those improvements.

The guide and the allocation process meet the Department of Labor (DOL) requirements in place at the time of publication. The guide will also be revised to reflect changes to the allocation process that must be implemented in response to changes in federal requirements.

Introduction

The workforce development activities carried out in Wisconsin's eleven Workforce Development Areas (WDA) are federally funded through the Workforce Investment Act (WIA). WIA funds are distributed to states based on three factors described in Sections 127 and 132 of the Act. Funds provided through this process are considered allotments, are announced through a DOL Training and Employment Guidance Letter (TEGL) usually in March, and are provided for Youth, Adult, and Dislocated Worker programs.

Definitions used in the preparation of allocations:

Allocations Developer: The developer is a DWD staff person who is responsible for collecting data from various sources, inputting the data into the allocations spreadsheet, adjusting the spreadsheet and calculating the allocation shares and subsequent allocations.

Allocations Share: The percent of the funds that a WDA should expect to receive from the funds available for local distribution for that program in the State based on the funding formula or hold harmless provisions.

Allocations Team: A small group of workforce professionals from DWD and the WDBs who will review the allocation methodology and allocation results prior to the release of the WIA Allocations for each program year.

ASU: Area of Substantial Unemployment – Number of unemployed persons residing in a county or reportable city that has at least one census tract or a combination of contiguous census tracts with a population of 10,000 and an unemployment rate of 6.5%. This data is from the prior program year (July to June)

Data Source Contacts: The key staff to communicate with at agencies that produce data used in the allocation formulae. (Attachment D contains a listing of contacts)

Declining Industries: Industry sectors (2-digit North American Industrial Classification System (NAICS) code.) that have fewer jobs than the sector had in a criterion year. For PY10 allocations, PY08 number of jobs will be compared to PY03 number of jobs.

Economically disadvantaged adults: individuals age 22-72 meeting (or member of family meeting): OMB poverty level or 70% of Lower Living Standard Income Level (LLSIL), excluding college students and military as counted in the census. (Concentrated Employment Program areas have a special adjusted LLSIL). The 2000 census data transmitted to states in October 2006 are used.

Economically disadvantaged youth: individuals age 16-21 meeting (or member of family meeting): OMB poverty level or 70% of LLSIL, excluding college students and military as counted in the census. (Concentrated Employment Program areas have a special adjusted LLSIL). The 2000 census data transmitted to states in October 2006 are used.

Excess unemployed: The number of unemployed individuals above a 4.5% unemployment rate residing in a WDA. This data is from the prior program year (July to June)

Insured Unemployment: total number of UI Claimants for most recently completed calendar year.

Internal Review Team: A small group of DWD staff who will review the allocation spreadsheets, DOL allotment announcements and related policies to ensure that allocation shares calculation is correct prior to release to the Allocation Team for review and comment.

Long-term unemployed: UI Claimants that received unemployment compensation for 15 or more weeks in the most recently completed calendar year.

Lower Living Standard Income Level (LLSIL): WIA Section 101(24) defines the LLSIL as "that income level (adjusted for regional, metropolitan, urban and rural differences and family size) determined annually by the Secretary [of Labor] based on the most recent lower living family budget issued by the Secretary."

OMB Poverty Level: Following the Office of Management and Budget's (OMB's) Directive 14, the Census Bureau uses a set of money income thresholds that vary by family size and composition to detect who is poor. If a family's total income is less than that family's threshold, then that family, and every individual in it, is considered poor. The poverty thresholds do not vary geographically, but they are updated annually for inflation with the Consumer Price Index (CPI-U). The official poverty definition counts money income before taxes and excludes capital gains and noncash benefits (such as public housing, Medicaid, and food stamps).

Unemployment concentrations: The WDA must meet or exceed the state unemployment rate or have 10% or more of all unemployed workers in the state in order to qualify for this factor. This data is from the prior program year (July to June)

Factors Used in the Calculating WIA Allocations:

Once the allotment is received, DET staff prepares within state allocations.

Youth Formula:

For the youth programs, the same factors used to determine Federal allotments are used to distribute funds among the WDAs. The three factors are

1. **33 1/3% on the basis of the relative number of unemployed individuals in ASUs in each workforce investment area, compared to the total number of unemployed individuals in ASUs in the State;**
2. 33 1/3% on the basis of the relative number of Excess Unemployed individuals in each workforce investment area, compared to the total number of Excess Unemployed individuals in the State; and
3. **33 1/3% on the basis of the relative number of disadvantaged youth in each workforce investment area, compared to the total number of disadvantaged youth in the State. [WIA sec. 128(b)(2)(A)(i)] See Attachment A.**

To reduce some of the volatility of the formula factors on WDAs, a hold harmless provision is applied to the results of the three-factor formula. The Act provides that a WDA shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the WDA for the 2 preceding fiscal years. Regulatory reference to hold harmless is contained in Attachment C.

Adult Formula:

For the adult programs, the same factors used to determine Federal allotments are used to distribute funds among the WDAs. The three factors are

1. **33 1/3% on the basis of the relative number of unemployed individuals in ASUs in each workforce investment area, compared to the total number of unemployed individuals in ASUs in the State;**
2. 33 1/3% on the basis of the relative number of Excess Unemployed individuals in each workforce investment area, compared to the total number of Excess Unemployed individuals in the State; and
3. 33 1/3% on the basis of the relative number of disadvantaged adults in each workforce investment area, compared to the total number of disadvantaged adults in the State. [WIA sec. 133(b)(2)(A)(i)] See Attachment B.

To reduce some of the volatility of the formula factors on WDAs, a hold harmless provision is applied to the results of the three-factor formula. The Act provides that a WDA shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the WDA for the 2 preceding fiscal years. Regulatory reference to hold harmless is contained in Attachment C.

Dislocated Worker (DW) Formula:

The Dislocated Worker within state allocation is calculated based on a formula developed by the Governor and approved in the State's WIA Plan. There are six factors in the WI Dislocated Worker allocation formula. The factors and their associated weights are:

1. **25% based on a WDA's Unemployment Concentration value as a percentage of the entire state's Unemployment Concentration value.**
2. 18.75% based on the relative number of Long Term Unemployed persons living in the WDA as compared to the number of Long Term Unemployed persons in the state.
3. 6.25% based on the relative number of persons living in the WDA who have established an Unemployment claim as compared to that number for the state.

4. 25% based on Declining Industries where the relative number of jobs lost by industry within the WDA is compared to the number of jobs lost by industry within the state.
5. 12.5% based on the relative number of persons reported as receiving notice of lay off in Plant Closing/Mass Lay off notices in the WDA compared to the total reported for the state.
6. 12.5% based on each WDA's prorated share of Farm Hardship as measured by farm closings.

Although the WIA does not include a Dislocated Worker hold harmless, the CWI agreed that the hold harmless provided for in the Job Training Partnership Act should continue to be applied in WIA. The provision is described in the WIA State Plan. The hold harmless ensures that each WDA will receive at least 85% of the prior year allocation percentage.

The text of the related legislation is contained in Attachment B.

Allocation Timetable:

January:

- The allocation process should begin in early January of each year. It begins with a written notice via email, memo or letter from the allocation developer to the data source contacts reminding them of the data each will provide. See Attachment D for data source contacts.
- Data sources return the requested data by the end of January.

February:

- By mid February, the allocation developer enters all data needed to calculate the allocation shares. Preliminary allocation shares are distributed for internal review.
- End of February: Release, via Administrator's Memo (ADM), preliminary allocation shares to the Workforce Development Boards for review and pre-planning. The Allocations Team will be asked specifically to review the allocation shares and the process used to develop them.

March:

- DOL-ETA issues the TEGl that transmits state allotments and related policy. (approximate time, may be issued later but supposed to be out in time for the April 1 start of the Youth program)
- Internal team reviews TEGl to determine if related policy will require adjustments to the allocation spreadsheet.
- If spreadsheet adjustments are required, the allocation developer will complete revisions for review by the Allocations Team within 15 days of receipt of the TEGl. The Allocations Team will have 5 days to review spreadsheet revisions.
- Allocations developer begins working on an ADM to transmit WDA final allocation shares and allocation amounts to the Workforce Development Board Directors and other interested parties. Development of the ADM can begin once allocations related policy impact is understood. The goal is to have the ADM signed by March 31 (dependent on the issue date of the TEGl containing allotments).
- After the Allocations Team approves and returns the allocation spreadsheet the allocations developer enters the allotments into the spreadsheet to calculate WDA allocation amounts.
- Allocation developer routes the completed allocation spreadsheet to the Allocations Team for verification of the allocations. After verification, the Allocations Developer prints the "Print Allocations" tab for attachment to the ADM.
- Allocation developer routes the completed ADM for signature to the Division Administrator through their supervisor and Bureau Director.

April:

- The signed ADM is transmitted to the WDBs, DET Contracting, the Bureau of Workforce Training and other interested parties.
- DET Contracting enters the allocation amounts into grant documents for the WDBs and ensures that the information is in CORE.

Review Teams:

Internal Review Team: Whenever internal review is needed, the following positions will be consulted.

Director, Bureau of Workforce Training	Finance Section Chief
Local Services Section Chief	DWD Budget Analyst assigned to WIA
LMI Section Chief	DET Contracting Staff

Allocations Team: The Allocations Team consists of DWD and WDA staff who will review processes and results to ensure accuracy and compliance with the requirements that govern the development of WIA allocations. Members include:

Administrator, Div. of Employment and Training	Labor Market Information Section Chief
Director, Bureau of Workforce Training	DWD Chief Financial Officer
Local Services Section Chief	Directors from two WDBs

Calculating the Allocations

The allocation formula is embodied in a 17-tabbed MS-Excel spreadsheet. The spreadsheet has been modified and added to over the years. The last significant revisions were done when WIA was implemented in PY2000 and when the DW programs were integrated into the spreadsheet in PY04.

Although the spreadsheet is usually referred to as the Allocation Formula, there are really two allocation formulas that are calculated in the spreadsheet; the Youth/Adult formula (aka the 3-part formula) and the Dislocated Worker formula, which has 6 parts. Both formulae use some common data so they are done together.

In the chart below is a list of the tabs within the spreadsheet. Each tab is classified by its primary purpose and program it influences. A tab that is classified as a Calculator generally takes data that has been input in another location and processes it to produce a factor for the formula. An Input tab generally is a storage location for data that has been provided by a data source and will be used by a Calculator tab. In some instances, a tab will be both Calculator and Input. The Info/Print tabs contain information of interest or summarize results in a printable format.

Tab Name:	Purpose of the Tab			Program the Tab Applies to:		
	Calculator	Info/Print	Input	Adult	Youth	DW
Reference			X	X	X	X
DOL Allotment	X		X	X	X	X
Print Allocations	X	X		X	X	X
Calc Adult	X			X		
Calc Youth	X				X	
Calc DW	X					X
3-Part	X			X	X	
DW 6-Part	X					X
WARN Data			X			X
UI Claimants	X		X			X
UI Concentrations	X					X
Farm Loss	X		X			X

Industry Decline	X					X
ASU-EU Calculator	X			X	X	X
LAUS Data			X	X	X	X
Decline Data			X			X
Updates		X	X	X	X	X

Specific Instruction for each Tab

Reference TAB: This tab is a location to enter data that will be referenced throughout the workbook. For example, every year the Program Year must be changed manually on virtually every tab. By referencing a cell on this sheet, all the Program Years can be changed with one entry. Similar mass references are included in this tab.

DOL Allotment TAB: This tab calculates the gain/loss from the prior year; calculates the state admin, 10% discretionary fund, special response fund and funds for local distribution; and, provides a history of allotments received from DOL.

The allocation developer has a number of procedures to execute on this sheet. They are:

1. Copy the most current year allotment amounts from column D4-D13 to column C4-C13.
2. Enter new PY allotments from the DOL TEGl into column D4-D13.
3. Copy Column D4-D13 to the first free column to the right of the "History Section."
4. Enter the TEGl number and date as the information source in Cell B15 and at the end of the source list starting in A27.

The Print Allocation Tab references the local distribution amounts in column K5-K7. Allocation shares multiplied by the local distribution amounts generates WDA allocations by program.

Print Allocations TAB: The Print Allocations tab calculates and displays each WDA's allocation shares, allocation amount, and its hold harmless status for each program. All the calculations on this tab are automatic. The allocation shares come from the Calc Adult, Calc Youth and Calc DW. Allocations are generated by multiplying the allocation share by the allotment available for local distribution from column K on the DOL Allotment Tab. The source notation comes from the DOL Allotment page as well and the Program Year comes from the Reference Tab.

The only manual task for the Allocations developer is to print the sheet.

CALC ADULT TAB: This tab applies the hold harmless provision to the Adult allocation shares calculated on the 3-part tab, maintains a history of prior allocation shares, and exports the allocation shares and the hold harmless designation to the Print Allocations Tab. The tab has three sections.

- Section 1 calculates whether a WDA will be held harmless and adjusts the allocation shares of those WDAs not held harmless down to make up for the hold harmless adjustment. This iterative process may cause some WDAs not initially held harmless to be protected as their share falls to provide the hold harmless to eligible WDAs.

This section compares the allocation shares calculated on the 3-part tab to 90% of the Average of Prior 2 Years Share and chooses the higher of the two shares. If any WDA is held harmless, the sum of the shares will exceed 100%. Each subsequent column checks if each WDA share in the previous column exceeds the hold harmless share and if so, reduces the share in proportion to its contribution to exceeding 100% in the sum of the prior column.

This process progressively reduces the sum of the column closer to 100%. When the column sum reaches 100.0000%, or there have been 25 recalculations, whichever is later, recalculation can stop.

- Section 2 is a historical table of allocation shares by WDA from the inception of WIA. The shares from the most recent 2 years prior to the allocation year provide the data for the Average of Prior 2 Years Share in Column C in Section 1.
- Section 3 is used to double check the final adjustment against the 90% hold harmless amount and label the hold harmless WDAs. This section contains all of the exportable data from this sheet for the Print Allocations Tab.

Most of the calculations are automatic in this sheet though there are some maintenance functions that an Allocations developer must perform. They are:

1. In Section 2, ensure that the Allocation Shares for the most recent program year are actual values, not cell references. If they are cell references or formulas, copy the Allocation share column onto itself using Paste Special, Values and Formatting. This will convert the relative references to values.
2. Copy the two most recent Program Year's data from this Section to columns C & D of this Section. Section 1, column C uses this data to calculate the Average of the Prior 2 Years.
3. After the calculations have been run, copy column AE from Section 1 to the appropriate PY blank column in section 2. Use the Paste Special, Values and Number Formatting when copying to ensure that the allocation shares are recorded as values rather than relative reference cells or formulas. (if the sum of column AE in Section 1 is greater than 100.0000%, copy the first column where the total equals 100.0000% to Section 2)
4. After copying to Section 2, enter a comment in the header of the column that tells which column was used from Section 1.
5. If a column of allocation shares other than column AE from Section 1 is used as the calculated allocation shares, the Allocations developer must change the references in Section 3, column C to reflect the Section 1 column used.

CALC YOUTH TAB: This tab applies the hold harmless provision to the Youth allocation shares calculated on the 3-part tab, maintains a history of prior allocation shares, and exports the allocation shares and the hold harmless designation to the Print Allocations Tab. The tab has three sections.

- Section 1 calculates whether a WDA will be held harmless and adjusts the allocation shares of those WDAs not held harmless down to make up for the hold harmless adjustment. This iterative process may cause some WDAs not initially held harmless to be protected as their share falls to provide the hold harmless to eligible WDAs.

This section compares the allocation shares calculated on the 3-part tab to 90% of the Average of Prior 2 Years Share and chooses the higher of the two shares. If any WDA is held harmless, the sum of the shares will exceed 100%. Each subsequent column checks if each WDA share in the previous column exceeds the hold harmless share and if so, reduces the share in proportion to its contribution to exceeding 100% in the sum of the prior column.

This process progressively reduces the sum of the column closer to 100%. When the column sum reaches 100.0000%, or there have been 25 recalculations, whichever is later, recalculation can stop.

- Section 2 is a historical table of allocation shares by WDA from the inception of WIA. The shares from the most recent 2 years prior to the allocation year provide the data for the Average of Prior 2 Years Share in Column C in Section 1.
- Section 3 is used to double check the final adjustment against the 90% hold harmless amount and label the hold harmless WDAs. This section contains all of the exportable data from this sheet for the Print Allocations Tab.

Most of the calculations are automatic in this sheet though there are some maintenance functions that an Allocations developer must perform. They are:

1. In Section 2, ensure that the Allocation Shares for the most recent program year are actual values, not cell references. If they are cell references or formulas, copy the Allocation share column onto itself using Paste Special, Values and Formatting. This will convert the relative references to values.

2. Copy the two most recent Program Year's data from this Section to columns C & D of this Section. Section 1, column C uses this data to calculate the Average of the Prior 2 Years.
3. After the calculations have been run, copy column AE from Section 1 to the appropriate PY blank column in section 2. Use the Paste Special, Values and Number Formatting when copying to ensure that the allocation shares are recorded as values rather than relative reference cells or formulas. (if the sum of column AE in Section 1 is greater than 100.0000%, copy the first column where the total equals 100.0000% to Section 2)
4. After copying to Section 2, enter a comment in the header of the column that tells which column was used from Section 1.
5. If a column of allocation shares other than column AE from Section 1 is used as the calculated allocation shares, the Allocations developer must change the references in Section 3, column C to reflect the Section 1 column used.

CALC DW TAB: This tab applies the hold harmless provision to the Dislocation Worker allocation shares calculated on the DW 6-part tab, maintains a history of prior allocation shares, and exports the allocation shares and the hold harmless designation to the Print Allocations Tab. The tab has three sections.

- Section 1 calculates whether a WDA will be held harmless and adjusts the allocation shares of those WDAs not held harmless down to make up for the hold harmless adjustment. This iterative process may cause some WDAs not initially held harmless to be protected as their share falls to provide the hold harmless to eligible WDAs.

This section compares the allocation shares calculated on the DW 6-part tab to 85% of the Prior Year Share and chooses the higher of the two shares. If any WDA is held harmless, the sum of the shares will exceed 100%. Each subsequent column checks if each WDA share in the previous column exceeds the hold harmless share and if so, reduces the share in proportion to its contribution to exceeding 100% in the sum of the prior column.

This process progressively reduces the sum of the column closer to 100%. When the column sum reaches 100.0000%, or there have been 25 recalculations, whichever is later, recalculation can stop.

- Section 2 is a historical table of allocation shares by WDA from PY04. The shares from the most recent year prior to the allocation year provides the data for the Prior PY Shares in Column C in Section 1.
- Section 3 is used to double check the final adjustment against the 85% hold harmless amount and label the hold harmless WDAs. This section contains all of the exportable data from this sheet for the Print Allocations Tab.

Most of the calculations are automatic in this sheet though there are some maintenance functions that an Allocations developer must perform. They are:

1. In Section 2, ensure that the Allocation Shares for the most recent program year are actual values, not cell references. If they are cell references or formulas, copy the Allocation share column onto itself using Paste Special, Values and Number Formatting. This will convert the relative references or formulas to values.
2. Change the references in Section 1, column C to references the allocation shares from the most recent program year prior to the year allocations are being calculated for.
3. After the calculations have been run, copy column AE from Section 1 to the appropriate PY blank column in section 2. Use the Paste Special, Values and Number Formatting when copying to ensure that the allocation shares are recorded as values rather than relative reference cells or formulas. (if the sum of column AE in Section 1 is greater than 100.0000%, copy the first column where the total equals 100.0000% to Section 2)
4. After copying to Section 2, enter a comment in the header of the column that tells which column was used from Section 1.
5. If a column of allocation shares other than column AE from Section 1 is used as the calculated allocation shares, the Allocations developer must change the references in Section 3, column C to reflect the Section 1 column used. Add a note to the Updates Tab that the reference was changed.

3-Part TAB: This tab is used to calculate allocation shares from the 3 factors in the WIA legislation. The 3-part formula is set up to calculate a share that a WDA would receive of the State's allotment if based solely on the factors in the Act. Each factor is 1/3 of the share. The factors are the relative share the WDA's economically disadvantaged adults or youth make up of the State's economically disadvantaged adults or youth, the relative share the WDA makes up of the State's unemployed in excess of 4.5% and the WDA's share of unemployed living in the State's ASUs(above 6.5%). The results of this page are exported to Column E in Section 1 in the Calc Adult and the Calc Youth Tabs where they are compared to the hold harmless levels.

The Allocations developer has very little to do on this sheet. Everything is either calculated by formula within cells from data brought into this tab from ASU-EU Calculator Tab, data imported from ASU-EU Calculator or data hard coded into columns I & J from the 2000 Census.

The data in column I, "Adult Economic Disadvantaged," & J, "Youth Economic Disadvantaged," changes one time per decade and must be updated by hand - based on instructions from the DOL.

DW 6-Part TAB: This sheet is used to aggregate the six dislocated worker factors together to generate an allocation share based on economic factors only. Each of the gray columns represents results from other tabs and their weighting factor is listed in the last row of the chart. For each WDA, Column C is the sum of each factor value multiplied by its weighting. The numbers in the non-shaded columns are informational and provide context for the numbers in the shaded columns but are not used in the calculations. The values in Column C are exported to Tab Calc DW, Column E for use in adjusting the allocation shares by Hold harmless. Most of the work on this tab is managed by the spreadsheet itself. The Allocations developer only has to update the date of the Unemployment and WARN Data, the headers on farm loss data and the reference years in the declining industry's header.

The data for this tab comes from a variety of other tabs. The data from those other tabs are brought to this tab to calculate the DW allocation share before the hold harmless provision is applied

- The Total Paid UC comes from column D of the UI Claimant Tab.
- The % Total UC comes from column C of the UI Claimant Tab.
- The data for the 15 or More Weeks comes from column F of the UI Claimant Tab.
- The % UC Long is imported from column E of the UI Claimant Tab.
- The Number Affected in WARN Notices comes from column E of the WARN Data Tab.
- Percent of Total Affected by WARN Notice is accessed from column F of the WARN Data Tab.
- WDAs where Unemployed concentrations are a factor is imported from the UI Concentrations Tab, column D.
- # of Farm Losses to 2002 is from the Farm Loss Tab, column E.
- % of Farm Loss is gathered from column F of the Farm Loss Tab.
- Employment Decline is copied in from the Industry Decline Tab, column I. The % Decline comes from column J of that same tab.

WARN Data TAB: This tab gathers data that addresses the DOL formula requirement to account for Plant Closing-Mass Layoff. WDAs areas receive a prorated share of the total number of persons reported as being laid off from their employment by employers who file a Notice under state & federal plant closing - mass layoff laws. The Dislocated Worker Unit of the BWT supplies this data. The Allocations Developer copies in this data by WDA from the electronic report provided by the DW Unit.

The numbers affected by WARN notices for the most recent calendar year are entered in column E9 through E19. The percent shares are calculated automatically in column F9 to 19. This data automatically exports to the DW 6-Part Tab, columns H & I.

The Allocations Developer then will copy cells E6 through F21 to the next available column in the Historic Information section (Row 45). This area of the spreadsheet is for information only.

UI Claimant TAB: The purpose of this tab is to calculate the relative share each WDA will receive of the state's long-term unemployed and number of UI Claimants. The data is provided by the Unemployment Insurance Division in PDF (this may be changeable in the future). The report is UI Report: DWDUIBNP.UI9618.TSOLIB.WIAUIDUR, Table of SDA by WKPD.

- The number of claimants must be entered from the report into cells D7 to D17. Column C calculates the WDA shares of the state total.
- The number of UI recipients that have received payments for more than 15 weeks is entered for each WDA in cells F7 through F17. Column E calculates the WDA shares.
- The number receiving UI for less than 15 weeks is entered by WDA in cells G7 through G17. There is currently no use for this information in any calculations at this time.

When adding columns F + G, you will not get the number of claimants recorded in column D. Column F + G equals all check recipients. Column D is all check recipients plus those who have started a claim but did not receive a check, for whatever reason.

The tab exports Columns C, D, E, and F automatically to the DW 6-Part Tab for use in calculating the DW allocation share.

UI Concentrations TAB: The purpose of this tab is to determine whether a WDA qualifies as having a concentration of unemployed. The tab calculated the state's average unemployment rate for the prior calendar year, and then calculates the value of 10% of the state's average unemployment for the prior calendar year. If a WDA's unemployment rate (as calculated in column G) exceeds the state rate or if the WDA number of unemployed (column H) exceeds 10% of the state's total unemployment, the WDA qualifies to compete for shares of this factor.

The WDAs that qualify receive a relative share based on their share of the total unemployment of the qualifying WDAs.

The data used here comes from the file used for the within state allocation that has been submitted to the DOL in accord with instructions in Training and Employment Guidance Letter 04-09 and BLS LAUS Technical Memorandum No. S-09-23. This file is used by the DOL to determine allotments to states.

The Allocations Developer has nothing to manipulate on this page. All data used to determine this factor comes from other tabs or is the result of within tab calculations. No input required.

The tab will export cells C8 through D18 to DW 6-Part cells J7 to K17. This factor makes up 25% of the DW allocation share.

The box that is marked informational in this tab illustrates how each WDA qualifies for the factor. Some WDAs qualify by having more than 10% of the state's total unemployment, some because their rate is higher than the state's unemployment rate and in some cases because they meet both. Incidentally, a WDA does not qualify a larger share by meeting both benchmarks.

Farm Loss TAB: This tab calculates each WDA's share of farm hardship experienced in the state. We measure Farm hardship by comparing the number of farms in operation in a reference year compared to the average number of farms in operation in 1982 to 1984. Reference year data is updated every 5 years via the Census of Agriculture – County Data. The 2007 census became available in 2009 and is used for PY2010 calculations.

The Allocations Developer will need to hard code in the number of farms by county in column D34 to D105.

Update the headers to refer to the actual years used in the calculation of farm loss. Once the data is entered, the tab will calculate the loss by county and WDA and export the number of farm losses and the WDA share of farm loss to the DW 6-Part tab, columns L & M respectively.

Industry Decline TAB: This tab computes the declining industry factor by calculating job losses in declining industry. This tab has two sections. Section A summarizes the employment in declining industry and calculates the WDA's relative share of the state's declining industry employment. Section B provides the raw data by two digit NAICS and is supplied by QCEW Staff. The most recently available calendar year data is compared to average industry employment data from the calendar year 5 years

earlier. (E.g. CY2008 data is compared to CY2003.) Wherever there is job loss from the reference year to the most recent year, that industry loss is added to the WDA total losses in declining industries. Because some employers do not provide location information, there are employment numbers not assigned to a county. The unassigned employment is distributed to each WDA based on the distribution of employment with known locations.

Instruction for the Allocations Developer follows.

Section A

- Column E3 – E13 is total distributed employment by WDA gathered from Section B, column H58 – H916.
- Column F3 – F13 calculates the share of total distributed employment attributable to each WDA.
- Column G3 – G13 calculates the share of the unassigned job loss (column I18 - 55 in section B) that should be distributed to each WDA by multiplying the total unassigned job losses (cell I56) by the WDA share of distributed employment (column F3-13).
- Column H3 – H13 sums the distributed employment loss in declining industries by WDA from Section B, column I58 – I916.
- Column I3 – I13 totals each WDA's employment declines by adding columns G & H in Section A together. This brings unassigned job loss and distributed employment loss together for calculating the WDA share of employment loss in declining industries.
- Column J is the WDA share calculated by dividing the WDA's total employment in declining industry listed in column I by the State's employment in declining industry (cell I14)
- Data in columns I & J move to the DW 6-Part tab in columns N & O.
- Distributed employment in Section B, column G & H is distributed by 2 digit NAICS by county and aggregated to WDA.

Section B

All of the data for Section B is copied in from the Decline Data tab. When copying to any of the columns in Section B, the copy must be done by WDA and a summation of the WDA's data done at the end of their data.

- Column A19 – A916: copy in the WDA number from the Decline Data tab, column B6
- Column B19 – B916: copy in the County number (labeled as CNT) from the Decline Data tab, column A6
- Column C19 – C916: copy in the NAICS (labeled as NA) from the Decline Data tab, column C6
- Column D19 – D916: Copy in the Industry Titles from the Decline Data tab, column J6 (labeled as Title)
- Column G19 – G916: Copy in the employment numbers from the Decline Data tab, column F6 (labeled as Employ1). This is the employment data for the reference year.
- Column H19 – Copy in the employment numbers from the Decline Data tab, column I6 (labeled as Employ2). This is the employment data for the most recent year.
- Column I19 – I916: This column calculates the number of job losses that have occurred by subtracting industry employment for the most recent year (column H19 – H916) from the industry employment in the reference year (column G19 – G916). If jobs have been lost in the comparison, the number lost will show. If there are job gains or no loss, the cell will appear blank.

There is more cut and paste work on this tab than on any other in the workbook. In addition to the care that must be taken getting the data into this tab, care must also be taken to update column headers to represent the correct year for data comparisons.

ASU-EU Calculator TAB: This tab is used to take ASU data (Column O from LAUS Data tab) and LAUS data (Column N from LAUS Data tab) to calculate the WDA Share of the State's ASU and Excess Unemployment totals. The Allocations Developers role on this tab is checking and validating as all actions are done

automatically. The list of counties and their sub parts need to be checked against the list of counties and parts of counties on the LAUS Data tab to ensure exact matches in the 2 lists.

Here is how this tab works.

- Column G calculates the ASU Unemployment Rate for each geographic area listed in column A by dividing column C data by the sum of column C & D. The resultant ASU unemployment rate is checked by column J to discern if the rate exceeds 6.5%. If it does, a “1” is entered in column J. If there is a “1” in column J for any geographic area within a WDA, the WDA total ASU unemployment in column C is entered into column J of the “sum” row for the WDA. This value is then divided by the state total ASU unemployment to report the WDA share of ASU unemployment.
- Column H calculates the LAUS unemployment rate for each geographic area listed in column A by dividing the LAUS unemployment in column E by the sum of column E & F. The result is checked by column I. If column H is greater than 4.5%, column I calculates the number of unemployed the equivalent to 4.5% of the labor force and subtracts that number from the number of LAUS unemployed in column E. Provided the result of that calculation exceeds zero it is entered into column I. The column totals the result from all geographic areas in the WDA to determine the WDA’s number of excess unemployed and enters it into the “sum” row. The WDA’s share is entered into just below the “sum” row and is calculated by dividing the WDA number of excess unemployed by the State Excess unemployed total.
- Columns E & F data in the “sum” row for each WDA is exported to the UI Concentrations tab columns H & I respectively and are used to calculate an unemployment rate; which should match the LAUS unemployment rate in the “sum” row of column H on this tab.
- Columns I & J data in the “sum” row are exported to the 3-Part tab, columns K & L respectively. There this data is used to calculate the WDA share of Excess unemployment (column E) and share of ASU unemployment (column F). The shares calculated here should equal the shares in the row just below the “sum” line for each WDA on this tab.
- All cells are locked on this tab. The only time data entry is required is if there is a mismatch on the list of geographic areas.

LAUS Data TAB: The Local Area Unemployment Statistics (LAUS) program manager conducts the ASU exercise every year for the US DOL. County level unemployment data from the LAUS program and the most recent US Census data (currently 2000) is used. In order for an area to qualify as an ASU, the total unemployment has to be 6.451% or greater, the population has to be at least 10,000 and all components of the ASU area have to be contiguous. An ASU can be a county, city, or combination of areas, such as census tracts and counties.

In order to develop a qualifying ASU, the 12-month average of the LAUS data for the most recent period ending in June is calculated for each county and city (population 25,000+) in the state. July-Dec of the prior year uses LAUS benchmarked data; data for the current year Jan-May uses revised data and June uses preliminary data. Data from the 2000 Census is available for the counties and cities and is broken down by census tract within each of those areas.

If a single county or city does not have a 12-month average unemployment rate of 6.451% or greater, surrounding counties or cities can be added (or subtracted) until the contiguous area reaches the 6.451% threshold. Individual census tracts within the counties or cities are examined in an attempt to include those tracts with the highest number of unemployed persons. All areas that are included in the ASU have to be contiguous and the total population of the included areas must be at least 10,000 (based on Census 2000).

Since monthly LAUS data is not available at the census tract level, the census tracts in a given county that are being included in the ASU area are multiplied by the total LAUS unemployment and employment (12-month average) for that county. This ratio is called the Census-Share (and is column O in the WIASU spreadsheet; the 12-month LAUS average is column N.)

Once as many areas of the state as possible have been exhausted into ASUs and the data has been submitted and approved by the US DOL, the ASU designations and the corresponding data are used internally in the WIA/DW allocation process.

The file used for the within state allocation is submitted to the DOL in accord with instructions in Training and Employment Guidance Letter 04-09 and BLS LAUS Technical Memorandum No. S-09-23. This file is used by the DOL to determine allotments to states.

The Allocations Developer copies "Column N" and "Column O" into the LAUS Tab taking care to match data to geographic areas.

Decline Data TAB: This tab stores the raw data used by the Industry Decline tab to calculate the WDA shares of employment in declining industry. The QCEW Lead worker provides the data in mid January after receiving specifications in a data request from the Allocations Developer.

How the file is created:

- Designed to compare most current and a reference year (Calendar year 2008 and 2003 for PY2010 calculations).
- Employment is added up for each month of the quarter for all 4 quarters to provide a summary total. (This yields very high numbers, basically 12 times as high as normal level of employment).
- Employment is reported by NAICS sector groups.
- Units count is summed by quarter and divided by 4 to provide average units counts (Unit counts are not used to calculate allocation shares.)
- County and its corresponding WDA inclusion and NAICS industry sector groups are assigned.
- No calculations regarding change in the number of units or in employment are provided
- Results of the job are sent to the Allocations Developer in a text file.
- The text file must be copied into this tab and should match the column format set in the tab.
- This tab is not locked.

Updates TAB: This Tab will be used to document changes to the workbook whenever changes are performed.

Attachments:

Attachment A: WIA Sec 128 Within State Allocations

Attachment B: WIA Sec 133 Within State Allocations

Attachment C: WIA Regulations Sec. 667.135 Hold Harmless

Attachment D: Data Source matrix

Attachment E: Allocation Checklist

Attachment A
Workforce Investment Act of 1998
Public Law 105-220--Aug. 7, 1998 112 Stat. 936

SEC. 128. Within State Allocations

WORKFORCE INVESTMENT ACT OF 1998
Public Law 105-220--Aug. 7, 1998 112 Stat. 936

SEC. 128. WITHIN STATE ALLOCATIONS

(a) Reservations for State Activities.--

(1) In general.--The Governor of a State shall reserve not more than 15 percent of each of the amounts allotted to the State under section 127(b)(1)(C) and paragraphs (1)(B) and (2)(B) of section 132(b) for a fiscal year for statewide workforce investment activities.

(2) Use of funds.--Regardless of whether the reserved amounts were allotted under section 127(b)(1)(C), or under paragraph (1)(B) or (2)(B) of section 132(b), the Governor may use the reserved amounts to carry out statewide youth activities described in section 129(b) or statewide employment and training activities, for adults or for dislocated workers, described in paragraph (2)(B) or

(3) of section 134(a).

(b) Within State Allocation.--

(1) Methods.--The Governor, acting in accordance with the State plan, and after consulting with chief elected officials in the local areas, shall allocate the funds that are allotted to the State for youth activities and statewide workforce investment activities under section 127(b)(1)(C) and are not reserved under subsection (a), in accordance with paragraph (2) or (3).

(2) Formula allocation.--

(A) Youth activities.--

(i) Allocation.--In allocating the funds described in paragraph

(1) to local areas, a State may allocate--

(I) 33 1/3 percent of the funds on the basis described in section 127(b)(1)(C)(ii)(I);

(II) 33 1/3 percent of the funds on the basis described in section 127(b)(1)(C)(ii)(II); and

(III) 33 1/3 percent of the funds on the basis described in clauses (ii)(III) and (iii) of section 127(b)(1)(C).

(ii) Minimum percentage.--Effective at the end of the second full fiscal year after the date on which a local area is designated under section 116, the local area shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the local area for the 2 preceding fiscal years.

Amounts necessary for increasing such allocations to local areas to comply with the preceding sentence shall be obtained by ratably reducing the allocations to be made to other local areas under this subparagraph.

(iii) Definition.--The term "allocation percentage", used with respect to fiscal year 2000 or a subsequent fiscal year, means a percentage of the funds referred to in clause (i), received through an allocation made under this subparagraph, for the fiscal year.

(B) Application.--For purposes of carrying out subparagraph (A)--

(i) references in section 127(b) to a State shall be deemed to be references to a local area;

(ii) references in section 127(b) to all States shall be deemed to be references to all local areas in the State involved; and

(iii) except as described in clause (i), references in section 127(b)(1) to the term "excess number" shall be considered to be references to the term as defined in section 127(b)(2).

(3) Youth discretionary allocation.--In lieu of making the allocation described in paragraph (2)(A), in allocating the funds described in paragraph (1) to local areas, a State may distribute--

(A) a portion equal to not less than 70 percent of the funds in accordance with paragraph (2)(A); and

(B) the remaining portion of the funds on the basis of a formula that--

(i) incorporates additional factors (other than the factors described in paragraph (2)(A)) relating to--

(I) excess youth poverty in urban, rural, and suburban local areas; and

(II) excess unemployment above the State average in urban, rural, and suburban local areas; and

(ii) was developed by the State board and approved by the Secretary as part of the State plan.

(4) Limitation.--

(A) In general.--Of the amount allocated to a local area under this subsection and section 133(b) for a fiscal year, not more than 10 percent of the amount may be used by the local board for the administrative cost of carrying out local workforce investment activities described in subsection (d) or (e) of section 134 or in section 129(c).

(B) Use of funds.--Funds made available for administrative costs under subparagraph (A) may be used for the administrative cost of any of the local workforce investment activities described in subsection (d) or (e) of section 134 or in section 129(c), regardless of whether the funds were allocated under this subsection or section 133(b).

(C) Regulations.--The Secretary, after consulting with the Governors, shall develop and issue regulations that define the term "administrative cost" for purposes of this title. Such definition shall be consistent with generally accepted accounting principles.

(c) Reallocation Among Local Areas.--

(1) In general.--The Governor may, in accordance with this subsection, reallocate to eligible local areas within the State amounts that are allocated under paragraph (2)(A) or (3) of subsection (b) for youth activities and that are available for reallocation.

(2) Amount.--The amount available for reallocation for a program year is equal to the amount by which the unobligated balance of the local area allocation under paragraph (2)(A) or (3) of subsection (b) for such activities, at the end of the program year prior to the program year for which the determination under this paragraph is made exceeds 20 percent of such allocation for the prior program year.

(3) Reallocation.--In making reallocations to eligible local areas of amounts available pursuant to paragraph (2) for a program year, the Governor shall allocate to each eligible local area within the State an amount based on the relative amount allocated to such local area under subsection (b)(3) for such activities for the prior program year, as compared to the total amount allocated to all eligible local areas in the State under subsection (b)(3) for such activities for such prior program year. For purposes of this paragraph, local areas that received allocations under subsection (b)(2)(A) for the prior program year shall be treated as if the local areas received allocations under subsection (b)(3) for such year.

(4) Eligibility.--For purposes of this subsection, an eligible local area means a local area that has obligated at least 80 percent of the local area allocation under paragraph (2)(A) or (3) of subsection (b) for such activities, for the program year prior to the program year for which the determination under paragraph (2) is made.

Attachment B
Workforce Investment Act of 1998
Public Law 105-220--Aug. 7, 1998 112 Stat. 936

SEC. 133. Within State Allocations

WORKFORCE INVESTMENT ACT OF 1998
Public Law 105-220--Aug. 7, 1998 112 Stat. 936

SEC. 133. WITHIN STATE ALLOCATIONS

(a) Reservations for State Activities.--

(1) Statewide workforce investment activities.--The Governor of a State shall make the reservation required under section 128(a).

(2) Statewide rapid response activities.--The Governor of the State shall reserve not more than 25 percent of the total amount allotted to the State under section 132(b)(2)(B) for a fiscal year for statewide rapid response activities described in section 134(a)(2)(A).

(b) Within State Allocation.--

(1) Methods.--The Governor, acting in accordance with the State plan, and after consulting with chief elected officials in the local areas, shall allocate--

(A) the funds that are allotted to the State for adult employment and training activities and statewide workforce investment activities under section 132(b)(1)(B) and are not reserved under subsection (a)(1), in accordance with paragraph (2) or (3); and

(B) the funds that are allotted to the State for dislocated worker employment and training activities under section 132(b)(2)(B) and are not reserved under paragraph (1) or (2) of subsection (a), in accordance with paragraph (2).

(2) Formula allocations.--

(A) Adult employment and training activities.--

(i) Allocation.--In allocating the funds described in paragraph (1)(A) to local areas, a State may allocate--

(I) 33 1/3 percent of the funds on the basis described in section 132(b)(1)(B)(ii)(I);

(II) 33 1/3 percent of the funds on the basis described in section 132(b)(1)(B)(ii)(II); and

(III) 33 1/3 percent of the funds on the basis described in clauses (ii)(III) and (iii) of section 132(b)(1)(B).

(ii) Minimum percentage.--Effective at the end of the second full fiscal year after the date on which a local area is designated under section 116, the local area shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the local area for the 2 preceding fiscal years. Amounts necessary for increasing such allocations to local areas to comply with the preceding sentence shall be obtained by ratably reducing the allocations to be made to other local areas under this subparagraph.

(iii) Definition.--The term "allocation percentage", used with respect to fiscal year 2000 or a subsequent fiscal year, means a percentage of the funds referred to in clause (i), received through an allocation made under this subparagraph, for the fiscal year.

(B) Dislocated worker employment and training activities.--

(i) Formula.--In allocating the funds described in paragraph (1)(B) to local areas, a State shall allocate the funds based on an allocation formula prescribed by the Governor of the State. Such formula may be amended by the Governor not more than once for each program year. Such formula shall utilize the most appropriate information available to the Governor to distribute amounts to address the State's worker readjustment assistance needs.

(ii) Information.--The information described in clause (i) shall include insured unemployment data, unemployment concentrations, plant closing and mass layoff data, declining industries data, farmer-rancher economic hardship data, and long-term unemployment data.

(C) Application.--For purposes of carrying out subparagraph (A)--

(i) references in section 132(b) to a State shall be deemed to be references to a local area;

(ii) references in section 132(b) to all States shall be deemed to be references to all local areas in the State involved; and

(iii) except as described in clause (i), references in section 132(b)(1) to the term "excess number" shall be considered to be references to the term as defined in section 132(b)(1).

(3) Adult employment and training discretionary allocations.--In lieu of making the allocation described in paragraph (2)(A), in allocating the funds described in paragraph (1)(A) to local areas, a State may distribute--

(A) a portion equal to not less than 70 percent of the funds in accordance with paragraph (2)(A); and

(B) the remaining portion of the funds on the basis of a formula that--

(i) incorporates additional factors (other than the factors described in paragraph (2)(A)) relating to--

(I) excess poverty in urban, rural, and suburban local areas; and

(II) excess unemployment above the State average in urban, rural, and suburban local areas; and

(ii) was developed by the State board and approved by the Secretary as part of the State plan.

(4) Transfer authority.--A local board may transfer, if such a transfer is approved by the Governor, not more than 20 percent of the funds allocated to the local area under paragraph (2)(A) or (3), and 20 percent of the funds allocated to the local area under paragraph (2)(B), for a fiscal year between--

(A) adult employment and training activities; and

(B) dislocated worker employment and training activities.

(5) Allocation.--

(A) In general.--The Governor of the State shall allocate the funds described in paragraph (1) to local areas under paragraphs (2) and (3) for the purpose of providing a single system of employment and training activities for adults and dislocated workers in accordance with subsections (d) and (e) of section 134.

(B) Additional requirements.--

(i) Adults.--Funds allocated under paragraph (2)(A) or (3) shall be used by a local area to contribute proportionately to the costs of the one-stop delivery system described in section 134(c) in the local area, and to pay for employment and training activities provided to adults in the local area, consistent with section 134.

(ii) Dislocated workers.--Funds allocated under paragraph (2)(B) shall be used by a local area to contribute proportionately to the costs of the one-stop delivery system described in section 134(c) in the local area, and to pay for employment and training activities provided to dislocated workers in the local area, consistent with section 134.

(c) Reallocation Among Local Areas.--

(1) In general.--The Governor may, in accordance with this subsection, reallocate to eligible local areas within the State amounts that are allocated under paragraph (2)(A) or (3) of subsection (b) for adult employment and training activities and that are available for reallocation.

(2) Amount.--The amount available for reallocation for a program year is equal to the amount by which the unobligated balance of the local area allocation under paragraph (2)(A) or (3) of subsection (b) for such activities, at the end of the program year prior to the program year for which the determination under this paragraph is made exceeds 20 percent of such allocation for the prior program year.

(3) Reallocation.--In making reallocations to eligible local areas of amounts available pursuant to paragraph (2) for a program year, the Governor shall allocate to each eligible local area within the State an amount based on the relative amount allocated to such local area under subsection (b)(3) for such activities for the prior program year, as compared to the total amount allocated to all eligible local areas in the State under subsection (b)(3) for such activities for such prior program year. For purposes of this paragraph, local areas that received allocations under subsection (b)(2)(A) for the prior program year shall be treated as if the local areas received allocations under subsection (b)(3) for such year.

(4) Eligibility.--For purposes of this subsection, an eligible local area means a local area that has obligated at least 80 percent of the local area allocation under paragraph (2)(A) or (3) of subsection (b) for such activities, for the program year prior to the program year for which the determination under paragraph (2) is made.

Attachment C
20 CFR Part 652 and Parts 660 through 671
Workforce Investment Act

[Federal Register: August 11, 2000 (Volume 65, Number 156)]
 [Rules and Regulations]
 [Page 49293-49342]

DEPARTMENT OF LABOR
 Employment and Training Administration
 20 CFR Part 652 and Parts 660 through 671
 Workforce Investment Act
 AGENCY: Employment and Training Administration (ETA), Labor.
 ACTION: Final rule.

Sec. 667.135 What "hold harmless" provisions apply to WIA adult and youth allocations?

(a)

(1) For the first two fiscal years after the date on which a local area is designated under section 116 of WIA, the State may elect to apply the "hold harmless" provisions specified in paragraph (b) of this section to local area allocations of WIA youth funds under Sec. 667.130(c) and to allocations of WIA adult funds under Sec. 667.130(d).

(2) Effective at the end of the second full fiscal year after the date on which a local area is designated under section 116 of WIA the State must apply the "hold harmless" specified in paragraph (b) of this section to local area allocations of WIA youth funds under Sec. 667.130(c) and to allocations of WIA adult funds under Sec. 667.130(d).

(3) There are no "hold harmless" provisions that apply to local area allocations of WIA dislocated worker funds.

(b)

(1) If a State elects to apply a "hold-harmless" under paragraph (a)(1) of this section, a local area must not receive an allocation amount for a fiscal year that is less than 90 percent of the average allocation of the local area for the two preceding fiscal years.

(2) In applying the "hold harmless" under paragraph (a)(2) of this section, a local area must not receive an allocation amount for a fiscal year that is less than 90 percent of the average allocation of the local area for the two preceding fiscal years.

(3) Amounts necessary to increase allocations to local areas must be obtained by ratably reducing the allocations to be made to other local areas.

(4) If the amounts of WIA funds appropriated in a fiscal year are not sufficient to provide the amount specified in paragraph (b)(1) of this section to all local areas, the amounts allocated to each local area must be ratably reduced. (WIA secs. 128(b)(2)(A)(ii), 133(b)(2)(A)(ii), 506.)

Sec. 667.140 Does a Local Board have the authority to transfer funds between programs?

(a) A Local Board may transfer up to 20 percent of a program year allocation for adult employment and training activities, and up to 20 percent of a program year allocation for dislocated worker employment and training activities between the two programs.

(b) Before making any such transfer, a Local Board must obtain the Governor's approval.

(c) Local Boards may not transfer funds to or from the youth program.

Attachment D
Data Sources for WIA Allocations

Data Sources for the WIA Allocations:

Data Require to Calculate Allocations	Contact Name	Source
Relative share of the Excess Unemployment by WDA	Heather Thompson 7-5053	An electronic file is provided by LAUS Research Analyst for the most recent program year after validation by BLS (ARRA used calendar year and was not validated until after allocations were required to be out.) Validation is not benchmarking. The file is submitted to the DOL in accord with instructions in Training and Employment Guidance Letter 04-09 and BLS LAUS Technical Memorandum No. S-09-23. This file is used by the DOL to determine allotments to states.
Relative share of the unemployed in ASUs by WDA		
WDA concentrations of unemployed		
Relative share of the Economically Disadvantaged Adults by WDA	Gary Denis 7-9704	Poverty and Lower Living Standard Income Level (LLSIL) Data is provided by the DOL ETA. File contains adjusted 2000 Census data to tally numbers of people in each census tract that have income below 70% of the LLSIL. Data is provided about 4 years after completion of the census. Source data is on CD from Social Policy Research Assoc.
Relative share of the Economically Disadvantaged Youth by WDA		
Prorated share of the total loss in the number of farms in 2007 from a 1982-84 base period	NASS Website	Data on the number of farms on the most current Census of Agriculture is available on the http://www.nass.usda.gov/Data_and_Statistics/index.asp . The US Dept of Agriculture, National Agricultural Statistical Service, maintains this data. Data is captured from Table 8. Farms, Land in Farms, Value of Land and Buildings, and Land Use: 2007 and 2002.
WDA share of unemployment recipients	Cathy Sill 6-0858	This data is received via a PDF file from UID and is available in late January. The data is for the prior calendar year and generated as report DWDUIBNP-UI9618.TSOLIB.WIAUIDUR. Data is provided on Table of SDA by WKPD. Data could be provided as a TXT file.
WDA share of long term unemployed in state		
WDA share of laid off individuals as reported through WARN	Jerry Smith 6-5373	The Dislocated Worker Unit provides this data annually. The report is known as Table 2c
WDA share of employment in declining industries	Deb Holt 6-5321	QCEW Unit provides this data file in mid-January. Data compares most recent year to a criterion year. Whoever is doing the allocations specifies the criterion year. The comparison years are included in the request for a report file to BITS.

Attachment E
Annual Allocations Development Checklist

Allocations Development Checklist

Attachment E

	Task Required	Responsible Person	Date Due	Complete? Initial & Date
1	BWT Allocation Staff meet to prepare for the project.	BWT Director	Jan 4 th	
2	Request data from data sources identified in "Attachment D" of the Allocations Guide.	LMI Section Chief	Jan 5 th	
3	Data is received by the Allocations Developer.	LMI Section Chief	Jan. 25 th	
4	Data is validated against specifications.	LMI Section Chief	Feb 1 st	
5	Internal Review Team (IRT) informed by email of the date that the Allocation Share review process starts.	LMI Section Chief	Feb 5 th	
6	Allocation Template reviewed to ensure that historic data is moved to storage and reference data is up to date.	LMI Section Chief	Feb 5 th	
7	BWT Allocation staff meets to assess progress and resolve data issues.	BWT Director	Feb 5 th	
8	Summary of Allocation project progress sent to AO.	BWT Director	Feb 8 th	
9	Data is entered into tabs in Allocation Template and Template renamed Allocations PYXX and is sent to the IRT for review.	LMI Section Chief	Feb 10 th	
10	Internal Review Team completes review and provides feedback to the Allocations Developer.	IRT members	Feb 17 th	
11	Complete adjustments to the spreadsheet and allocation shares based on the IRT review.	LMI Section Chief	Feb 18 th	
12	Send PY10 Allocation Shares Spreadsheet & Allocations Guide to the Allocations Team for review.	BWT Director	Feb 22 nd	
13	Meet with the Allocations Team to review/discuss the PY10 Allocation Shares development/process.	LMI Section Chief	Feb 26 th	
14	Complete revisions to allocations shares that come from the Allocations Team review.	LMI Section Chief	Mar 8 th	
15	Prepare the Admin Memo to transmit Allocation Shares to the workforce system for review and comment.	BWT Director	Mar 8 th	
16	Send ADM with Allocation Shares to Workforce System.	Administrator's Office	Mar 10 th	
17	Comments received from Workforce System.	LMI Section Chief	Mar 19 th	
18	Reconvene the Allocation Team to review comments received by the 19 th .	LMI Section Chief	Mar 23 rd	
19	Finalize the Allocation Shares.	LMI Section Chief	Mar 26 th	
20	Receive TEGL announcing state allotments.	BWT Director		
21	IRT reviews TEGL to determine if there are policy issues that affects the allocation process and spreadsheets are adjusted as required.	LMI Section Chief	Within 10 days of receipt	
22	Calculate the Allocations & prepare the ADM to transmit final allocation shares and allocation amounts.	LMI Section Chief	15 days after TEGL	
23	Issue ADM to the Workforce Development Board Directors and other interested parties.	Administrator's Office	20 days post TEGL	

Attachment J

Wisconsin's Proposed Statewide Technical Assistance and Training Action Plan 2011-12

Workforce Programs Roundtables Topics

Legislative Updates

Economic Trends/Status

High Growth Industries/Occupations

Income Growth Strategies

Performance Measures

ASSET Panel (System and WIA Policy staff)

Cost Recovery to identify and strengthen program opportunity for providers to share and network

Target Audience: Statewide workforce system-- WIA Adult, DW & Youth staff and managers, TAA staff and managers, Veterans Services staff and managers, WDB Directors and staff, Job Service District Directors and staff and other Job Center staff.

ASSET Training- Orientation and Review

How to use the tools or features in ASSET (job matching, supplemental data report, literacy/numeracy warning report, etc.) to improve reporting and performance outcomes, and decrease data errors.

Target Audience: Statewide workforce system, JS and TAA staff.

WEBI 101 and Analyst Training

Target Audience: ASSET User Group representatives and WDA local representatives.

WIA Program Performance Training: I. Performance Standards; II. Regression Model

Target Audience: Statewide workforce system staff responsible for performance measures.

WIA Case Management Training

Target Audience: Statewide WIA and JS staff.

WIA 101 Orientations Adult, DW and Youth Programs

Provide information on Adult, DW and Youth program's fundamentals, eligibility requirements, case documentation, approval training, and ASSET reporting.

Target Audience: Statewide workforce system and Job Service staff.

WIA Funding

WDAs present their successes on accessing other funding and funding activities.

Target Audience: Statewide workforce system and TAA staff.

Rapid Response and Trade Adjustment Assistance Programs- Standardized Presentations

Target Audience: WDA individuals charged with presenting information on the programs.

Health Care Options for Dislocated Workers: I. Benefits tied to trade programs; II. Case Management

Target Audience: WDA individuals responsible for DW program.

Rapid Response Local Partners Employer Meeting Processes

Standardize processes for Rapid Response and TAA programs in-take information that is gathered and explained to employers; Standardized PowerPoint and talking points scripts.

Target Audience: WDA individuals responsible for presenting information on RR and TAA.

TAA Baseline Training

Target Audience: TAA staff.

Business Services

Discussion of "message" and approach to employers; WDBs and local partners coordination.

Target Audience: WDA business services representatives and statewide workforce system staff.

Career Pathways/Career Bridges

Target Audience: Statewide workforce system staff.

Universal Access- WIA Section 188 Training

Target Audience: Equal Opportunity and statewide workforce system staff.

Serving Older Workers in Tough Economic Times

Target Audience: Statewide workforce system staff.

Monthly Series on Disability Resources

Target Audience: Statewide workforce system and Job Service staff.

Universal Access- WIA 188 Training

Target Audience: Equal Opportunity and statewide workforce system staff.

Serving Customers with an Offender Background

Target Audience: Statewide workforce system staff.

Other Activities to Improve Serving Persons with Disabilities

To improve services to persons with disabilities through the Job Centers and RES sites, and provide technical assistance to staff, a survey was conducted in 2010 to determine the needs of program staff. The survey's findings will result in additional training.

Target Audience: Statewide workforce system staff.

Attachment K

Complaints/Grievances and Appeals

COMPLAINTS/GRIEVANCES AND APPEALS.

These are the procedures DWS grantees/contractors, employees, applicants for or participants in DWD-funded programs, and other parties affected by the operations of DWD-funded programs shall use to resolve complaints/grievances and appeals regarding alleged violations of DWD grants, its related regulations, applicable Wisconsin statutes, other applicable federal or state requirements, the provisions of this document or the terms of a DWD grant agreement or contract.

1. General Requirements for processing complaints/grievances and appeals.

- a. Program and Grant Responsibilities.** DWD grantees shall establish and maintain complaint/grievance and appeal procedures that conform to DWD Grant and other applicable federal and state requirements. To be valid, systems for resolving DWD Grantee complaints/grievances must provide for due process.
 - (1) The elements of due process:
 - (a) Notice to the parties of the specific charges and the responses of those involved;
 - (b) Reasonable timing;
 - (c) An impartial decision-maker;
 - (d) The right of the parties to representation;
 - (e) The right of each party to present evidence both in writing and through witnesses;
 - (f) The right of each party to question others who present evidence; and
 - (g) A decision made strictly on the recorded evidence.
 - (2) The grantees must:
 - (a) Describe their complaint/grievance and appeal procedures in their DWD grant agreements.
 - (b) Assure that their subgrantees are informed of and maintain procedures consistent with the requirements of this section.
 - (c) Require that every employer who hires participants under DWD-funded programs shall maintain complaint/grievance and appeal procedures, which include the employer's terms and conditions of employment as described in WIA Title I Section 122 (h)(1) and applicable collective bargaining agreements.
 - (d) Follow their own written procedures in resolving WIA Title I complaints/grievances at the local level.
 - (e) Post complaint/grievance and appeal procedures in a prominent place(s) and ensure that DWD grant participants are made aware of their rights regarding complaints/grievances, appeals, and hearings.
 - (f) Retain all records about complaints/grievances and appeals for a period of three years or beyond three years if the complaints/grievances and appeals are not resolved or are under audit, investigation, or litigation.
- b. Final Authority on Decisions.** The DWS administrator, on behalf of the Governor, has the final decision-making authority on complaints/grievances arising from the administration, implementation and operation under DWD grants.
- c. Forms for Filing Complaints/Grievances.** The DWS Complaint Information Form must be used for all formal complaints/grievances filed with DWS. Local agencies may modify the form for their own use as long as they comply with basic complaint/grievance filing requirements.
- d. Technical Assistance.** DWS shall provide technical assistance to grantees or other parties needing information on complaint/grievance procedures and related issues.
- e. One-Stop Complaint Procedures.** DWS in conjunction with its grantees and other federal financial assistance partners has instituted a Job Center Complaint Coordination System (JCCCS) in all Wisconsin Job Centers. Each Job Center has a Complaint Coordinator. The Coordinators refer

complaints, regardless of program fund source, to the appropriate entity within or outside of the Job Center.

2. **Complaint/Grievance Preparation.**

- a. **Written and Within One Year.** The complainant shall file a written complaint/grievance within one year after the alleged violation took place.
- b. **Addressed to Respondent.** Complaints/grievances should be addressed to the appropriate respondent agency.
- c. **Accurate and Complete.** A complaint/grievance must be sufficiently accurate and complete to be evaluated on its own. It is suggested that formal complaints/grievances be notarized.
- d. **Establishment of Filing Date.** The filing date of a complaint/grievance is established when a complainant submits a written complaint/grievance that provides:
 - (1) The full name, telephone number (if any), and address of the person(s) or organization(s) making the complaint/grievance;
 - (2) The full name and address of the respondent against whom the complaint/grievance is made;
 - (3) A clear and concise statement of the facts, including pertinent dates constituting the alleged violation;
 - (4) The provisions of the DWD grant, the regulations, or other applicable agreements believed to have been violated;
 - (5) A statement disclosing whether the complaint/grievance has been cross-filed with any other jurisdiction and whether these other proceedings have commenced or been concluded, including dates, authorities, and other pertinent information.
- e. **Response by recipient grantee.** The grantee shall acknowledge receipt of a complaint/grievance in writing within five (5) working days. Where possible the file date should be included in the response.

3. **Requirements for Complaints/Grievances Alleging Discrimination.**

- a. Section 188 of Title I of WIA prohibits discrimination on the basis of age, disability, sex, or on the basis of race, color, or national origin, political affiliation or belief, status as a program participant, or against beneficiaries on the basis of citizenship/status as a lawfully admitted immigrant authorized to work in the United States. Complaints/grievances alleging a violation of WIA Title I s.188 and 29 CFR, Part 37.70 – 37.114, regarding discrimination will be processed as follows:
 - (1) The complaint may be filed either with the United States DOL Director of the Civil Rights Center (Director/Civil Rights Compliance (CRC) – the cognizant federal agency for discrimination complaints) or DWS.
 - (2) The Director/CRC, for good cause shown, may extend the filing time deadline. This time period for filing is for the administrative convenience of the Directorate and does not create a defense for the respondent.
 - (3) Any person who elects to file a complaint with DWS shall allow DWS 90 calendar days to process the complaint.
 - (4) DWS has adopted procedures which allow any party to a discrimination complainant to request Alternative Dispute Resolution (ADR) or mediation of their complaint. ADR allows disputes to be resolved in a less adversarial manner and is totally voluntary. The complainant may file a complaint with the Director/CRC within 30 days should ADR fail to provide a satisfactory resolution of the complaint. The Equal Rights Division of DWD will provide ADR or mediation for parties requesting this method of resolving discrimination complaints.
 - (5) If, by the end of 90 calendar days, DWD has not completed processing the complaint, has failed to notify the complainant of the resolution, or has offered a resolution not satisfactory to the complainant, including ADR, the complainant may, after the 90 calendar days have passed, file a complaint with the Director/CRC by completing and submitting CRC's Complaint Information and Privacy Act Consent Forms. The complaint must be filed no later than 30 calendar days after DWD has issued a final decision or 90 days have passed. In any event, the complaint must be filed with CRC no more than 120 days after the complaint was initially filed.

(6) The Director/CRC shall, at the conclusion of the investigation, advise the complainant and respondent whether there is reasonable cause to believe that a violation of the nondiscrimination and equal opportunity provisions of a DWD Grant or 29 CFR, Part 37, has occurred.

(7) A complainant has 180 days to file a discrimination complaint.

b. Discrimination Based on State Fair Employment Statutes. Complaints/grievances alleging a violation of the State of Wisconsin's Fair Employment Statute, 111.31-111.395, Stats., regarding discrimination must be filed with the DWD-Equal Rights Division (ERD) within 300 days after the alleged discrimination took place. Complaints/grievances filed with the DOL-CRC may be cross-filed with the state DWD-ERD. The Fair Employment Statute extends protection to classes not covered under federal law, such as arrest/conviction record, marital status, sexual orientation, military reserve status, and use of lawful products. Complaints/grievances appealed to the Equal Rights Division must be filed using the ERD Discrimination Complaint Form. A link to this form follows: <http://www.dwd.state.wi.us/er/pdfs/ERD-4206a-F.pdf>

4. Requirements for Complaints/Grievances Alleging Noncriminal Violations other than Discrimination.

a. Grantee as Respondent. When a DWD grantee is a respondent to complaints/grievances about the administration, implementation, and operation of its DWD-funded employment and training programs, the following procedures must be used:

- (1) The complainant shall file a written complaint/grievance within one year after the alleged violation took place.
- (2) The grantee shall review the complaint/grievance to determine if it was filed within the one-year time limit and if it falls within the jurisdiction of the DWD Grantee and WAA. If the criteria are not met, the grantee shall provide the complainant with written notice of the rejection of the complaint/grievance and the reasons for that rejection. If the criteria are met, the grantee shall provide the complainant with written notice of the acceptance. The filing date shall be included in the notice.
- (3) After accepting the complaint/grievance, the grantee shall:
 - (a) Conduct a hearing within 30 calendar days of the filing date; and
 - (b) Issue a decision to the complainant within 60 calendar days of the filing date.
- (4) Format for a written decision.
 - (a) Summary Statement that identifies issue(s) being contested and which caused the hearing to be called. Include citation of law(s), rule(s), regulation(s), policy(ies), and agreements alleged to have been violated.
 - (b) Findings of Facts, which enumerates items the hearing examiner accepts as facts based upon demonstration of support (documentation) from complainant's and respondent's presentation of facts and opinions.
 - (c) Conclusion is a brief summary of the facts, which affirm or deny assertions made by parties at the hearing.
 - (d) Decision should be based on the conclusion(s) and provide a remedy for final resolution.
 - (e) Appeal rights must be included in the written decision. This statement of appeal rights shall include how, where, and how much time the aggrieved party has to appeal the decision.
- (5) After receiving an adverse decision or no decision on a complaint/grievance within 60 calendar days, the complainant may file an appeal requesting a state level independent review. This appeal must be filed with DWD within the following time limitations:
 - (a) The complainant must file the appeal within 10 calendar days after the complainant received the decision; or
 - (b) If the complainant did not receive a decision, the complainant must file the appeal within 15 calendar days after the decision was due.

- (6) After accepting a complaint/grievance that has been appealed from the grantee level requesting a state level review, the DWS administrator, on behalf of the Governor, shall review the case and issue a final decision within 30 calendar days after the appeal was filed.
 - (7) Appeal. A complaint alleging that DWD, on behalf of the Governor, has not issued a decision within 60 days after a complaint is filed or the party to such decision receives an adverse decision may appeal these issues to the Secretary of Labor. The Secretary shall make a final determination no later than 120 days after receiving such an appeal.
- b. DWD as Respondent.** When DWD is a respondent to complaints/grievances about the administration, implementation, and operation of its DWD-funded employment and training programs, the following procedures shall be used.
- (1) The complainant must file a written complaint/grievance within one year after the alleged violation took place. For a complaint or grievance involving audit resolution, an appeal must be filed between 15 and 30 days after the issuance of the determination letter, as detailed in the letter.
 - (2) DWD must review the complaint/grievance to determine if it was filed within the one-year time limit and if it falls within DWD's jurisdiction. If the criteria are not met, DWD shall provide the complainant with written notice of the rejection of the complaint/grievance and the reasons for that rejection. If the criteria are met, DWD shall provide the complainant with written notice of the acceptance of the complaint/grievance.
 - (3) After accepting the complaint/grievance, DWD shall:
 - (a) Appoint a hearing examiner;
 - (b) Conduct a hearing within 30 calendar days of the filing date; and
 - (c) Issue a decision to the complainant within 60 calendar days of the filing date.
 - (4) After receiving an adverse decision or no decision on a complaint/grievance within 60 calendar days, the complainant may file an appeal requesting a state level independent review. This appeal must be filed with DWD:
 - (a) The complainant must file the appeal within 10 calendar days after the complainant received the decision; or
 - (b) If the complainant did not receive a decision, the complainant must file the appeal within 15 calendar days after the decision was due.
 - (5) After accepting the appeal, DWD shall designate a review officer to conduct the state level independent review.
 - (6) After reviewing the case file and (if needed) gathering additional information, the Independent Review Officer shall issue a recommended decision to the DWS administrator within 30 calendar days after the appeal was filed. The DWS administrator may accept, reject, or modify the Independent Review Officer's recommended decision.
 - (7) The DWS administrator must, on behalf of the Governor, issue a final decision within 30 calendar days after accepting the request for a state level independent review.
- c. Employer/Work-training Provider as Respondent.** When an employer or work-training provider acting under agreement with a DWD grantee/contractor is a respondent to complaints/grievances about the administration, implementation, and operation of DWD-funded employment and training programs, including complaints of unlawful employee displacement by a DWD program participant, the following procedures must be used:
- (1) The complainant shall file a written complaint/grievance within one year after the alleged violation took place.
 - (2) The grantee or contracting agency shall review the complaint/grievance to determine if it was filed within the one-year time limit, if it falls within the jurisdiction of the DWD grantee/contractor, and if it meets grievance/complaint criteria under WIA or TANF/W-2. If the criteria are not met, the grantee shall provide the complainant with written notice of the rejection of the complaint/grievance and the reasons for that rejection. If the criteria are met, the

grantee/contractor shall provide the complainant with written notice of the acceptance. The filing date shall be included in the notice.

- (3) After accepting the complaint/grievance, the DWD grantee/contractor shall contact the respondent, investigate the complaint, and attempt to reach an informal resolution.
- (4) If an informal resolution cannot be reached, the grantee/contractor shall:
 - (a) Conduct a hearing within 30 calendar days of the filing date.
 - (b) Issue a decision to both the complainant and respondent within 60 calendar days of the filing date.
- (5) Format for written decision.
 - (a) Summary Statement that identifies issue(s) being contested and which caused the hearing to be called. Include citation of law(s), rule(s), regulation(s), policy(ies), and agreements alleged to have been violated.
 - (b) Findings of Facts, which enumerates items the hearing examiner accepts as facts based upon demonstration of support (documentation) from complainant's and respondent's presentation of facts and opinions.
 - (c) Conclusion is a brief summary of the facts, which affirm or deny assertions made by parties at the hearing.
 - (d) Decision should be based on the conclusion(s) and provide a remedy for final resolution.
 - (e) Appeal rights must be included in the written decision. This statement of appeal rights shall include how, where, and how much time the aggrieved party has to appeal the decision.
- (6) After receiving an adverse decision or no decision on a complaint/grievance within thirty calendar days, either the complainant or the respondent (or both) may file an appeal requesting a state-level independent review. This appeal must be filed with DWD within the following time limitations:
 - (a) The complainant and/or respondent must file the appeal within 10 calendar days after they received the decision; or
 - (b) If the complainant and/or respondent did not receive a decision, they must file the appeal within 15 calendar days after the decision was due.

5. Requirements for Complaints/Grievances Alleging Incidents of Fraud and Abuse Violations of DWD Grants

- a. Notification of Requirements.** All WDAs and other organizations receiving DWD funds shall respectively notify the LEO, WDB members, employees, subrecipients, all DWD grant participants, and the general public of the contents of this subsection.
- b. Nationwide System for Reporting Incidents.** The DOL-ETA, in conjunction with the Office of Inspector General (OIG) has established a nationwide system to report any suspected or actual incidents of fraud and abuse. Under this system, the following procedures will apply to DWD grant recipients.
 - (1) Individuals who become aware of any allegation or complaint/grievance about possible fraud, misfeasance, nonfeasance, or malfeasance, misapplication of funds, gross mismanagement, and employee or participant misconduct involving DWD grant programs or operations should report that information as follows:
 - (a) Staff of WDAs or statewide grantees shall within one working day, file an Incident Report using the DWD Grant Fraud and Abuse Incident Report form and submit it to DWD according to procedures on the back of the form.
 - (b) Staff of program operators other than WDAs or statewide grantees or members of the public may report suspected incidents of fraud and abuse either to the local WDA Administrative Entity or to DWD.
 - (c) It is not the intent of the DOL or DWD to limit use of the Incident Report to elicit information only after an act or allegation has already been determined legally prosecutable. On the contrary, any act that raises questions concerning possible illegal expenditures or other unlawful activity should be reported immediately.

- (2) Complainants who fear that their positions will be compromised if they submit information through the WDA/DWD reporting system may send an Incident Report directly to the OIG, P.O. Box 1924, Washington, D.C., 20013, or telephone the OIG's hotline that is maintained for public use by individuals who want to report a suspected wrongdoing. The toll free number is (800) 424-5409. The OIG is required to respond to hotline referrals within 30 days.
- (3) The identity of individuals who provide information will not be disclosed unless they consent or the OIG determines that disclosure is unavoidable during the course of an investigation. The DOL prohibits reprisal against any employee who discloses information about wrongdoing or makes a valid complaint/grievance. Wisconsin's "Whistle Blower Law" provides similar protection for most state employees (230.80-230.89, Stats. & 895.65, Stats.)
- c. DWD Reports to DOL.** DWD must submit a DOL Incident Report within five working days to the DOL regional administrator, who must immediately refer it to the Regional Inspector General for Investigation for disposition.
- d. Follow-up on Reports.** Any DWD grantee that has reported an incident of alleged fraud and abuse shall follow up on these cases and work with DWD, appropriate governmental agencies, and, where necessary, law enforcement agencies, such as the district attorney and the Federal Bureau of Investigation, during the investigation and resolution of the case. For any **reported incident of fraud and abuse, the affected grantee shall do the following:**
 - (1) Investigate the matter in question, have it investigated by appropriate authorities, or if requested, assist with official investigations.
 - (2) During the resolution of the allegations, ensure that necessary documents are made available, that witnesses and other parties involved in the incident are contacted, that records are maintained, and that the investigatory process is proceeding smoothly.
 - (3) If the investigation results in disallowed costs, follow the local debt collection process to recover the funds.
 - (4) Once a fraud report has been transmitted to DWD, interim reports must be submitted when the status of an investigation changes or the grantee is aware of material changes in the methods of resolving the incident. Once an incident has been resolved, a final report is required to close out the case.
- e. DWD Assistance.** On behalf of the Governor, DWD is responsible for overseeing the integrity of DWD grant programs in the state and providing assistance to grantees in the resolution of cases involving allegations of fraud and abuse. DWD will assist in the investigation and resolution of cases as appropriate, monitor progress and prepare applicable reports.
- 6. DWD Hearing Process.** DWD will use the following procedures to conduct hearings when it is the respondent in complaints/grievances. Grantees may use these procedures or follow their own procedures if based on the elements of due process previously listed.
 - a. Hearing Request and Response.** The complainant may request a hearing by submitting a written request to DWD. DWD will schedule the hearing within 30 days after the complaint/grievance filing date and provide written notice to both parties, including the date, time, and place; issues to be decided; and relevant background material.
 - b. Open to Public.** The hearing is informal and is open to the public.
 - c. Hearing Provisions.** The complainant and the respondent should both attend the hearing. During and prior to the hearing, DWD will apply the following rules:
 - (1) Complainants may amend the complaint/grievance at any time prior to the hearing.
 - (2) Complainants may withdraw the request for a hearing in writing prior to the hearing.
 - (3) Complainants or respondents may request rescheduling of the hearing for good cause within the prescribed 30-day limit.
 - (4) Complainants and respondents may be represented by an attorney or other representative of their choice.
 - (5) Complainants and respondents may bring witnesses and provide/submit documentary evidence.

- (6) Respondents/grantees and/or subgrantees shall produce requested records or documents relevant to the issues and kept in the ordinary course of business. Both parties may examine all evidence presented at the hearing.
- (7) Complainants and respondents may question any witnesses or parties to the hearing.
- d. Hearing Examiner's Role and Hearing Provisions:**
 - (1) The role of the hearing examiner prior to the hearing:
 - (a) Prepare and review of the case file;
 - (b) Determine the issues involved, affected laws, regulations, or other rules;
 - (c) Formulate a set of questions for use at the informal hearing; and
 - (d) Determine limits of pre-hearing discovery to be allowed.
 - (2) The role of the hearing examiner during the hearing:
 - (a) Make a record of the hearing;
 - (b) Ensure that the hearing procedure is followed;
 - (c) Rule on motions (standard courtroom rules of procedure need not apply);
 - (d) Determine the order of witnesses, question witnesses, take testimony, and maintain order; and
 - (e) Accept evidence and/or exhibits during or after testimony and discourage lines of inquiry not relevant to the original complaint/grievance.
 - (3) The role of the hearing examiner after the hearing:
 - (a) Not discuss the case with any of the parties;
 - (b) Consider and evaluate all relevant facts, evidence and arguments; and
 - (c) Formulate and transmit a written decision to all parties, including applicable appeal or civil remedies the complainant may pursue.

Attachment L

WIA and Registered Apprenticeship Collaboration

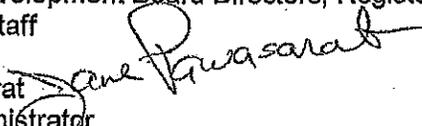
DEPARTMENT OF WORKFORCE DEVELOPMENT
DIVISION OF EMPLOYMENT AND TRAINING
ADMINISTRATOR'S MEMO SERIES

ACTION 11-05
 NOTICE

ISSUE DATE: 09/22/2011
DISPOSAL DATE: Until Further Notice

*PROGRAM CATEGORIES:
 AS FL ML TR
 CR IT RA WIA
 FM JC TC YA
LM TA

To: Workforce Development Board Directors, Registered Apprenticeship Representatives,
Job Service Staff

From: Jane Pawasarat 
Division Administrator

RE: Registered Apprenticeship Partnering with the Workforce Investment Act

Purpose

The purpose of this state policy is to provide guidance on the use of Registered Apprenticeship within the One-Stop Workforce Investment Act System.

Legislative/Regulatory References

- Training and Employment Guidance Letter No. 2-07, Leveraging Registered Apprenticeship as a Workforce Development Strategy for the Workforce Investment System;
- Final Rule 29 CFR Part 29, Apprenticeship Programs, Labor Standards for Registration, Amendment of Regulations;
- Training and Employment Guidance Letter No. 27-09, Youth Program Guidance for PY 2010.

Background

The United States Department of Labor (U.S. DOL) has encouraged the infusion of Registered Apprenticeship within the One-Stop system as a "critical component of talent development strategies." Registered Apprenticeship combines on-the-job learning, related instruction and mentoring that offers an efficient training strategy responsive to developing a skills talent pool driven by employers.

***PROGRAM CATEGORIES:**

AS--Apprenticeship Standards	FM--Financial Management Requirements	LM--Labor Market Information	TR--Transportation
CR--Civil Rights.	FL--Foreign Labor Certification	ML--Migrant Labor	WIA--Workforce Investment Act
	IT--IT Systems	RA--Refugee Assistance	YA--Youth Apprenticeship
	JC--Job Center	TC--Tax Credit Programs	
		TA--Trade Assistance	

Wisconsin celebrated its 100th year on June 14, 2011, as the nation's first Registered Apprenticeship program that served as a model for the national apprenticeship system.

In 2009, the Bureau of Apprenticeship Standards (BAS), Division of Employment and Training, initiated a workforce forum to increase the partnerships and integration between the One-Stop system and apprenticeship programs. This collaborative forum provided a renewed introduction of both systems among the partners, and identified opportunities to infuse apprenticeship activities within the Workforce Investment Act programs.

The Bureau of Apprenticeship Standards competed for a DOL "green" grant, and received six million dollars in February 2010. The Sector Alliance for the Green Economy (SAGE) grant has several key objectives:

- Establish enduring energy sector partnerships;
- Equip workers with green skills required to obtain and retain energy industry jobs; and
- Prepare workers for careers in energy through connection to career pathways.

The grant activities require increased partnerships between the One-Stops, energy-sector industries and apprenticeship. In addition to upgrading current apprenticeship programs in construction trades, industrial trades and services trades, the grant will expand the apprenticeship training model to occupations including Wastewater Treatment Plant Operator and Dairy Grazier. For additional information, access the website: www.sage.wisconsin.gov. The "Greening the Trades" tab on the website is updated with the status to "green" an apprentice program.

Guidance

Apprenticeships are designed to meet industry demand, available statewide, and provide a portable, nationally-recognized credential. Registered Apprenticeship is a national training system that combines paid learning on-the-job and related technical and theoretical instruction in a skilled occupation. It is business and industry-driven sponsored by employers, employer associations, or labor/management entities. Apprenticeship offers several unique benefits including "earn while you learn." Apprentices earn a living wage with health insurance, retirement and other benefits while learning skills in a trade. As the apprentice's skill level increases by learning the trade both in the classroom and on the job site, the wages also increase progressively. After completion of an apprenticeship program, the individual's journey-level status is recognized nationally.

In Wisconsin, apprenticeship stakeholders work through State Trade Committees that establish and formalize the standards that apply to apprentice training in their particular trade. Apprentice sponsors abide by these standards and are provided guidance and oversight by BAS.

Apprenticeship sponsors hire and train people in real-work situations, and provide journey worker supervision during the apprentice's on-the-job learning in accordance with written standards and a formal contract. Wisconsin is unique in requiring the employer to pay the apprentice wage during required related instruction. Apprentices are employed at the start of the apprenticeship, and work through a series of defined work processes and curricula until the completion of their apprenticeship programs. The duration of training, and the skills and competencies required for mastery, are occupation-specific and determined by the industry.

Apprenticeship enables employers to develop and apply industry standards to training programs that increase productivity and improve the quality of the workforce. In the context of an economic development strategy, Registered Apprenticeship also creates a seamless pipeline of skilled workers and flexible career pathways to meet current and future workforce demands.

Wisconsin has a major statewide collaborative initiative between the Department of Workforce Development (DWD) and the Wisconsin Technical College System, Regional Industry Skills Education (RISE). RISE provides bridge and career pathways for people who need skill advancement. Currently, there are over 40 programs available through the technical colleges to increase the individual's career and earning opportunities.

The Workforce Investment Act (WIA) provides a range of services in which to infuse Registered Apprenticeship activities. The guidance below highlights some of those possibilities within the One-Stop system. In addition, the Appendix provides various scenarios and examples of allowable uses of WIA resources for funding of registered apprenticeship.

For workers who may not have the fundamental skills to succeed in a Registered Apprenticeship program, and youth who are exploring career options, pre-apprenticeship training programs act as a bridge. For example, an apprenticeship candidate may participate in a short, intensified training, with a formalized intention or agreement to place them into Registered Apprenticeships after completion. Pre-apprenticeship may also be used as a means of selecting apprentices under a particular program sponsor's approved program standards.

“Pre-apprenticeship programs can include summer employment opportunities and work experiences that provide an introduction to the skills and knowledge required to be eligible for registered apprenticeships. Local areas are encouraged to develop and implement pre-apprenticeship training programs as well as develop strategies that transition youth from pre-apprenticeship programs into registered apprenticeships.” [TEGL 27-09] This would require formal linkages to a registered program, and work with area apprenticeship programs.

In addition to the industry-driven nature of apprenticeship training, apprenticeship may involve high school, community colleges, technical and alternative schools in the delivery of job-related classroom instruction. Apprenticeship provides youth with the opportunity to earn while they learn, and incorporates instruction that leads to the completion of a high school diploma or equivalency certification.

On-the-Job Training is an allowable training activity for youth. The WIA regulations state: "In most cases, on-the-job training is not an appropriate work experiences activity for youth participants under age 18. Local program operators may choose, however, to use this service strategy for eligible youth when it is appropriate based on the needs identified by the objective assessment of an individual youth participant."

Dislocated workers and incumbent (employed) workers eligible for WIA may be best served through Registered Apprenticeship particularly during this transitional period of declining industries, emerging sectors, and modernization of industries as part of the economic recovery.

Other programmatic and operational activities are available for WIA and Registered Apprenticeship partnering:

WIA explicitly provides for flexibility in determining registered apprenticeship training programs as initially eligible providers of Individual Training Account (ITA)-funded services. This enables expanding the available training options to ITA customers. Workforce Development Boards (WDB) may entertain applications for apprenticeship programs registered under the National Apprenticeship Act. The use of ITAs to support the related instruction (e.g. classroom and distance learning) portion of apprenticeship training or pre-apprenticeship training is advantageous: supports WIA customer choice in selecting training providers; empowers apprenticeship candidates to make informed education and career decisions; and, the WIA funded training must be directly linked to employment opportunities in the local area.

Co-Enrollments: WIA eligible participants can also be enrolled in a Registered Apprenticeship, or other partner program as well as Veteran status (see Priority of Service).

Career Guidance Strategies: Referral to apprenticeship and pre-apprenticeship programs can be routinely integrated into the career guidance and career exploration services as part of WIA staff-assisted services.

Co-locating apprenticeship staff in Job Centers would improve collaborative efforts with WIA Title I case managers and veterans' representatives to place career seekers with apprenticeship sponsors.

Co-sponsor career fairs and other outreach activities related to education and career opportunities with Registered Apprenticeship local representatives, and market opportunities to both employers and Job Center customers.

Coordinate the development of pre-apprenticeship or training venues with community-based organizations committed to provide related work experience that is formally linked to area apprenticeship program(s) in order to prepare candidates for Registered Apprenticeship.

Infuse customized training and on-the-job training by linking courses of training across connected industry sectors with Registered Apprenticeship such as construction and transportation to more broadly support the economic clusters driving job prospects within a region.

Who do I contact to get assistance for a WIA participant, and how do I get an occupation included in an apprenticeship?

BAS has a public website: www.wisconsinapprenticeship.org. Follow the “Applicant FAQ” link for information on Wisconsin’s Adult Apprenticeship activities along with contact information by county and occupational area. Apprenticeship Training Representatives are located throughout the state and work with employers and stakeholders to develop new apprenticeship programs to meet industry demand.

BAS is the authority to approve an occupation as an apprenticeable occupation. In order for the BAS to determine whether or not an occupation meets the apprentice criteria, it surveys similar industries and trade associations, consults with advisory committees, and with the Wisconsin Apprenticeship Advisory Council.

In order for a new occupation to be approved by the BAS as apprenticeable, the occupation must involve the progressive attainment of manual, mechanical or technical skills and knowledge which meets industry standard for that occupation and would require at least 2,000 hours of on-the-job learning to attain; must customarily be learned in a practical way through a structured, systematic program of on-the-job supervised learning must require that there be related instruction to supplement the on-the-job learning; and is clearly identified and recognized throughout an industry.

Priority of Service

As with all WIA and related workforce programs, eligible Veterans and eligible Veteran’s spouses must be served first [TEGL 10-09, TEN 15-10a1, State Administrator’s Memo 10-02.] Note that registered apprenticeships qualify as a training service with Veteran’s Benefits.

The Jobs for Veterans Act affords priority of service to covered veterans and eligible spouses over non-covered persons for the receipt of employment, training, and placement services provided under new or existing job training programs funded in whole or in part, by the U.S. DOL.

To be eligible for priority of service you must meet the following definition as a Covered Person.

The term ‘covered person’ means any of the following individuals:

- *A veteran:* A person who served in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable.
- *Eligible Spouse:* The spouse of any of the following individuals:
 - Any veteran who died of a service connected disability
 - Any veteran who has a total disability resulting from a service-connected disability.
 - Any veteran who died while a disability so evaluated was in existence.
 - Any member of the Armed Forces serving on active duty who, at the time of application for assistance under this section, is listed, pursuant to section 556 of title 37 and regulations issued by the Secretary concerned, in one or more of the following categories and has been so listed for a total of more than 90

days: missing in action, captured in the line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power.

Veterans priority of service means the right of eligible covered persons to take precedence over eligible non-covered persons in obtaining services. For example, this could mean:

- The covered person receives access to the service or resource earlier in time than the non-covered person; or
- If the service or resource is limited, the covered person receives access to the service or resource before the non-covered person.

Performance

The standard monthly or quarterly performance reports used to collect registered apprenticeship activities are the Workforce Investment Act Standardized Record Data, ETA 9090 and ETA 9149, that is reflected in the annual performance report ETA 9091.

For the Automated System Support for Employment and Training (ASSET) Reporting:

- WIA and Wagner-Peyser participants who receive core and intensive services resulting in their entry into a Registered Apprenticeship program become employees of the Registered Apprenticeship sponsor and can be tracked against Common Measures associated with employment;
- BAS tracks apprenticeship progress in the BAS Information System;
- Apprentices who receive WIA services after enrollment in Registered Apprenticeship to support classroom or on-the-job training, or to provide other services, should be treated as incumbent workers. Retention and earnings outcomes should be tracked in this case (not the placement outcome);
- For the purposes of tracking and common measures, WIA and Wagner-Peyser participants associated with apprenticeship programs should be exited from the workforce system after the completion of the WIA/Wagner-Peyser activities. It is not necessary to track apprentices through to the completion of their apprenticeship program unless they are supported by WIA resources for the entire duration. For example, an apprentice who receives WIA resources to support specific portions of classroom training may be exited from the program upon completion of that training, even if they continue in the apprenticeship program for a longer period of time; and
- ASSET should also be used to track the credentials that are earned by an apprentice only while they are enrolled in WIA or Wagner-Peyser. Report the interim credential earned by the apprentice while co-enrolled. For example, apprentices in competency-based programs may receive a Certificate of Training upon completion of a specific skill while working towards a Certificate of Completion. All of these interim credentials may be recorded as appropriate credentials for the purposes of reporting under the Common Measures.

Action Required

WDB staff shall:

- Review the Administrator's memo with all Job Center staff and distribute to WIA partners;
- Discuss collaborative efforts in the WIA Local Plan; and,
- Ensure that registered apprentices co-enrolled in a WIA or Wagner-Peyser activity are entered into ASSET.

Contact:

The policy contact is: Pamela O'Brien (608) 266-8563, pamela.obrien@dwd.wisconsin.gov

APPENDIX
Sample Scenarios: Chart and Detail Narrative Below

Note that there are many factors involved in determining eligibility including the individual's detailed circumstances and the Workforce Development Area's local policies and procedures.

Scenario (Detailed Below)	Wagner-Peyser	WIA Title I Youth Formula	WIA Title I Adult Formula	Other	WIA Title 1 Set-Aside
(1) Interested Apprenticeship	Probably Allowable	Probably Allowable	Probably Allowable	WIA Title II Adult & Family Literacy	X if Authorized
(2) Unemployed Candidate	Probably Allowable	Probably Allowable	Probably Allowable	Local Area's Supportive Services Policies & WIA Title II Adult & Family Literacy	X if Authorized
(3) Non-traditional Apprentice	Probably Allowable	No	Probably Allowable	Local Area's Supportive Services Policies	X if Authorized
(4) Employer Braided Funding	No	Regulations only allow OJT as an exception	Probably Allowable	WIA cannot cover the employer's cost of training as it is not an "extraordinary" cost.	X if Authorized
(5) Unions, Employers Fair	Probably Allowable	NA	NA	WIA Title I allows for limited employer activities	X if Authorized
(6) Preparatory Apprenticeship	Probably Allowable	Probably Allowable	Probably Allowable	WIA Title I Individual Training Account Process and/or OJT; Local Area's Supportive Services Policies	X if Authorized
(7) At-Risk Pre-Apprenticeship	No	Probably Allowable	Probably Allowable		X if Authorized

Detail Narrative and Answers Below

(1) Interested Apprenticeship Applicant

Joey is twenty years old. He is a high school graduate. He enrolled in a technical diploma course at his local technical college but dropped out during the first semester. He is currently employed part-time as a helper with a roofing contractor, but he wants a full-time job in the construction field. He would like to get into a registered apprenticeship but he does not know where to start. He goes to the local Workforce Development Board looking for help. What WIA resources are allowable to provide Joey?

Joey goes into a Job Center and is guided through the Resource Room for unassisted staff services. Staff would provide information for the area's apprenticeship programs and the Apprenticeship Training Representative for details on the programs. If it appears that Joey needs additional assistance to gain employment, he would continue thru the typical local process of WIA Title I eligibility determination, enrolled as a participant in ASSET, and the appropriate Adult Core, Intensive and Training sequence of services would commence. WIA lists a variety of allowable services, and determined appropriate for Joey based on his need for Intensive and Training services "to obtain or retain employment that leads to self-sufficiency" along with the local WDB policies. Determining why he dropped out of the technical college would provide guidance as to whether he needed remedial academic assistance, and determine another possible resource such as WIA Title II, Adult and Family Literacy.

The Act is specific as to the coordination of WIA training funds and other grant assistance: "WIA funding is limited to participants who are unable to obtain grant assistance from other sources to pay the costs of their training, or; require assistance beyond that available under grant assistance from other sources to pay the costs of such training. Program operators and training providers must coordinate funds available to pay for training..." as described further in WIA Title I regulations. WIA Title I funds are intended to supplement other sources for training. [The only exception is for an eligible veteran or spouse-- they do not have to exhaust all veteran's sources of education/training before WIA training funds.]

(2) Unemployed Apprenticeship Candidate

Chris is nineteen years old. He is a high school graduate and living at home. He is unemployed. He applied for the Construction Electrician apprenticeship. He had taken a year of high school algebra and received two "C" grades. He failed the math portion of the entrance examination. The committee explained to Chris that he needs remediation in math before he will be allowed to take the exam again. They then referred him to an apprenticeship preparatory program (e.g., BIG STEP). What WIA resources are allowable to help Chris? What if he wanted to receive math help from a source other than a true apprenticeship preparatory program (e.g., BIG STEP)? He does not have a vehicle, but does live on a bus line. Is there any assistance available for this problem? Is there any other type of transportation assistance if Chris doesn't live on a bus line? If he remediates his math problems and passes the entrance exam, qualifies to be an apprentice and is offered a job, would he be eligible for funding for safety equipment? Tools? Transportation?

(a) Chris would be provided other referrals of workforce partners from the Job Center Resource Room staff (e.g. WIA Title II Adult Family & Literacy funds area providers for remediation) and transportation referrals (e.g. WI Employment Transportation Assistance Program/Job Access Reverse Commute that funds area providers for transportation services and vehicle support).

- (b) After he is guided through unassisted staff resource room services, if it appears that Chris needs additional assistance to gain employment, he would continue thru the typical local process of WIA Title I eligibility determination, enrolled as a participant in ASSET, and the appropriate Adult Core, Intensive and Training sequence of services would commence. WIA lists a variety of allowable services, and determined appropriate for Chris based on his need for Intensive and Training services "to obtain or retain employment that leads to self-sufficiency" along with the local WDB policies. The Act is specific as to the coordination of WIA training funds and other grant assistance: "WIA funding is limited to participants who are unable to obtain grant assistance from other sources to pay the costs of their training, or; require assistance beyond that available under grant assistance from other sources to pay the costs of such training. Program operators and training providers must coordinate funds available to pay for training..." as described further in WIA Title I regulations. [The only exception is for an eligible veteran or spouse.] WIA Title I funds are intended to supplement other sources for training
- (c) Work Keys may be an appropriate service for "remediation" activity. "Job readiness" training and adult education and literacy provided in combination with specific training services are allowable.
- (d) WIA Title I Supportive Services allows for transportation assistance and the purchase of safety equipment based on local WDB policies.

(3) Non-traditional New Apprentice

Nancy is a 27 year old single mother of two small children. She completed the application process to be a sheet metal worker apprentice. She qualified and has been hired to start next week. Nancy is considered to be a registered apprentice, even though she has not officially started work. She is facing a number of financial challenges:

- *She is required to purchase tools during the first six months of the apprenticeship. These tools will cost \$800 to \$1000.*
- *She needs work clothing.*
- *She needs steel toed work boots.*
- *She needs dependable child care for her two pre-school age children.*
- *She needs financial assistance with the cost of her tuition and books for the required paid related instruction portion of the apprenticeship.*

Which of these needs/costs, if any, are allowable from the WIA program?

- (a) If Nancy is determined to be an eligible participant for WIA Title I, she would be enrolled in ASSET and the appropriate Adult sequence of Core, Intensive and Training services would commence based on the local WDB policies. [Same as # 1 and # 2]
- (b) WIA Title I Supportive Services allows the purchase of tools, initial work clothing, work boots and child care for WIA eligible participants based on local WDB policies and the Act.
- (c) WIA Title I Training services allows for tuition and books for WIA eligible participants based on WIA and local WDB policies.

(4) Employer/WIA Braided Funding

The ACME Widget Company has been in business for over 40 years. They have been training industrial apprentices (Industrial Electricians, Maintenance Mechanics) since 1987. The Human Resources Manager calls her local WDB and wants to know if the company can be reimbursed for training costs involved with the training of apprentices.

The company currently has ten registered apprentices employed. All have started working within the last two years. They have four applicants who are not yet employed or registered. They do anticipate hiring three of the four applicants as registered apprentices in the near future. What employer training expense can be reimbursed, if any, from the WIA program?

The ACME Widget Company could be offered to do an On-the Job Training (OJT) contract with the WDB based on the State's OJT Administrator's Memo and local WDB policy. The State's DOL-approved OJT waiver allows training payments to employers for "the extraordinary costs of providing the training and additional supervision related to the OJT" of WIA Title I eligible participants at the following rates:

- (1) Up to 90 percent for employers with 50 or fewer employees;
- (2) Up to 75 percent for employers with 51 - 250 employees; and
- (3) For employers with more than 250 employees, the current statutory requirements continue to apply at 50% reimbursement rate.

[An OJT contract would likely fit this scenario although a Customized Training contract may also be appropriate depending on further details]

Follow-up question: Can the OJT cover the cost of training that is the employer's responsibility under the terms and conditions of the Indenture Agreement? No, it is not an extraordinary cost.

(5) Unions, Employers and Career Expo

A group of industrial unions and local industrial employers have a meeting with the local Workforce Development Board. The group wants to hold a Career Expo to inform the public about apprenticeship opportunities. They request any help available for the following needs:

- *Funding for any and all aspects of the Expo*
- *Referrals*
- *Marketing Assistance*
- *Location (Either help with the costs or a free/low cost location)*
- *Resource Information (Industry Employer Lists)*

What assistance is allowable with WIA resources?

WIA Title I allows for employer outreach and job development activities as they are "directly related to training for eligible individuals." Therefore, a WDB could engage in a Career Expo similar to past practices such as job fairs, and the use of fee-for-services. The regulations are clear listing the allowable and prohibitive employer-related activities (§ 667.262 - 667.270) with the key being "WIA title I funds may not be spent on employment generating activities, economic development, and other similar activities, unless they are directly related to training for eligible individuals."

(6) Apprenticeship Preparatory Training

Mary Activist wants to start an apprenticeship preparatory class for her inner-city area. She has an approved program outline, which is already in use in another city and has linkages to existing apprenticeship programs.

She has currently identified at least 20 individuals who want to participate, but there are a number of barriers. The location for the training that is available to her is not on a bus line and most of the future participants do not have dependable transportation. She also needs funding for the actual conduct of the training, both startup and on-going.

This preparatory program would train individuals in the following areas:

- *Basic work skills*
- *General introduction to tools*
- *Assessment & remediation in math & reading*
- *General introduction to the construction trades*

This preparatory program would result in a completion certification. While there is no guarantee of a job in the construction trades upon completion, area trade committees endorse the idea and recognize the certificate as a plus in their entry structures.

What WIA funding is allowable to the participants?

What WIA funding is allowable for the costs of the program itself?

- (a) A WDB would provide Mary Activist with an application to be a training provider on the State's Individual Training Account list.
- (b) She may also be an applicant for a WDB's Youth services provider request for proposals. [WIA Title I regulations allow for work experiences for Youth including OJT: § 664.460(18) "In most cases, on-the-job training is not an appropriate work experiences activity for youth participants under age 18. Local program operators may choose, however, to use this service strategy for eligible youth when it is appropriate based on the needs identified by the objective assessment of an individual youth participant."]
- (c) WIA Title I allows for transportation costs for a WIA Title I eligible participant as a Supportive Service based on local WDB policy.

(7) Pre-Apprenticeship Training for At-Risk Youth

The Training Coordinator for a large plumbing Local Apprenticeship Committee contacts his local WDB. He wants to start a pre-apprenticeship education and training program for local at-risk youth and is currently in the planning stages of this endeavor. He envisions the program as a feeder into registered plumbing apprenticeships after participants successfully complete the three to four month training program.

He needs to know if the WIA program allows for:

- *Stipends for participants*
- *Instructor costs*
- *Curriculum development costs*
- *Facilities costs or available space*

He also would like to partner with the WDB on planning and development of the program. Would this be possible?

"Pre-apprenticeship programs can include summer employment opportunities and work experiences that provide an introduction to the skills and knowledge required to be eligible for registered apprenticeships." TEGL 27-09.

- (a) For costs "to provide opportunities for training to eligible youth", the Training Coordinator could be an applicant for a WDB's Youth services provider request for proposals. If the Coordinator is selected based on the required procurement process, a training service contract would be issued.
- (b) Several of the WIA Title I ten program elements suit the "pre-training" notion (e.g. "occupational skills training"), and the WDB would determine appropriateness for service(s)

once the youth program design framework commences with a WIA eligible youth participant. The Act also requires that all youth participants be provided with "referral to appropriate training and educational programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis." The Act allows "incentives for recognition and achievement to eligible youth."

- (c) The WDB could invite him to a Youth Council meeting. The WDB Director could determine staff and facility availability for planning and possible space for the training.
- (d) Generally, WIA Title I funds are not allowed for curriculum development costs.

Attachment M

Issued State Policy on Customized Training May 10, 2010

To: Workforce Development Board Directors
Job Service Directors

From: Ron Danowski, Administrator
Division of Employment and Training

Subject: State Policy 10-06 on Workforce Investment Act Customized Training

Purpose To provide the State policy and procedures for statewide implementation of WIA-funded customized training with the State waiver

Legislative/Regulatory References

WIA 1998 Public Law 105-220, section 101(8)
WIA 1998 Federal Rules and Regulations, sections 663.715, 663.720 and 663.730
November 13, 2009, Department of Labor Letter on Wisconsin's Waiver Requests
WIA Policy Update 09-05: Pre-Award Criteria – Business Relocation/Expansion (120 Day Rule)

Background

Customized training is designed to meet the specific training needs of an employer or group of employers through a training curriculum that is “customized” to a WIA participant’s skill needs. Under the terms of a customized training contract, the employer must commit to employ, or continue to employ, the workers upon successful completion of training. The U.S. Department of Labor (DOL) has approved a sliding scale for the statutory employer match based on the State's waiver request. [The WIA provision that is waived is the employer 50% match of the cost of the participant's training]. Customized training may be developed for an employer who is hiring new employees as well as those currently employed by the employer. This form of training is an exception to the requirement under WIA to establish an Individual Training Account for eligible individuals to finance training services.

Policy

The following guidelines are designed to assist staff in developing a customized training experience:

A. Selection of Participants for Customized Training

All participants, including those who may already be employed by the employer, must meet all WIA eligibility requirements, and receive both a core and an intensive service prior to the start of the customized training.

Customized training can be offered to incumbent workers under the following conditions:

1. The employed individual is not earning a self-sufficient wage as determined by the local Board; and
2. The training relates to the introduction of new technologies, new products or service procedures, upgrading to new jobs that require new skills, workplace literacy, or other purposes identified by the local Board.

B. Selection of Employers for Customized Training

Potentially eligible employers able to participate in customized training contracts include: private-for-profit businesses, private non-profit organizations, and public sector employers.

WDBs should ensure that customized training contracts are not written with employers who have failed to provide agreed upon employment to previous participants completing required training. WDBs may take into consideration an employer's past history with On-the-Job Training contracts, finances, layoffs, relocations, labor disputes, as well as the occupational and industry outlook, as a basis for assessing an employer's viability for customized training contracts.

C. Occupational Eligibility

Customized training is allowable for occupations which are consistent with the participant's capabilities, are in demand occupations which will lead to employment opportunities enabling the participant to become economically self-sufficient and which will contribute to the occupational development and upward mobility of the participant on a career pathway.

Occupations selected for customized training shall meet, at the time of completion or per company policy, the following:

1. Full time permanent positions (minimum of 32 hours per week);
2. All participants shall be provided benefits and working conditions at the same level and to the same extent as other employees working a similar length of time and doing the same type of work. This will include unemployment compensation where the employer is normally required to provide such coverage to its employees; and
3. The position provides the participant benefits per company policy which have a monetary value (i.e., insurance, paid leave, profit sharing) other than those required by law.

Occupations under which individuals may not participate in customized training include, but are not limited, to the following:

1. Occupations depending on commission as the primary income source.
2. Professional occupations for which the trainee already possesses a license (e.g., real estate agent, insurance agent, etc.).
3. Occupations dependent on tips or gratuities as the primary income source.
4. Occupations which provide for only temporary or intermittent employment.

D. Pre-Award Review

Prior to the development of a customized training contract, a pre-award review must be conducted to ensure that a business, or part of a business has not relocated from another location in the U.S., if the relocation results in any employee losing his or her job at the original location (see WIA Policy Update 09-05 for further information).

E. Customized Training Contract

Customized training contracts must specify:

1. Name and address of requesting organization, business, or agency
2. Contact official, title, and telephone number
3. Cost of the proposed training
 - Total cost of the training
 - Total WIA funds requested
 - Total employer contribution (described in detail)

4. Description of proposed training
 - Need for training, based upon the individual skill sets of trainees
 - Occupational demand for trained individuals
 - Type of training to be provided
 - Length of proposed training
 - Location of training site
 - Target group for training
 - Number of individuals to receive training
5. Training Plan
 - Objectives of the training
 - Specific skills to be learned
 - Method of instruction
 - Measurement of objectives and skill attainment of trainees
6. Qualifications of training staff
7. Employer involvement and commitment
 - Curriculum design meeting needs of employer
 - Commitment of the employer to employ participants who successfully complete the training
8. Budget
 - Narrative explanation of how the funds will be utilized
 - An itemized budget
9. Special health or safety equipment or precautions required (including those costs associated with accommodations, e.g., new software for such things as speech recognition, modified workstations, and workplace supports such as job coaching), if any.
10. Special tools or uniforms required, if any, and whether or not the employer will supply them.
11. Modification conditions and requirements.
12. Contract termination conditions.

Customized training contracts are to contain appropriate assurances and certifications including:

1. Compensation for the participant at the same rates, including periodic increases, as trainees or employees who are similarly situated in similar occupations by the same employer and who have similar training, experience and skills. Such rates may not be less than the higher of the federal or State minimum wage.
2. Provision of benefits and working conditions at the same level and extent as other employees of similar longevity and doing the same type of work. This will include unemployment compensation coverage where the employer is normally required to provide such coverage to employees. The employer must also secure worker's compensation or other insurance coverage for work-related injury of trainees.
3. Maintenance, retention, and access to records by the WDB, State, and DOL personnel to support the training activity and associated reimbursements, i.e., time and attendance records, payroll records, invoice and reimbursement documents, and other information necessary to respond to monitoring reviews or audits (documentation of extraordinary costs is not required).
4. Prohibition on the use or proposed use of WIA funds as an inducement to a business or part of a business to relocate if the relocation results in any employee losing his/her job at the original location.
5. Prohibition on the use or proposed use of WIA training funds on any business or part of a business that has relocated from any location in the U.S., until the company has operated at the new location for 120 days, if the relocation resulted in any employee losing his/her job at the previous location.
6. No customized training contract shall impair: (a) existing contracts for services; or (b) existing collective bargaining agreements, unless the employer and labor organization concur in writing with respect to any elements of the proposed activities which affect such agreement.
7. Assurance that adequate supervision will be provided at all time while the trainee is participating in the customized training.

8. Health and safety standards under Federal and State law equally applicable to customized training participants.
9. The employer must comply with civil rights law and regulations, including non-discrimination.
10. Prohibition on the use of WIA funds to directly or indirectly assist, promote, or deter union organizing or engaging in political activities (including lobbying) during training hours.
11. No officer, employee or other agent of the employer shall recommend hiring, decide hiring, establish salary/wage rate, or provide preferential supervisory treatment with respect to a trainee who is a member of the officer's, employee's or agent's immediate family.
13. Prohibition from being employed in the construction, operation or maintenance of any facility that is used for religious instruction or worship.
14. Prohibition on the use of funds for construction except for provision of reasonable accessibility and accommodation.

F. Determining Length of Training

Customized training must be limited to the period of time required for the participants to become proficient in the occupation for which the training is being provided. The amount of training hours needs to take into account the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, the participant's individual employability plan and job accommodations that may be required. The contracted training hours cannot include those types of training normally provided by the employer for new employees such as orientation to the job/business, safety procedures, etc. Training guides, such as provided in ONET, the SVP and others, can be used to help determine the length of training.

G. Developing the Training Plan

The customized training contract must include a training plan. The training plan, including skills to be learned and the time necessary to learn each skill must be sufficiently specific to permit verification that training was provided in accordance with the contract. The following guidelines apply to the development of a training plan:

1. Activities (the work statement) must be described clearly to show that the employer is obligated to conduct training.
2. Skills to be learned (measurable) should be separately listed with training times estimated for each.
3. Training times must be reasonable.
4. Training times must be geared to both the complexity of the job and the abilities of the trainee.
5. The training outline must identify the job title of the person(s) responsible for the training.
6. The training outline must include measurement and evaluation procedures.
7. The trainee, supervisor, and/or trainer should be knowledgeable about its contents.

H. Employer Match Requirement

This sliding scale waives the WIA provision that requires the employer to pay for not less than 50 percent of the cost of the training. DOL approved the State's waiver request, and authorized the following employer contribution through a sliding scale based on the size of the business:

- No less than 10% match for employers with 50 or fewer employees
- No less than 25% match for employers with 51-250 employees
- For employers with more than 250 employees, the current statutory requirement (50 percent contribution) continues to apply

The employee count is to include full-time and part-time workers, and workers placed through a private placement agency. This count is based upon the employer's total number of employees, not

the number of employees to be trained. The count is to be on a company-wide basis for all locations within the State of Wisconsin; and the involved adjoining state when customized training is being offered to Wisconsin residents who work for employers in an adjoining state.

The employer may contribute in-kind costs to replace their cash contribution if the in-kind costs are above and beyond what the employer normally spends on training and operations. These costs must be specifically related to the customized training. Examples are:

1. Training rooms – If the employer had to rent a “special” room in which to specifically conduct the customized training versus one that is routinely available and requires no additional payment by the employer. That “special” room could count as in-kind costs because it is an extraordinary expense to the employer and is directly associated to the customized training.
2. Training materials – If these materials are developed specifically for the customized training and are not in the employer’s possession for use after the training occurs, they may count as an in-kind contribution by the employer.
3. Training equipment – If additional equipment is purchased for the customized training, it cannot count as in-kind since the equipment would be a part of the employer’s assets/inventory.

These in-kind contributions should be documented in the files just as cash contributions are for future audit purposes.

When determining the funding source for customized training, the WDB must use the appropriate program funds for the appropriate WIA-eligible population. The WDB may provide customized training to low-income and eligible employed adults with WIA Adult funds, and may provide customized training to dislocated workers with WIA Dislocated Worker funds. Customized training provided with statewide funds must serve WIA eligible individuals.

Monitoring

The WDB must have policies and procedures in place to ensure that:

1. The training plan has measurable indicators of performance.
2. Evaluation of those indicators will occur to determine if skills identified in the training plan have been acquired.
3. Onsite visit(s) and other monitoring are conducted during the course of the training to determine compliance with WIA requirements, progress toward completion of the training plan and to resolve issues for the employer and/or participants.

Performance

In addition to the WDB annual performance data reporting, the State must address the impact the customized training waiver had on the State’s performance in the WIA Annual Report. WDBs will be asked to explain how the sliding scale for customized training contracts has changed the activities of the local area, and how activities carried out under the waiver have directly or indirectly affected the local area performance outcomes.

Specific to the customized training waiver, the WDB will need to provide an annual narrative to:

1. Identify what sector partnerships were involved in training activities as part of the Industry Sector Partnership Initiative as well as the employer size;
2. Discuss whether the sliding scale was effective for increased employer participation, and if the training helped the employer maintain a competitive advantage;
3. Describe the factors that contributed to the success of these programs; and
4. Identify how many participants were hired as a result of the sliding scale waiver training.

Automated System Support for Employment and Training (ASSET) Reporting

The WDB is required to report performance outcomes in the Workforce Investment Act Standardized Record Data System for all individuals served under the customized training waiver, and the State must report annually to DOL on this waiver. Therefore, all participants must be recorded in ASSET. The customized training service can be found in the Manage Services Menu. For adults and dislocated workers, the service is a Training Service. Also, an edit will be added in ASSET to prevent associating a customized training service with Individual Training Account services.

Action Required

The WDB must:

1. Adjust their local policy to allow for the increased flexibility of the State waiver, and be consistent with the other elements of this policy;
2. Train or communicate to staff and contractors on the new sliding scale, and explain how they intend to implement it locally;
3. Establish or refine systems to evaluate the effect of the State waiver;
4. Revise any marketing to employers; and
5. Submit results of the new service strategy with the State waiver no later than August 15, 2010.

Questions and/or Technical Assistance and Training

If you need additional information regarding this policy, please contact the Local Program Liaison assigned to your area.

Issued State Policy for On-the-Job Training May 10, 2010

To: Workforce Development Board Directors
Job Service Directors

From: Ron Danowski, Administrator
Division of Employment and Training

Subject: State Policy 10-07 on WIA On-the-Job Training

Purpose To provide the State policy and procedures for statewide implementation of WIA-funded On-the-Job Training (OJT) with the State waiver

Legislative/Regulatory References

WIA 1998 Public Law 105-220, section 101(31)

WIA 1998 Federal Rules and Regulations, sections 663.700 - 663.730 and 667.268

Workforce Programs Guide, Part 1, II. I. and Part 2, II.K

November 13, 2009, DOL Letter on Wisconsin's Waiver Requests

WIA Policy Update 09-05: Pre-Award Criteria – Business Relocation/Expansion (120 Day Rule)

Background

On-the-Job Training can be an effective tool in assisting participants who, after receiving core and intensive services, have been unsuccessful in obtaining or retaining employment that allows for self-sufficiency. This form of training is an exception to the requirement under WIA to establish an Individual Training Account for eligible individuals to finance training services.

OJT is defined as paid training by an employer that is provided to a participant while engaged in productive work. An OJT:

- Provides knowledge or skills essential to the full and adequate performance of the job;
- Provides reimbursement to the employer of up to fifty percent of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
- Is limited in duration appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant.

Payments made to employers are considered to be reimbursements for costs of training, including lower productivity, which are over and above normal training that would be provided to non-WIA eligible new hires. Extraordinary costs are defined as the difference between the costs of training and the productivity associated with employing WIA participants to costs associated with others similarly employed. Employers are not required to document such extraordinary costs.

The following guidelines are designed to assist staff in developing an OJT position. These guidelines will also assist in meeting the federal regulations which require that, to be allowable, costs incurred in the OJT contracting process must be necessary and reasonable.

On-the-Job Training

A. Identification of On-the-Job Training Need

An OJT contract is appropriate when the participant lacks the skills necessary to obtain or retain employment with that specific employer. The need for any OJT should also be identified in the individual employment plan wherein the participant's interests, abilities, and needs are identified.

B. Selection of Participants for OJT

At a minimum, an individual must receive at least one intensive service, such as development of an individual employment plan with a case manager or individual counseling and career planning, before the individual may receive training services. The individual must also have been unsuccessful in obtaining or retaining employment that allows for self-sufficiency. In addition, the case file must contain a determination of need for training services as identified in the individual employment plan, comprehensive assessment, or through any other intensive service received.

In most cases, on-the-job training is not an appropriate activity for youth participants under age 18. However, per WIA 664.460 (d), WDBs may choose to use this service strategy for eligible youth when it is appropriate based on the needs identified by the objective assessment of an individual youth participant.

An individual referred to the program by an employer (reverse referral) may be considered for OJT with the employer if the following conditions are met:

1. The individual has not already been offered the job;
2. The individual lacks the skills necessary for the job;
3. Because of the lack of skills, the employer will only hire the individual under an OJT contract;
4. The job is open to any qualified applicant; and
5. The individual has met eligibility requirements for intensive services and has received an assessment, and for whom an individual employment plan has been developed.

OJT contracts may be written for eligible employed workers when:

1. The employed individual is not earning a self-sufficient wage as determined by the local Workforce Development Board (WDB); and
2. The OJT relates to the introduction of new technologies, new products or service procedures, upgrading to new jobs that require new skills, workplace literacy, or other purposes identified by the WDB.

Individuals who have completed formal training via an Individual Training Account (ITA), but are at risk of not achieving employment within 90 days of training completion, may be considered for OJT if it creates an opportunity for a positive outcome.

C. Selection of Employers for OJT

Potentially eligible employers able to participate in OJT contracting include: private-for-profit businesses, private non-profit organizations, and public sector employers. Employment and employee leasing agencies may be eligible for OJT contracts if all other requirements are met and they provide permanent on-going employment (not probationary, temporary, or intermittent) in a specific occupation and they place employees at the worksite of another employer to perform work for such employer.

An employer will not be eligible to receive WIA OJT training reimbursements if:

1. The employer has a history of failing to provide OJT participants with continued long-term employment with wages, benefits, and working conditions that are equal to those provided to other employees who have worked a similar length of time and who are doing the same type of work.
2. There is not a reasonable expectation of continuing employment in the occupation being trained for.
3. The employer is not in compliance with applicable assurances and certifications.

In addition:

1. WIA OJT is not an entitlement program for employers. The decision to enter into an OJT contract with an employer is at the discretion of the service provider.
2. Reimbursements for OJT are not intended to be wage subsidies to employers for normal hiring and training of employees; rather they are intended for extraordinary costs of training WIA participants. Some of these costs include more intense supervision, above average material wastage, abnormal wear on tools, down time, and a lower rate of production.
3. Payments made are reimbursement for regular "straight" time; for actual hours worked with no overtime premium, holiday pay, vacation, sick days, time spent on jury duty, or fringe benefits included.
4. OJT payments to employers may include scheduled pay raises or regular pay increases, comparable to similarly situated non-OJT employees.
5. DET recommends that participants under WIA OJT contracts comprise no more than 25% of the employer's employees. However, the WDB may make exceptions for a higher percentage on a case-by-case basis either for a particular employer or industry sector. A high percentage of OJTs at a single employer calls into question whether the funds are being used for business development/ subsidy without which the business would not exist/be sustainable. One requirement of OJT is to assess the participant's skills against the requirements of the job. If all/most of the trainees are OJT, it would be difficult to assess. In addition, the quality of training and supervision for a large number of OJT positions would be questionable.

D. Occupational Eligibility

OJT is allowable for occupations which are consistent with the participant's capabilities, are in demand occupations which will lead to employment opportunities enabling the participant to become economically self-sufficient and which will contribute to the occupational development and upward mobility of the participant on a career pathway. Consideration should be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participant's individual employment plan.

Occupations selected for OJT shall meet, at the time of completion or per company policy, the following:

1. Full time permanent positions (minimum of 32 hours per week);
2. All participants shall be provided benefits and working conditions at the same level and to the same extent as other employees working a similar length of time and doing the same type of work. This will include unemployment compensation where the employer is normally required to provide such coverage to its employees; and

3. The position provides the participant benefits per company policy which have a monetary value (i.e., insurance, paid leave, profit sharing) other than those required by law.

Occupations under which individuals may not be placed under an OJT contract include, but are not limited to the following:

1. Occupations depending on commission as the primary income source.
2. Professional occupations for which the trainee already possesses a license (e.g., real estate agent, insurance agent, bartender, etc).
3. Occupations dependent on tips or gratuities as the primary income source.
4. Occupations which provide for only temporary or intermittent employment.
5. A low-skilled occupation that would generally require little or no training (i.e., less than six weeks), which is considered to be the normal training period for any new employee.

Generally, consideration of high turnover jobs should be avoided. In certain situations, where the returns on investment, potential earnings, or needs of the specific customer warrant it, such opportunities may be acceptable.

E. OJT Pre-Award Review

Prior to the placement of an OJT participant, a pre-award review must be conducted to ensure that a business, or part of a business, has not relocated from another location in the U.S., if the relocation results in any employee losing his or her job at the original location (see WIA Policy Update 09-05 for further information).

Prior to committing funds for OJTs, staff are encouraged to utilize an "OJT Checklist" to evaluate potential OJT employers (i.e., business size, length of time in business, type of business, percentage of workforce to be OJTs, previous OJT participation, adequacy of personnel and accounting systems, etc). This can assist in determining if the OJT experience will be of good quality, the employer is able to provide the training, and trainees will be retained into permanent employment that offers good pay and benefits, with opportunities for career advancement (see Attachment A for an example).

F. Content of the OJT Contract

OJT contracts must specify:

1. occupation for which training is to be provided;
2. name of the participant to be trained;
3. immediate supervisor's name;
4. wage rate;
5. method and maximum amount of reimbursement;
6. beginning and ending dates of the contract;
7. job description and a training plan including training hours by skill areas or tasks;
8. special health or safety equipment or precautions required, if any;
9. special tools or uniforms required, if any, and whether or not the employer will supply them;
10. Any costs associated with reasonable accommodations for individuals with disabilities;
11. Modification conditions and requirements; and
12. Contract termination conditions.

OJT contracts are to contain appropriate assurances and certifications including:

1. Compensation for the participant at the same rates, including periodic increases, as trainees or employees who are similarly situated in similar occupations by the same employer and who have similar training, experience and skills. Such rates may not be less than the higher of the federal or State minimum wage.
2. Provision of benefits and working conditions at the same level and extent as other employees of similar longevity and doing the same type of work. This will include unemployment compensation coverage where the employer is normally required to provide such coverage to employees. The employer must also secure worker's compensation or other insurance coverage for work-related injury of trainees.
3. Maintenance, retention, and access to records by the WDB, State, and DOL personnel to support the training activity and associated reimbursements, i.e., time and attendance records, payroll records, invoice and reimbursement documents, and other information necessary to respond to monitoring reviews or audits (documentation of extraordinary costs are not required).
4. Prohibition on the use or proposed use of WIA funds as an inducement to a business or part of a business to relocate if the relocation results in any employee losing his/her job at the original location.
5. Prohibition on the use or proposed use of WIA training funds on any business or part of a business that has relocated from any location in the U.S., until the company has operated at the new location for 120 days, if the relocation resulted in any employee losing his/her job at the previous location.
6. No currently employed worker shall be displaced by the OJT participant including a partial displacement such as a reduction in the hours of non-overtime work, wages, or employment benefits. The employer also agrees that no OJT participant shall be placed into a position that is currently vacated by an employee who is on layoff, involved in a work stoppage or on strike, or is open due to a hiring freeze, or into a position in which the employer has terminated the employment of any regular employee or otherwise reduced its workforce with the intention of filling the vacancy so created by hiring the eligible worker. The employer further agrees that this contract does not infringe in any way upon the promotional opportunities of current employees.
7. No OJT contract shall impair: (a) existing contracts for services; or (b) existing collective bargaining agreements, unless the employer and labor organization concur in writing with respect to any elements of the proposed activities which affect such agreement.
8. Assurance that adequate supervision will be provided at all time while the trainee is on the job site.
9. Health and safety standards under Federal and State law are equally applicable to OJT participants.
10. The employer must comply with civil rights law and regulations, including non-discrimination.
11. Prohibition on the use of WIA funds to directly or indirectly assist, promote or deter union organizing or engage in political activities (including lobbying) during work hours.
12. No officer, employee or other agent of the employer shall recommend hiring, decide hiring, establish salary/wage rate, or provide preferential supervisory treatment with respect to a trainee who is a member of the officer's, employee's or agent's immediate family.
13. Prohibition on being employed in the construction, operation or maintenance of any facility that is used for religious instruction or worship.
14. Prohibition on the use of funds for construction except for provision of reasonable accessibility and accommodation.

G. Determining Length of OJT Contract

An OJT contract must be limited to the period of time required for a participant to become proficient in the occupation for which the training is being provided. The amount of training hours needs to take into account the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience, the participant's individual employability plan, job accommodations that may be required, and discussions with the employer. The contracted training hours cannot include those types of training normally provided by the employer for new employees such as orientation to the job/business, safety procedures, etc. In addition, consideration must be given to recognized reference materials such as ONET (see Attachment B for further details).

Generally, OJT contracts should not be done for less than six weeks or more than six months. Jobs that need less than six weeks training usually require no appreciable levels of training beyond periods of orientation that an employer would be expected to cover as part of their normal costs of doing business. Jobs that require more than six months of training to prepare a person for successful entry level employment usually are too costly to be suitable.

H. Developing the Training Plan

The OJT contract must include a copy of the job description and training plan. The job description and training plan, including skills to be learned on the job and the time necessary to learn each skill, must be sufficiently specific to verify that training was provided in accordance with the contract.

The following guidelines apply:

1. Activities (the work statement) must be described clearly to show that the employer is obligated to conduct training.
2. Skills to be learned (measurable) should be separately listed with estimated training times for each.
3. Training times must be reasonable.
4. Training times must be geared to both the complexity of the job and the abilities of the trainee (see Attachment A for guidance in determining the length of training).
5. Consideration must be given to recognized reference materials, such as ONET.
6. The training outline must identify the job title of the person(s) responsible for the training.
7. The training outline must include measurement and evaluation procedures.
8. The trainee, supervisor, and/or trainer should be knowledgeable about the training plan.
9. Consideration of reasonable accommodation(s), such as providing materials in an alternative format.
10. Identification of supportive services necessary for the individual to succeed.
11. The training site is accessible for individuals with disabilities and/or other special needs.

I. Employer Reimbursement

This sliding scale waives the WIA provision that allows reimbursement to employers of up to 50 percent of the wage rate of an OJT participant for the extraordinary costs of providing the training and additional supervision related to the OJT. DOL approved the State's waiver request, and authorized the following reimbursement rate to employers through a sliding scale based on the size of the business:

1. Up to 90% for employers with 50 or fewer employees
2. Up to 75% for employers with 51-250 employees
3. The current statutory requirement of up to 50 percent for employers with over 250 employees

The employee count is to include full-time and part-time workers, and workers placed through a private placement agency. This count is based upon the employer's total number of employees, not the number of employees to be trained. The count is to be on a company-wide basis for all locations within the State of Wisconsin; and the involved adjoining state when OJT is being offered to Wisconsin residents who work for employers in an adjoining state.

The appropriate program funds must be used for the appropriate WIA-eligible population: OJT may be provided to low-income adults with WIA Adult funds, and to dislocated workers with WIA dislocated worker funds. OJT provided with statewide funds must serve WIA eligible individuals.

Monitoring

The WDB must have policies and procedures in place to ensure that:

- The training plan has measurable indicators of performance.
- Evaluation of those indicators will occur to determine if skills identified in the training plan have been acquired.
- Onsite visit(s) and other monitoring are conducted during the course of the OJT to determine compliance with WIA requirements, including section 188, progress toward completion of the training plan and to resolve issues for the employer and/or participant.

Monitoring should also ensure that the participant is receiving the training contracted for at the wages in the OJT contract, and that the participant is not required to engage in activities prohibited by WIA. Employer records should also be reviewed to assure that the participant is receiving proper wages and that the employer is withholding taxes and paying workers compensation (or equivalent) insurance.

Performance

In addition to the WDB performance reporting, the State must address the impact the on-the-job training waiver had on the State's performance in the WIA Annual Report. WDBs will be asked to explain how the sliding scale for OJT contracts has changed the activities of the local area, and how activities carried out under the waiver have directly or indirectly affected the local area performance outcomes.

Specific to the On-the-Job Training waiver, the WDB will need to provide an annual narrative to:

- Identify what sector partnerships were involved in training activities as part of the Industry Sector Partnership Initiative as well as the employer size;
- Discuss whether the sliding scale was effective for increased employer participation, and if the training helped the employer maintain a competitive advantage;
- Describe the factors that contributed to the success of these programs; and
- Identify how many participants were hired as a result of the sliding scale waiver training.

Automated System Support for Employment and Training (ASSET) Reporting

The State is required to report performance outcomes in the Workforce Investment Act Standardized Record Data System for all individuals served under the OJT waiver. Therefore, all participants must be recorded in ASSET. The OJT service can be found in the Manage Services Menu. For Adults and Dislocated Workers, the service is a Training Service. For Youth, the service is on-the-job training. Also, an edit will be added in ASSET to prevent associating an On-the-Job Training service with Individual Training Account services.

Action Required

The WDB must:

- Adjust their local policy to allow for the increased flexibility of the State waiver, and be consistent with the other elements of this policy;
- Train or communicate to staff and contractors on the new sliding scale, and explain how they intend to implement it locally;
- Establish or refine systems to evaluate the effect of the State waiver;
- Revise any marketing to employers; and
- Submit results of the new service strategy no later than August 15, 2010.

Questions and/or Technical Assistance and Training

If you need additional information regarding this policy, please contact the Local Program Liaison assigned to your area.

SAMPLE
On-the-Job Training Checklist

Information Items

1. Business Name, Address and Contact Information

Name:

Address:

Contact Name:

2. How long has the employer been in business in this area?
Is the business being sold or merging with another company? Yes No

3. What is the chief product or service?
What is the NAICS Code?

4. How many full-time employees?
How many new hires are anticipated in the next two (2) years?
What job titles/job descriptions will need to be filled? (attach job descriptions if available)

5. Does the employer use a staffing agency? Yes No
If so, which one?
Describe the relationship.

6. Are jobs expected to last a year or more in the normal course of business? Yes No

7. What skills will current workers and new hires need to acquire to be fully productive?

8. Does the employer have sufficient equipment, materials and supervisory time and expertise to provide necessary training? Yes No

9. What are the turnover patterns and causes and could we do anything to help lower turnover?

10. What licenses or entry qualifications do the workers need?

11. How many hours per week are trainees expected to work?
What are the expected shift times and days?

12. Are any jobs based upon commissions, tips, piece work or incentives? Yes No
Is there a base wage that commissions, tips, piece work or incentive pay is added to?
 Yes No
If yes to either of the above, what entry earnings may be expected for each job?

13. Which fringe benefits are provided to regular employees?

When are these benefits made available?

Assurances and Compliance Items

14. Does the employer have a payroll system which records all pay checks and amounts? Yes
 No
Can we verify wage payments quickly onsite? Yes No
If no to either, how will wages be verified for OJT payment?

15. What is the Workers' Compensation carrier (or an equivalent system)?
Will OJT trainees be covered? Yes No

16. Are any of the jobs considered for an OJT "independent contractors" or not employed by the firm during the entire training period? Yes No

17. Are any of these jobs covered by a collective bargaining agreement? Yes No
If so, obtain and attach a "concurrence letter" from the union(s).

18. Are any employees currently on layoff? Yes No

19. Are there any outstanding wage and hour, health and safety, or discrimination complaints or adverse decisions? Yes No

20. What percentage of previous trainees, over the last two (2) years, have completed training and been retained by the firm? Number of OJTs _____; Number of employees retained _____; and _____% retained. If the retention percentage is below 75%, what improvements are planned?

On-the-Job Training State Policy
GUIDANCE ON USING SPECIFIC VOCATIONAL PREPARATION (SVP)
SYSTEM TO DETERMINE LENGTH OF TRAINING

The amount of time needed for On-the-Job Training (OJT) depends on several factors regarding each trainee: (1) prior work experience and education; (2) skills, knowledge and abilities; and (3) any barriers that would affect the length of the training time. The training time cannot include those types of training normally provided by the employer for new employees such as orientation to the job/business, safety procedures, etc. The length of the training is then determined by assessing and documenting the above factors for each trainee and by determining the usual time that is needed to train for the occupation or job. The trainee assessment is completed through the individual employment plan process and the length of job training is determined by the Specific Vocational Preparation (SVP) system after an analysis of the tasks involved in the OJT job. The SVP is the amount of lapsed time required by a typical worker to learn the techniques, acquire the information, and develop the facility needed for average performance in a specific job-worker situation.

The job title should be specified by the employer. The case manager then enters this into the O*Net system (<http://online.onetcenter.org>) to determine the SVP of the job. Entering the job title in the search box may bring up an array of job titles from which to choose the most applicable. The job tasks can then be determined by reviewing the employer's job description and/or the job tasks listed on the O*Net summary report for that occupation. Along with the employer, the case manager should pick out the 5 to 7 most important job tasks for which the trainee needs to be trained, and identify any reasonable accommodation(s) as appropriate for the individual. The trainee's assessment is then used to determine the skill level of each task and the length of the training plan.

Example:

The employer job title is bookkeeper but the job duties involve mostly payroll and timekeeping. Enter "bookkeeper" in the O*Net search box and then pick Payroll & Timekeeping Clerk from the job titles and go to the Payroll & Timekeeping Clerk summary report. This page shows the O*Net Code, 43-3051.00, which could be entered on the Training Plan form. The Job Zone section (lower on the same page) shows the SVP code for this occupation is 6.0 to 7.0.

The SVP hours can then be determined from the chart below. Since the SVP for a Payroll & Timekeeping Clerk is above the maximum allowed ("5" which translates to 26 weeks), the training plan period for this position is limited to 26 weeks. For a thorough discussion of the SVP system see <http://online.onetcenter.org/help/online/svp>

Maximum Hours:

The maximum hours for training according to the SVP Code are:

SVP	Maximum Hours	Minimum Weeks
1	0	0
2	240	6
3	520	13
4	800	20
5+	1,040	26

Note: The training hours noted on the scale above give the maximum allowable hours for a given SVP. The training time may be determined on the basis of the variables of the job, the actual demands of the job stated in the job description and the training plan, and the previous education, training, skills, and/or experience of the trainee. The training hours may also be adjusted for reasonable accommodation for persons with disabilities or other individual needs which may affect the number of hours the trainee needs to acquire the skill(s). The SVPs above represent the average amount of time required to learn the techniques, acquire information, and develop the facility needed for average performance in a specific job-customer situation. Training hours should generally not exceed the SVP hours unless special needs are documented; however, in no case may they exceed 1040 hours.

The training time and reimbursement rate must be negotiated with each employer on an individual basis, depending upon the employer needs and the training requirements of the trainee. In all cases, the case notes/case file for the participant should indicate the basis for determining the number of hours of training included in the OJT contract.

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The employer job title is bookkeeper but the job duties involve mostly payroll and timekeeping. Enter "bookkeeper" in the O*Net search box and then pick Payroll & Timekeeping Clerk from the job titles and go to the Payroll & Timekeeping Clerk summary report. This page shows the O*Net Code, 43-3051.00, which could be entered on the Training Plan form. The Job Zone section (lower on the same page) shows the SVP code for this occupation is 6.0 to 7.0.

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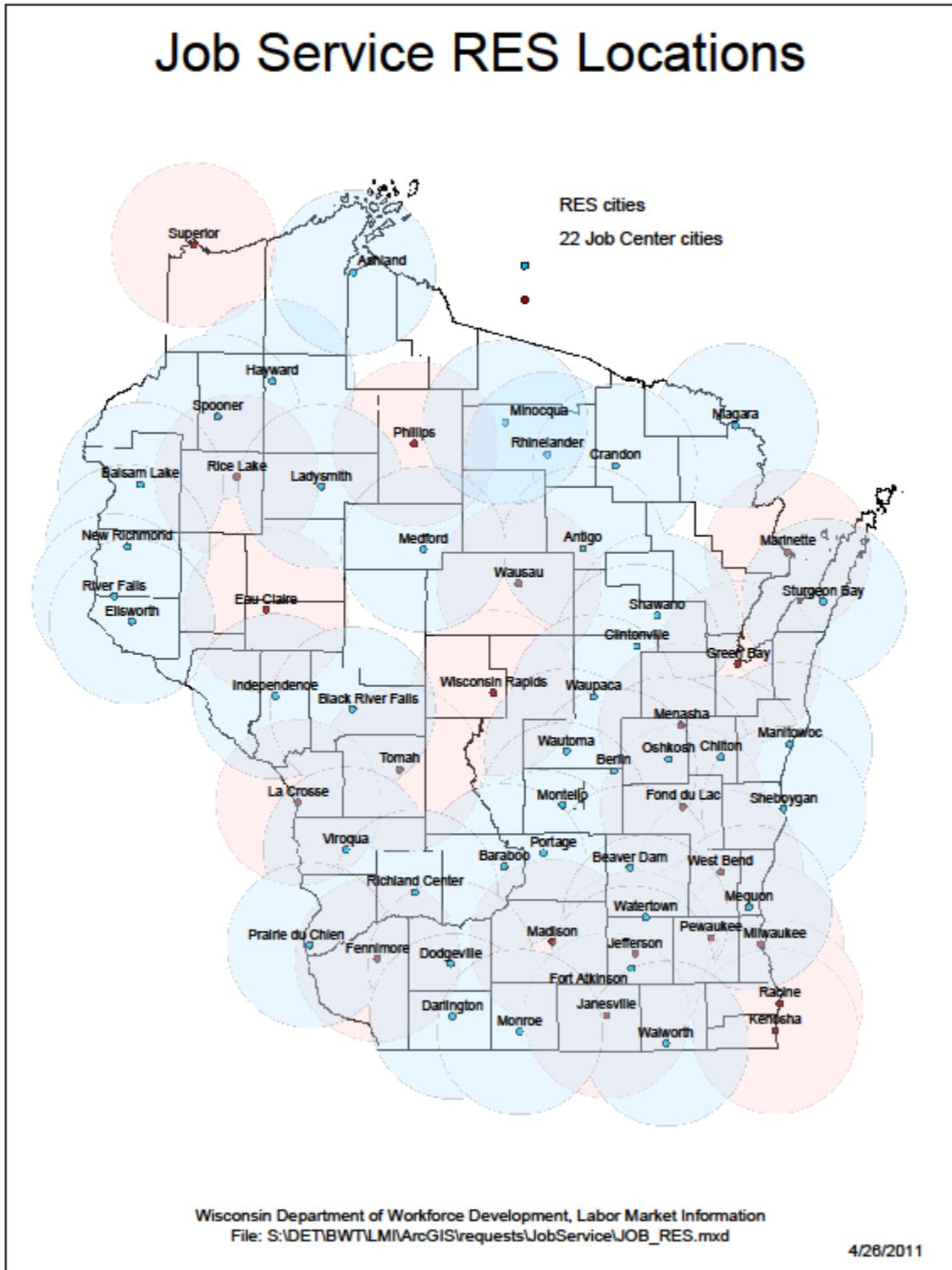
Note: The training hours noted on the scale above give the maximum allowable hours for a given SVP. The training time may be determined on the basis of the variables of the job, the actual demands of the job stated in the job description and the training plan, and the previous education, training, skills, and/or

experience of the trainee. The training hours may also be adjusted for reasonable accommodation for persons with disabilities or other individual needs which may affect the number of hours the trainee needs to acquire the skill(s). The SVPs above represent the average amount of time required to learn the techniques, acquire information, and develop the facility needed for average performance in a specific job-customer situation. Training hours should generally not exceed the SVP hours unless special needs are documented; however, in no case may they exceed 1040 hours.

The training time and reimbursement rate must be negotiated with each employer on an individual basis, depending upon the employer needs and the training requirements of the trainee. In all cases, the case notes/case file for the participant should indicate the basis for determining the number of hours of training included in the OJT contract.

Attachment N
Reemployment Services Locations

Job Service RES Locations



Attachment O

The Department of Workforce Development Division of Employment & Training Limited English Proficiency Plan April, 2011

Introduction and Purpose: The Division of Employment and Training (DET) Limited English Proficiency (LEP) Plan provides a vehicle for DET to communicate the standards maintained in assuring services to LEP individuals. The plan supports the Department of Workforce Development (DWD) LEP policy and addresses the following:

- I. Laws, Orders, Regulations and Department Policy
- II. Responsibility for the DET LEP Plan
- III. Oversight Requirements
- IV. DET Customer Groups and Language Profiles
- V. DET Activities Supporting LEP
- VI. Civil Rights and LEP Complaint Investigation and Processing
- VII. DET LEP Plan Dissemination, Revisions and Effective Dates

The plan also provides an overview of DET management of Civil Rights Compliance overall, including the requirements of Equal Opportunity (EO), Affirmative Action (AA) and LEP.

I. Laws, Regulations and Department Policy:

A. Civil Rights Act/Executive Order: DET is required to follow federal statutes/orders and regulations relating to LEP.

- **Title VI of the Civil Rights Act of 1964** states that no person in the U.S. shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.
<http://www.dol.gov/oasam/regs/statutes/titlevi.htm>
- **Title VII of Civil Rights Act of 1964** prohibits employment discrimination based on race, color, religion, sex and national origin.
<http://www.dol.gov/oasam/programs/crc/2000e-16.htm>
- **U.S. Presidential Executive Order 13166** was issued in order to improve access to federally conducted and federally assisted DET programs and activities persons who, as a result of national origin, are limited in their English proficiency (LEP). <http://www.usdoj.gov/crt/cor/Pubs/eolep.htm>
- **Code of Federal Regulations (CFR)** citation is 29 CFR, Part 37.35 which applies to the United States Department of Labor federal financial assistance programs.

B. Department LEP Policy: It is the policy of DWD to provide meaningful access to, and information about, all programs and services made available by the Department, to any individual in need of and qualifying for department programs and services at no cost to the customer. The Department will ensure access to services or programs

to LEP individuals by providing program information in alternate languages and formats, which may include, but may not be limited to providing interpreters or translation, as necessary.

Each DWD division is responsible for creating LEP procedures based on this policy that reflect its specific programs, services and customers. This document outlines how the DET will meet the requirements of department policy and applicable Civil Rights legislation.

- II. Responsibility for the DET LEP Plan:** The DET Administrator’s Office has been designated by the Division Administrator as the lead bureau with primary responsibility for developing and implementing the LEP Plan for DET. The lead staff are:

DET LEP Coordinator:

Carolyn Gormican, Equal Opportunity Program Specialist
 Administrator’s Office Telephone: 608-267-2474.
 DET AA Officer, LEP Coordinator and Complaint Officer for DET Staff,
 and oversees DET compliance of EO, AA and LEP requirements.

DET Back-Up LEP Coordinator:

Bill Franks, Equal Opportunity Specialist
 Bureau of Program Management & Special Populations
 Telephone: 608-266-6889 or TTY 608-275-1165.
 Equal Opportunity and Complaint Officer for DET Programs, and
 oversees Civil Rights Compliance by DET Grant Recipient Agencies,
 including, EO, AA and LEP Compliance.

All bureaus within DET have a responsibility to contribute in the development and implementation of language access services and procedures and to assure compliance with the LEP Plan.

The organizational structure of DET and information on the service/program areas that DET administers can be found at the DET site: <http://dwd.wisconsin.gov/dwd/orgcharts/det/default.htm>. The following is a list of DET contacts:

	Telephone Number	Name	Title
Administrator’s Office	608-266-6824	Jane Pawasarat	Division Administrator
	608-266-3623	Gary Denis	Deputy
Apprenticeship Standards Bureau Program Mgmt & Special Populations	608-266-3133	Karen Morgan	Bureau Director
	608-266-0002	Juan José López	Bureau Director
Job Service Bureau Workforce Training Bureau	608-267-7514	Brian Solomon	Bureau Director
	608-267-9704	Vacant	Bureau Director

- III. Oversight Requirements:** Federal and State laws and program regulations that guide DET programs provide the legal requirements for Civil Rights Compliance, including requirements for equal opportunity, affirmative action, and services to LEP individuals and persons with disabilities. The following are the federal and state agencies that guide DET-administered programs:

Federal Agencies
The U.S. Department of Labor

Key DET-Administered Programs
Youth, Adult, Veterans and Dislocated Worker programs under the Workforce Investment Act and public employment services under Wagner-Peyser funds, PL105 – 220, Part 663 and 664 as well as the Trade Act, PL 107 – 210; Migrant, Seasonal Farmworker Services, 20 CFR, Part 653, and Foreign Labor Certification, 20 CFR. Part 655.

State Agencies
The State of Wisconsin, DWD

Key DET-Administered Programs
Migrants Law Enforcement, ss. Chapter 17. DWD Code 301; Adult Apprenticeship Program, ss. Chapter 106, Code DWD 295 and 296; and Youth Apprenticeship Program, ss Chapter 106, Code DWD 270.

Federal Oversight of Requirements: DET develops and updates the State’s Methods of Administration (MOA) for the Workforce Investment Act (WIA) programs funded by the U.S. Department of Labor. The regulations that implement the nondiscrimination and equal opportunity provisions of WIA require that each Governor establish and adhere to a MOA for his/her State programs. The MOA describes the actions an individual State will take to ensure its WIA Title I financially assisted programs, activities, and recipients are complying, and will continue to comply, with the nondiscrimination and equal opportunity requirements of WIA and its implementing regulations. Compliance with the DET LEP Plan is included in the MOA. The code of federal regulations that outline the obligations for developing and maintaining methods of administration are 29 CFR part 37.54 located on page 407 at [http://www.dol.gov/oasam/regs/cfr/29cfr37\(2001\).pdf](http://www.dol.gov/oasam/regs/cfr/29cfr37(2001).pdf)

State Oversight of Requirements: State agency requirements for civil rights compliance are administered by the Department of Administration in accordance with ss. Chapter 16.765 for contracts; ss. Chapter 111.31-111.395 for fair employment; and Chapter 230 for personnel.

IV. Identifying DET Customer Groups and Language Profiles: The Division used U.S. Census 2000 data for Wisconsin as a starting point for the identification of populations that may have limited English proficiency. In addition, the Department of Public Instruction collects data on students and their ability to understand English and extrapolations are made concerning parents of school age children. In Wisconsin as a whole, Spanish and Hmong languages have been identified as having a significant LEP population statewide. In addition, some individual counties can have significant minority populations with other language needs (e.g., Russian, Bosnian, Serbian, Croatian, Somali, etc.). The following link is a starting place for obtaining data on LEP <http://www.doa.state.wi.us/dir/wisconsin/index.html>. Data are from the United States Census Bureau Profiles. The best source of “official” Census data used to determine thresholds is the Demographic Profiles (DP) # 2 specifically, the “Language Spoken at Home – Language other than English, Speak English Less than Very Well data set.” Contact Bill Franks for assistance on further demographic information on LEP persons.

IV. DET Activities Supporting LEP: DET provides an array of activities and initiatives to support the commitment of service to LEP individuals. These are provided as follows:

A. DET Ad Hoc Civil Rights Committee: The Civil Rights Compliance Committee is an ad hoc committee that is an advisory group made up of representatives from DET Bureaus to help address Civil Rights issues of compliance for DET’s federal financial assistance programs (e.g. AA, EO and LEP) regulations and requirements. Committee members represent DET’s bureaus and bring a variety of experiences and perspectives to the workgroup. Representatives include:

Bill Franks - DET EO and Complaint Officer for Programs -- Lead
Evelyn Cruz, State Monitor Advocate, Migrant and Seasonal Farmworker
Program, Bureau of Job Service
Glenn Olsen – Services to Persons with Disabilities
Ken Moore - Bureau of Apprenticeship Standards
Juan José López - Bureau of Program Management and Special Populations
Director
Jamie Duffin – Foreign Labor Certification Coordinator
Carolyn Gormican - DET AA/EO Officer and LEP Coordinator

B. Language Translation and Interpretation:

1. Vital Documents: Vital documents are those DET documents, paper or electronic, which contain critical information to customers about accessing, adjusting or eliminating DET services or benefits or is a DET document required by law.

Under the “Safe Harbor” guidance, all recipients of federal and/or state funds are required to provide written translations, free of cost to the customer for all documents identified as Vital. The following actions will be considered strong evidence of compliance with the written translation obligations:

- Written translations of Vital Documents are provided for each eligible LEP language group that constitutes five percent or 1,000, whichever is less, of the population of persons eligible to be served or likely to be affected or encountered.
- If there are fewer than 50 persons in a language group that reaches the five percent trigger, the recipient is not required to translate vital written materials but provides written notice in the primary language of the LEP language group of the right to receive competent oral interpretation of those written materials free of cost.

“Safe Harbor” was referenced in the Policy Guidance to Federal Financial Assistance Recipients Regarding the Title VI Prohibition Against National Origin Discrimination Affecting LEP Persons.

a. Identifying Documents for Translation: Federal funding recipients are required to take reasonable steps to ensure meaningful access to their programs and activities by LEP persons. In determining what documents should be translated, the following four factors should be assessed:

- The number or proportion of LEP persons served or encountered in the eligible service population;
- The frequency with which LEP individuals come in contact with the program;
- The nature and importance of the program, activity, or service provided by the recipient; and
- The resources available to the recipient and costs.

After applying the above four-factor analysis, a funding recipient may determine that translation is an effective LEP plan. The list below will also assist in determining whether a document is a vital document or not.

If the answer to any of the following is yes, the document should be translated:

- ❑ The form/document must be completed and signed by a customer. Examples include
 - Applications to participate or receive services or benefits.
 - Written tests for competency for a particular license, job, or skill for which English language proficiency is not required.
 - Consent or complaint forms.
- ❑ The publication contains information the customer is required to know. Examples include
 - List of partners at One Stop Centers and services provided.
 - Other outreach materials.
- ❑ The publication contains the customer's rights and responsibilities when receiving services or benefits. Examples include:
 - Notices advising LEP persons of the availability of free language assistance.
 - Information on the right to file complaints of discrimination.
- ❑ The form/publication/document contains rules, regulations, or laws that must be followed by the customer in order to receive services or benefits. Examples include:
 - State wage and hour and safety and health enforcement and information materials.
 - Letters containing important information regarding participation in a program or activity.
 - Information on the provision of services to individuals with disabilities.
- ❑ The document informs the customer of eligibility, any change in services or benefits, or of something that is happening with their case/program participation. Examples include:
 - Notices pertaining to the reduction, denial or termination of services or benefits and of the right to appeal such actions.
- ❑ The document requires a response from the customer. Examples include:
 - Notices that require a response from beneficiaries.
- ❑ The document contains medical discharge information.

b. DET Requirements: Specific DET requirements regarding the translation of Vital documents include the following:

- All of DET's Vital Documents must be translated into Spanish and Hmong at a minimum because these groups meet the threshold for translation in Wisconsin. Other languages that meet this threshold will depend on the service.
- DET is responsible for the costs related to translation of Vital Documents that are issued by DET.

- When a Vital Document is developed, DET requires that translation will occur within 30 calendar days of issuance of the English version.

c. Inventory of Vital Documents: The DET LEP Coordinator is responsible for updating the DET Inventory of Vital Documents on a periodic basis.

- 2. Non-Vital Documents:** Non-Vital documents, if needed, can be provided orally. Written translation may be provided at the discretion of the program operator/sub grantee.
- 3. Computer Notices and LEP Information Posting:** DET does not currently use computer generated forms for notification.
- 4. Contracted Telephone Interpretation:** DWD currently has a contract with Language Line Services (LLS) to provide oral translation in the language of the caller to English via telephone
Contracted Written Translation Services: DWD has a department-wide blanket purchase order (ILAAI163381) that has been approved and issued to Southern Wisconsin Interpreting and Translation Services, Ltd. (SWITS) for written translation services per contract CFJ0057.
Vendor Net Contracts for Language Translation/Interpretation Services:
<http://vendornet.state.wi.us/vendornet/asp/ContractView.asp?SystemContractNumber=2601&sCommand=DisplayContract>
- 5. Oral Interpretation for Customers:** Customers with LEP will receive timely oral interpretation at no cost to them. If there are fewer than 50 persons in a language group that reaches the five percent trigger, the recipient is not required to translate vital written materials but must provide written notice in the primary language of the LEP language group of the right to receive competent oral interpretation of those written materials free of cost.
- 6. Use of Family/Friends and Minors as Oral Interpreters:** DET requires that minor children cannot be used as interpreters. Adult family or friends of the customer may serve as interpreters only after the following:
 - DET informs the LEP customer of the right to free interpreter services;
 - The Customer declines such services in writing and requests the use of a family member or friend; and
 - DET determines the use of such a person would not compromise the effectiveness of services or violate the confidentiality of the LEP customer.

When using a family member/friend, agencies/providers should:

- Document the use of a family member/friend and place the documentation in the LEP person's file; and
- Have a trained interpreter sit in on the encounter when possible to ensure accurate interpretation.

7. **Bilingual DWD Staff:** DET continues to assess vacancies to determine the need for positions to possess bilingual skills. To better serve LEP customers, the Division will target positions in parts of Wisconsin where the concentration of Spanish and Hmong target populations indicate the most need for bilingual staff. The Division will implement these changes with current or projected funding resources. The Division will identify Spanish and Hmong populations to be served and determine by location where bilingual staff resources need to be allocated.
8. **DET Interactive Voice Response (IVR) System:** DET provides program information about DET programs and services to customers by phone through an interactive voice response system. The IVR is on the main DET telephone number (608) 266-0327. The introduction is in English, Spanish and Hmong. Further assistance to Spanish and Hmong customers would be provided via LLS.
9. **Walk-Ins:** When an LEP customer walks-in, DET staff should ask the customer to point to the language that he/she speaks, using the "I Speak Card" available at <http://www.dhs.wisconsin.gov/civilrights/docs/ISPEAKCARDS.pdf> provided by LLS, 1-800-752-6096. Office Associates and main reception areas of DET offices should have a supply of the "I Speak Card."

C. Requirements of Service Deliverers:

1. **Grantee Agency Requirements:** Many DET program services are delivered through grants with local agencies rather than directly by the Division. Requirements for compliance with EO, AA and LEP laws and regulations are written into the grant agreements.

DET funding recipients of the U.S. Department of Labor are required to comply with the MOA.

2. **DET Monitoring Responsibilities:** The DET EO Officer for programs is primarily responsible for desk and on-site monitoring reviews of grantee agencies for compliance with civil rights compliance, including EO, AA, and LEP requirements and in the resolution of complaints. In addition, DET grant managers also perform monitoring functions. The information is shared among the DET grant managers and civil rights unit to be sure that compliance concerns are addressed timely and appropriately. The Civil Rights Compliance Monitoring Plan is reviewed and updated annually along with the monitoring format and schedule. 20 CFR Part 653 requires agency self monitoring of services. The State Monitor Advocate provides the Bureau of JS monitoring of its programs and services to ensure they are accessible to limited English proficiency migrant and seasonal farmworkers.

D. Technical Assistance and Training:

- 1. DWD/DET Civil Rights and LEP Websites:** Websites on Civil Rights Compliance have been created to assist DET customers, grantees and partner agencies as well as DET staff. A direct link to grant Civil Rights Compliance requirements and LEP guidance can be found at http://dwd.wisconsin.gov/det/civil_rights/plans_instructions.htm

A separate LEP information site can be found at http://dwd.wisconsin.gov/det/civil_rights/pdf/lep_plan2011.pdf

In addition, a DWD Spanish language information site is being developed to assist that major Wisconsin language group in locating Department and Division information services. The draft homepage of this site can be found at <http://dwdintaccpub/espanol>

- 2. Training and Technical Assistance for Grant Agencies:** All grant recipient and subrecipient agencies of DET are required to have their staff participate in a yearly training related to civil rights compliance, including EO, AA, LEP, services to persons with disabilities, access to services and other programs to enhance sensitivity. DET annually develops a training plan for the provision of training to grantee agency staff by DET.

Currently available via webcast is the session, "Civil Rights Compliance in Service Delivery" for grantee Agency Heads, AA Officers, EO and LEP Coordinators and Complaint Officers/Coordinators. This session was jointly developed and presented by DET and the Department of Health and Family Services. The course covers the roles and responsibilities of the agency's CRC lead staff, a review of the complaint process as well as the application of Civil Rights law by utilizing actual complaint case studies.

In the future, DET will rely on electronic capacities such as web casts and other means to provide training and technical assistance to grantees in order to reduce travel costs.

- 3. DET Staff Training:** Division staff are encouraged to attend civil rights EO, AA, LEP and related training on a regular basis as approved by their supervisor. DET annually develops a training plan for the provision of training to DET employees.

To minimize cost and to provide flexible scheduling for division staff, training and technical assistance is provided in a number of different formats, including: in person, electronically issued document materials, communications and information; teleconference, videoconference, web casts and distance learning programs via computer.

Most recently, an e-mail has been sent out to all DET staff. The E-mail provides assistance to staff on how to respond to telephone or in-person inquiries from individuals who are not proficient in English.

VI. Civil Rights and LEP Complaint Investigation and Processing:

Program and Customer Complaints: *The Equal Opportunity Officer for DET Program Services is Bill Franks. He is the complaint coordinator for civil rights and discrimination complaints regarding language access from applicants or recipients of DET program services. In addition, he oversees the Wisconsin Job Center Complaint Coordinator system.*

Wisconsin has a Job Center Complaint Coordinator system for customer complaints in the Job Centers throughout the State. On 02/13/2008, DET issued Admin Memo 08-01, Job Center Complaint Coordinator System, available at <http://dwd.wisconsin.gov/det/adminmemos/10010.htm> (this Admin Memo is being updated and will be released the beginning of May 2011) which updated procedures and requirements on Wisconsin's Job Center Complaint Coordinator System, including a current list of Complaint Coordinators (CC). This list will be continually updated as information is made available to DET. The CC serves as a centralized point for anyone visiting or working at the Job Center to go to with any kind of complaint. Complaints could range from serious harassment to potholes in the parking lot. The CC will listen to the complaint and refer the complaint to the proper resource/partner agency for resolving the complaint. The CCs will not be expected to do anything beyond referral; they will not be the person who resolves the complaint. Many complaints need to follow existing formal complaint/appeal procedures. The CC is the conduit to make sure the complainant gets to the resource/agency to resolve the complaint based on the type of complaint or the particular program involved.

Information and procedures on filing program or customer complaints of discrimination are available at the following:

- **Workforce Programs Guide:** Part 1- Administration of Workforce Programs, Section III, Item S - Complaints /Grievances and Appeals located at DET Website: http://dwd.wisconsin.gov/dwdwia/workforce_guide/part1/part1_adm.pdf.
- **Civil Rights Compliance Plans 2010 – 2013:** Appendix G “Complaint Consent/Release Form” <http://www.dhs.wisconsin.gov/civilrights/CRC/requirements.htm>
- **JS Complaint System:** According to 20 CFR Part 658, each State agency shall establish and maintain a JS complaint system. The JS Complaint Coordinator is Evelyn Cruz, State Monitor Advocate. The JS Complaint shall handle to resolution complaints as follows: (i) Complaints against an employer about the specific job to which the applicant was referred by the JS involving violations of the terms and conditions of the job order or employment-related law (employer-related complaint) and (ii) complaints about JS actions or omissions under JS regulations (agency-related complaints). Complaints by MSFWs will receive follow up by the State Monitor Advocate to ensure prompt resolution. Complaints alleging unlawful discrimination will be referred to the Equal Opportunity Officer, Bill Franks.

DET Employee Complaints: Carolyn Gormican is the DET Complaint Coordinator for staff complaints. She serves as the DET Affirmative Action Officer and LEP Coordinator and addresses all manner of DET employee complaints, including complaints of discrimination. Ms. Gormican is also the DET Labor Liaison and addresses union grievances for the Division Administrator.

VII. DET LEP Plan Dissemination, Revisions and Effective Dates: This plan is shared with the DET Management Team and responsibilities and expectations are discussed. In addition, it is posted on the DET LEP web site in Section V.D.1 of this document. All division staff are notified and encouraged to review the plan. A copy of the plan is also provided to federal funding agencies as appropriate.

This plan will be reviewed annually for needed revisions. The plan will remain in effect until modified by a new effective date.

Attachment P

Wisconsin 2011- 2012 State Performance Goals

Workforce Investment Act Common Measures for Adult, Youth, Dislocated Worker and Employment Service

Performance Measures	Goals
Adult	
Adult Entered Employment	72
Adult Retention	84
Adult Average Earnings	\$9,800
Dislocated Worker (DW)	
DW Entered Employment	84
DW Retention	93
DW Average Earnings	\$14,400
Youth	
Youth Placement in Employment or Education	72
Youth Attainment of a Degree or Certificate	75
Literacy and Numeracy Gains	30
Employment Service (ES)	
ES Entered Employment	61
ES Retention	84
ES Average Earnings	\$12,500

Attachment Q

Plan Development Process: Description of how the State handled public comments. Below are the verbatim public comments and the State's responses.

The draft State Plan was issued via email on July 13, 2011:

"Governor Walker has established the State's workforce vision and priorities in concert with the Governor's Council on Workforce Investment. These serve as the cornerstone for the Draft Workforce Investment Act (WIA) State Plan. While the Governor has already received the U.S. Department of Labor's approval to proceed with WIA implementation for program year 2011-12 (including State waiver and performance level approvals), this document expounds on the workforce direction of his administration. This is the federally-required review and comment period. All comments received must be reported verbatim in the Plan along with State responses. We appreciate our workforce partners time in reviewing this document and continued collaboration.

For the Workforce Development Board Directors, elements in this document will be reflected in the upcoming WIA Local Plan Guidelines. Please forward this public notice to your regional business, labor and community/faith-based training and employment network including Board members and Chief local Elected Official(s). New attachments from the previous plan modifications are the organizational charts, the April 2011 Limited English Proficiency Plan and a proposed Administrator's Memo on WIA and Registered Apprenticeship Collaboration.

Link: http://dwd.wisconsin.gov/dwdwia/wia/wia_state_plans.htm (under WIA State Plan)

Please forward comments by August 12, 2011, to Pamela O'Brien. Her email address is: Pamela.O'Brien@dwd.wisconsin.gov"

Verbatim comments and State responses:

August 12, 2011

Letter following this attachment from:

**Richard Best, Executive Director
Workforce Resource, Inc
West Central Wisconsin Workforce Development Area**

State Response and Changes in the Plan:

The detailed critique of the draft Plan is very much appreciated resulting in edits that improve the document (see below). As Secretary Baumbach stated at the August 12, 2011 meeting with the WDB Executive Directors, the Plan was drafted at a high-level to respond to the specific DOL-required elements. While the WDB's and their activities are referenced throughout the document, Secretary Baumbach emphasized the vital role the WDBs have as the cornerstone of the delivery of workforce activities, and additions to the Plan will reflect that sentiment. The Secretary indicated that the local plan guidelines would be issued shortly that would allow further discussion on the WDB's essential work. The WDB's will present their local plan highlights and activities at the December CWI meeting. Finally, as the Governor and his administration continue transitioning, further guidance and direction will be forthcoming regarding the WDB's role in helping implement the State's strategic workforce goals. To clarify the issue of involvement in the plan development, DET management discussed the Plan's

process and garnered input at the WDA Director's meeting on April 6, 2011. This will be clearly stated in the Plan.

The comments on the cost and resource drain for regional planning are well taken. From the earlier work of the WDBs with additional federal and foundation funds, extraordinary efforts in regional strategic planning resulted in greater collaboration among the WDAs and expanded

partner participation on workforce issues. Also, the WDB's regional business services plan will be requested in the local plan guidelines with the intention of having State and local dialogue on these issues with the WDB's, JS and other key partners. At this time, the State will not be requiring regional plans.

It may be a WDB-specific issue on the commentator's reflection that there is not "true"/"meaningful" integration of WIA with DW, TAA, RES and UI. Optimal integration of these programs is working in other parts of the State. While the State Plan may not have expounded on the topics due to the high-level nature of the document, massive coordinative efforts have taken place at the State and local levels. Indeed, DOL has cited the RES surge of coordinative staff activities as a model, and Wisconsin received additional federal funding to continue these efforts. Also, as a WDB-specific issue, some job centers continue to house VR counselors and case managers ("most" will be changed to "some" pending new information from the local plans).

The State will maintain the 35% threshold as the minimum amount of the WDB's adult and dislocated worker formula and special response funds directly for training and associated costs, and retain its existing job order entry policy.

On the statement regarding "the process was not utilized" for the formula allocation: Administrator's Memo 11-01 was issued on 3/23/11 to the WDB Directors, Chairs and Chief Local Elected Officials for public review and comment on the allocation share of the State's WIA allotment prior to the issuance of the allocations Administrator's Memo 11-04 on 6/24/11. The external team did not convene because there were not changes to the previous year's procedure. The complete Allocation Guide is in the Plan as Attachment I. On the issue of the "lack of meaningful training provider performance evaluation considerations within the ITA-ETP system": the State spent several years from the inception of WIA to design evaluations for the ITA providers to no avail on agreement by participants from the local and State levels. Therefore, the State requested and has had a DOL waiver approval on the subsequent year training provision. Hence, the State relies on the WDBs to determine the success and/or failures of the training providers used for their participants. The WDB's are also responsible for the review of providers for submission to DET to be placed on the ITA list.

Regarding technical assistance training and the use of State reports: The new administration has put an emphasis on consistent and upgraded training to improve the WIA performance results, participants' successes, and transparency. DET and the Division of Administrative Services have already begun discussions on these issues. As part of this ongoing effort, a study has just been completed that assessed the Automated System Support for Employment and Training system as the potential tool to properly conduct sound evaluation activities with recommendations for an evaluation plan that would guide future evaluation studies/activities for the continuous improvement in the efficacy of the workforce system in order to increase positive program results for job seekers and employers. DWD intends to adhere to its "incentive policy," dependent on the availability of statewide activity funding. As part of an extensive review of the current data systems and the development of a WIA technical assistance plan, the local plan

guidelines will be requesting any area's staff training material in order to inventory what currently exists. The State appreciates the WWDA's offer to assist and the suggestion on Michigan Works. WWDA no longer receives funding from DWD which will be clarified in the Plan.

Regarding the definition of "Universal Access" in the Plan. As a high-level document, the Plan details a new effort on improving services for people with disabilities within the dislocation process (IX.C.1.a.) That focus for the Plan was not meant to short-change the expanded intention of "universal access." It is DWD's intent to address a needed service expansion rather than substitute existing services.

Finally, on the issue of "12-month adult mentoring," WIA states that "local programs must make the following services available to youth participants" ... (8) Adult mentoring for a duration of least twelve (12) months, that may occur both during and after program participation." §664.410 The intent of that section in IX.E.4. was to follow the WIA regulations. To make certain of that clarity, the regulations will be directly cited.

Changes to the State Plan:

Add to I. Visions and Goals first paragraph: "As the cornerstone of the delivery of workforce activities, the WDB's, Local Elected Officials, and WDB Executive Staff will play a vital role in deliverables planning and implementing these goals."

Add to III.C. Process for Collaboration: "The WDBs will be brought to the table on an on-going basis in the planning and roll-out deliverables of the Governor's workforce priorities. The WDBs, and WWDA with local elected officials, are a strategic point for partner collaboration, strategic planning, and the implementation of many workforce activities."

Add to V.D. Sustained Strategic Partnerships: "The DWD Secretary will continue to meet with the WDB Executive Directors (and other members of the WWDA) on a monthly basis, along with DET managers."

VIII.C. Addition: "WWDA no longer receives funding from DWD."

Add to VIII.D.2 Regional Planning: "The State encourages, and foundation funds have assisted with, WDB's cross-region collaborations. As discussed in various parts of the Plan, the WDBs have focused on regional sector strategies. Due in part to that earlier work solidifying regional sector approach to workforce activities, the State will not require regional plans. However, to the extent that sector strategies often cross geo-political boundaries, like WDA lines, DWD encourages inter-WDA cooperative approaches to meet the need of important industry sectors."

Revise IX.C.4.a.: Replace "Most" with 'Some' of the DVR Counselors and Case coordinators are physically housed in the JCs throughout the State."

Revise IX.E.4.: Replace second paragraph with "Local programs must make the following services available to youth participants: °Adult mentoring for a duration of at least twelve (12) months, that may occur both during and after program participation."

Add X.C.5. CWI and Continuous Improvement: "At the Council's December meeting, the WDB's Executive Directors will be providing highlights of their local areas."

August 12, 2011

Letter following this attachment from:

Wisconsin Workforce Development Association

State Response and Changes in the Plan:

The WWDA's letter and attached document to Governor Walker provide excellent commentary on continuous improvements for the State's workforce system. The time and effort of the WWDA is much appreciated. As already mentioned in the State responses to Mr. Best (see above), Secretary Baumbach intends to utilize WWDA, and WDB Executive Directors in the development of roll-out strategies of the Governor's workforce priorities, and a sounding board for further planning developments. As the WWDA letter accurately reflected, Secretary Baumbach stated that the Plan is an opportunity to articulate the high-level statewide goals, and the WDBs will be relied upon to a great extent to identify specific activities within the regional areas. While the references to WDB's throughout the draft Plan appeared to members of WWDA as lacking in predominance, it does not minimize the facts that the Board's, Executive staff and Job Center staff serve as a key driver in policy formation/execution, and the primary entities serving workforce customers. In addition to the WDB references noted in the above State response to Mr. Best, further comments will be added to the Plan based on the WWDA letter (see below).

The comments regarding education, training of youth, and general collaboration were appreciated, and will be taken into account as the Governor, State Superintendent and cabinet members work on transition strategies to meet the workforce goals. Likewise, DWD is working with the new State's Economic Development Corporation, and will inform the WDBs of the role that they may play as strategic planning continues. Finally, the DWD Secretary is working with the Governor on representative business additions to the CWI and ensuring geographic distribution.

With regard to the comments on LMI issues (IV.): The discussion of the role of agriculture in the state's economy needs to take into account the North American Industrial Classification System (NAICS) which is used when discussing industries. Under the NAICS structure, agriculture production is the actual production of the raw products that come from farms. Adapting and modifying agricultural produce into finished products is a function of nondurable manufacturing, shipping that product is a function of transportation and warehousing, brokers or others who sell nondurable goods to other businesses are wholesalers and those stores that sell the finished products to the general public are retailers. Agriculture and Agri-business is an integral part of the economic supply and consequently, an important part of the state's economy regardless of the number of operators and employment at farms.

The second issue related to the LMI section: There two reasons why a reader may consider these statements to be in conflict. The apparent contradiction stems from the use of historical patterns (the report was based on employments through 2009) when reporting changes in employment by industry (on page 15) and the list of industries projected to grow from 2008 through 2018. In periods of economic downturn of indecision, employment in food and accommodation is usually sensitive to economic downturns and in the short-term be negatively impacted. Given the time frame the document is intending to cover it is important to consider the current context when considering placement of scarce resources.

Another reason for the apparent conflict is the industrial classification structure. The Accommodation and Food Services supersector includes two broad industries, Accommodations and Food and Drinking Places. Under Accommodations the following industries are found: Travel Accommodations, RV Parks and Recreational Camps, Rooming and Boarding Houses. Food and Drinking Places includes: Full-service Restaurants, Limited-service Eating Places, Special Food Services and Drinking Places (Alcoholic Beverages).

With regard to the comments on CWI membership to effectuate vision, the Governor had included the WWDA Chair as a member of the CWI. The CWI's meetings in 2011 included discussions on issues for the development of the State Plan, and DET management met with the WDB Directors to discuss the Plan on April 6, 2011.

Finally, see the State responses to Mr. Best's letter on the same issues you raised regarding Wagner Peyser integration, training and training support, capacity-building, State Plan development, and a State incentive policy. Priorities for potential reserve funds, that may include incumbent working training to upgrade individual's skills to meet employer's needs, will be established by the Governor in accordance with WIA should State set-aside funds become available.

Changes to the State Plan:

V.C. Strategies for High-Growth, High-Demand Occupations addition: "Critical to this strategy will be the involvement of the WWDA working proactively with DWD. In addition, the partnership of the WDB's with the area economic development activities will be strengthened by having a member of the WDB on each Economic Development Board."

III.B.1. Organization of State Board Addition: "Solicitations for member participation on the newly formed CWI Youth Committee will be issued to WDB and Youth Council members for the Governor and CWI Chair's selection and appointment process. As is the case with CWI membership, the appointments will be sensitive to reflect the State's rural and urban mix."

IX.C.3.a. Governor's Vision for Increasing Training and Opportunities Addition: "The WDB's specific activities with industry sectors will serve as a critical piece for success for this focused effort."

Attachment E will be revised to reflect a number of changes to the CWI membership since the issuance of the draft Plan. The newly-elected Chair of the WWDA, Mr. Donald Sykes, will be listed as such to replace the previous WWDA representative.

August 12, 2011

Review Comments following this attachment from:

Charlene Dwyer, Administrator

Division of Vocational Rehabilitation

Wisconsin Department of Workforce Development

State Response and Changes in the Plan:

Vocational Rehabilitation's partnership in workforce activities has been appreciated as well as the comments for further coordination to improve services. The suggested language additions will strengthen these coordinative efforts and improve service delivery. Specifically, on the Medicaid Infrastructure Grant (MIG)-Council on Workforce Investment Subcommittee transition

suggestion: The CWI's oversight role of MIG is part of the formal agreement from the federal funding entity with the Department of Health Services, and that continues at least until the grant end date of December 2012 to end current projects. The MIG Subcommittee will sunset with the grant.

Dashboard report: The suggestion of "real-time" performance reports is the ultimate goal of DWD and the CWI for key workforce goals and activities. To that end, an extensive review of the current data collection system, and mechanisms for reporting data from the WDB's, was recently completed. The CWI Executive Committee has also spent a considerable amount of time actively pursuing a variety of options for programmatic evaluation and reporting activities. The system report will be folded into the continued Executive Committee discussions. In addition, these continued reviews for systems change will include the efficacy and transparency of the Data Warehouse.

Changes to the State Plan:

VIII.J.7. Special Needs Populations Addition: "DVR also serves as a resource for training materials including print materials and on-line web-based training modules, as well as technical assistance for specific issues arising from a service need."

VII.C. Job Center System - Infrastructure Costs Addition: "Accessible workstations and/or other appropriate mechanisms (e.g. technology/software) to improve services to persons with disabilities" will be on the priority list for infrastructure system improvement.

IX.C.4.f. Full Array of Services to Individuals with Disabilities Addition: that (a) "the WDB designated disability staff resource person(s) will be positioned to provide direct services to WIA eligible participants as well as technical assistance to workforce partners"; (b) "Should DET secure an "Employment Network," DET will establish an intra-agency agreement with DVR for coordination of common customers who are Ticket holders"; (c) "DET will partner with DVR, and will access DVR technical assistance for DET's initiative/collaborative outreach with PERC, Social Security Ticket-to-Work and DHS in providing assistance to Wisconsin's job seekers with disabilities."

IX.E. Youth with Disabilities Addition: "There is an Interagency MOU between DWD, DVR, DPI and DHS along with a Technical Assistance Guide of suggested best practices and resources to assist key stakeholders (students, parents/guardians, teachers, counselors, case managers, etc.) involved in the transition process. This tool can be used as a framework to improve communication, coordination, and services for students with disabilities transitioning from school to work. The MOU defines the collaboration between the three agencies so that students and their families understand the roles of each agency in helping the students achieve their goals."

August 12, 2011

Letter following this attachment from:

**Earl Buford, President and CEO
Wisconsin Regional Training Partnership
Big Step**

State Response and Changes in the Plan:

The comments from WRTP are appreciated along with the organization's nationally-recognized innovative training activities. In that regard, DET will take on board WRTP's offer to participate in future evaluation studies.

The comments regarding the lack of specificity for WIA set-aside funding priorities (in various sections of the Plan) are well-taken. However, without Congressional authorization of such reserve funds for this program year, it was determined to focus on what is currently available rather than expend an extraordinary amount of time on speculative options. Should set-aside funds become available, the Governor in concert with the Council on Workforce Investment, will advise DET as to the priority projects based on the workforce priorities listed in II after ensuring the State's first responsibility of meeting the letter of WIA including one-stop infrastructure improvements listed in VII.C. Grounded in several of the workforce priorities (e.g. measuring success for future funding priorities and incorporating best practices), priority set-aside projects will need to demonstrate proven effectiveness and/or "innovative solutions" utilizing waivers or demonstration projects with measureable successful outcomes.

With regard to the comments on sector strategies and regional issues, an addition has been made to regional planning (see below). In recent years with federal and foundation funds, the WDBs have expanded their strategic planning and activities on a regional basis beyond the designated workforce development areas (see Attachment F). While efforts had been made to formalize regional boundaries, and have them coterminous with other State entity boundaries, the more important focus, as you well-stated, is to have economic factors be the primary determinant for workforce activities. As noted in the Plan, the current CWI sector subcommittees are based on the State's sector priorities: Health Care Sector, Advanced Manufacturing and Energy Sector.

Manufacturing and Energy Sector. Per the workforce goals, WDBs will provide guidance on the regional sectors with sufficient evidence of labor demand. The WDB's WIA Local Plans will address the regional issues, and it is anticipated that the CWI will review these at their 2011 December meeting. Each WDB is responsible for identifying key industry sectors for their area, and cross-WDA sector strategies are encouraged.

Changes to the State Plan:

I.B. Vision for Maximizing and Leveraging Resources Addition: "Other workforce training entities outside of the WIA-funded One-Stop system will be asked to the table for key collaboration activities at the State and in local areas. Many local Faith-based and Community-Based organizations have also historically been active partners to improve services for participants, and their role will continue to be encouraged."

I.D. Vision for Collaboration on Workforce Challenges Addition: "In order to address the challenges of many people being served by other workforce partners outside of the One-Stop system who train people to meet the needs of employers, the Governor will continue to engage in collaborative efforts with community-based organizations.

VIII.D. 2 Regional Planning Addition: "DET in conjunction with the CWI will continue to encourage WDBs to coordinate activities for regional/cross-WDA strategies (currently identified by previous regional grant activities per Attachment F) based on regional economies. The Governor's mandate to have a WDB representative on each Economic Development Board will also provide a new venue to discuss and solidify regional partners for workforce activities."

IX.C.3.a. Governor's Vision for Increasing Training Access and Opportunities Addition: "Other major training entities with successful track records for working hand-in-hand with the private sector to train workers they need, will be key partners in creating a world-class workforce."

August 11, 2011

Letter following this attachment from:

**Dan Clancy, President
Wisconsin Technical College System
[No State Response Necessary]**

August 11, 2011

Comment was from:

**Karen Nowakowski, Executive Staff Assistant
Office of State Superintendent
Department of Public Instruction**

"The Department of Public Instruction is pleased to provide overall comments regarding the Wisconsin Workforce Investment Act State Plan.

Throughout the plan there are themes of *alignment*, *coordination* and *collaboration* to advance workforce education and training around regional sectors. We welcome the opportunity to work with the Governor to strengthen education programs and training that prepare students for high skill, high wage and high demand jobs. The implementation of Wisconsin's Comprehensive School Counseling Model throughout school districts combined with DPI's efforts to promote career pathways for all students align with the Governor's key workforce investment priorities.

The focus on regional sector strategies aligns with efforts by school districts to develop business and education partnerships that address regional workforce needs. The Education for Employment plans [s. 121.02 (o)(m) Wis. Stats., and Chapter PI 26] outlines how school districts develop business and education partnerships that include post-secondary institutions, business, industry and workforce development programs to ensure that education programs are aligned with current local, regional and state labor market information."
[No State Response Necessary]

July 19, 2011

Comment from:

**Jessica L. Legois, Research Analyst
Wisconsin Economic Development Corporation**

"Much of the plan is consistent with the Sector Strategies, Career Pathways, and RISE values and efforts in recent years. BRAVO! The only piece that really caught my attention as being somewhat outside of expectations was the "Entities to Effectuate Youth Vision" section. It

essentially states that k-12 schools and tech colleges should provide education that aligns with the needs of regional employers. While I agree that it would be great to retain more of our talented youth, I also strongly believe in encouraging children (and adults for that matter) to develop their unique talents and pursue their passions. I'm sure you are not suggesting that we push those who excel at mathematics or art into the agricultural or manufacturing industries. Perhaps you can add some language that makes it clear that diversity in talents and interests is valued and supported."

State Response: It is certainly important to recognize and encourage youth to develop their unique talents and passions. As part of the WIA Youth Program, a local area must provide an objective assessment of the academic levels, skill levels and service needs of each youth participant where their diverse talents and interests are captured. The assessment also includes a review of the youth's aptitudes, including interests and aptitudes for nontraditional jobs. The objective assessment results are used to develop an Individual Service Strategy (ISS) for each youth participant. An ISS must contain goals for each youth that fit their interests, abilities, talents and values that are then used to guide WIA services. The youth are directly involved in developing their ISS.

July 14, 2011

Comment from:

**Gesina Mentink, State Rapid Response Coordinator
Department of Workforce Development**

"X. D. Rapid Response

Comment 1: "The WIA State Plan Modification for PY 09-10 stated that the threshold for State rapid response involvement was to be "more than 50" people affected. This language was adopted in the PY 2011-12 plan. Longstanding practice however has been that the State is involved in rapid response when "50 or more" are affected by a workforce reduction or business closing. Granted, we're only talking about a slight modification of wording and the difference of 1 person, but one that I think the change makes sense in relation to past and current practice."

State Response and Changes to the Plan in X.D.:

Historically, it has been the practice that the State is involved in rapid response when 50 or more individuals experience job loss due to a workforce reduction or business closure and this threshold for State involvement is outlined in DET's Rapid Response Procedures and Information binder. To align the language in the State Plan with practice, the recommended change will be made.

Comment 2: "Suggested modification to the second paragraph: "RR activities for a particular employer are coordinated with the WDBs serving the area where the affected employer is located. Each of the 11 WDBs have designated staff members who serve as local RR contacts. When a dislocation event involves more than 50 people, the State RR Coordinators are responsible for overseeing RR activities, including scheduling an initial meeting with the employer and, where appropriate, local union representatives. Local RR staff members participate in the initial meetings so that they may present information on local services. Following the initial meeting, the State RR Coordinators and the local RR staff work in concert to develop a plan for the provision of RR services that are intended to help affected workers transition to new employment as quickly as possible. When a dislocation event involves less than 50 people, the local RR staff members are responsible for the provision of RR services."

State Response and Changes to the Plan in X. D.:

The proposed changes to Section IX. D. help to emphasize that (1) State and local rapid response practitioners are to work collaboratively to design an effective service-delivery plan in those cases where there is State involvement and oversight and (2) the driving force behind the provision of RR services is to help dislocated workers obtain reemployment as soon as possible. Both of these points are covered under WIA (See Section 134 (a) (2) (A) (i) and Section 101 (38)) Because the recommended changes will lead to a clearer understanding of the partnering that is to occur between the State and local area staff and the intended result of RR services, the recommended changes will be adopted.

Comment 3: "I think that this section should also address the topic of standardizing certain aspects of rapid response in order to introduce more uniformity in the provision of information. The State RR Coordinators are working with local WDB staff as well as inter- and intra-departmental state partner agencies to develop minimum requirements with respect to the nature and extent of the information that is shared with employers and affected employees. Similarly, work is being done to bring more consistency to the messages being conveyed. When it comes to RR services, flexibility is crucial but, by the same token, so is having some amount of consistency."

State Response and Changes to the Plan in X.D.:

Ensuring consistency and uniformity in the messaging and provision of information to employers, workers, and our partners is a priority and should therefore be part of DWD's strategic planning for Program Year 2011-12. DWD will incorporate language into Section IX. D. that addresses the collaborative efforts currently underway that are aimed at bringing about more standardization to rapid response outreach and services.

Comment 4: "I would like to see this section incorporate some information about the Dislocated Worker Unit's plan to develop a Policy and Procedure Manual that will outline the manner in which the State and local areas carry out and coordinate RR services."

State Response and Changes to the Plan in X.D.:

DWD is in the process of developing a comprehensive manual that will address policy and procedure to be followed for rapid response. Wisconsin has not historically had such a manual, but it is believed that by creating one and furnishing it to the appropriate parties in the workforce development system, rapid response activities will be provided in a more consistent manner and workforce partners will coordinate and collaborate more effectively in order to best serve employers, workers, and communities. The creation and distribution of the manual and the follow-up training and technical assistance that will ensue will be paramount to strategically aligning the rapid response program. These efforts should and will be addressed in the State Plan since Section 112. (b) (8) (A) (i) of the WIA calls for "a description of the procedures that will be taken by the State to assure coordination of and avoid duplication among workforce investment activities"



August 11, 2011

Scott C. Baumbach, Secretary
Wisconsin Department of Workforce Development
201 E. Washington Avenue
Madison, WI 53703

Dear Secretary Baumbach:

On behalf of the Wisconsin Technical College System (WTCS), thank you for the opportunity to comment on the "Wisconsin Workforce Investment Act State Plan for Program Year 2011-12." Overall, we believe that the plan will help improve Wisconsin's history of collaboration between state organizations like the Department of Workforce Development (DWD) and the Wisconsin Council on Workforce Investment (CWI) along with the WTCS State Board, System Office and our 16-member colleges.

As you know, our past joint efforts have helped ensure that Wisconsin has the trained workers needed by business and industry. In fact, throughout our 100-year history, WTCS colleges have placed a priority on business and industry input in designing and implementing programs and credentials that improve the employability of WTCS graduates.

The WTCS fully supports the Plan's emphasis on business-focused training and education. Our program approval process has been recognized as a national model with a focus on using business and industry to guide program development. In addition to seeking direction from employers in the design of new programs, each WTCS program offered by each college relies on program advisory committees composed of business and industry experts to keep programs on the cutting edge and when necessary identify program modifications that will improve the quality of WTCS graduates.

We also appreciate the Plan's emphasis on career pathways, which has been a growing focus of the WTCS in partnership as evidenced by our ongoing work with Shifting Gears and our commitment to supporting the expansion of pathways through the development of an implementation grant under the auspices of Jobs for the Future. Career pathways are an important step in improving the transition of students at all levels between education and the workforce; providing students with the opportunity to earn a credential that allows them to find employment while also making it easier for them to continue their education and eventually complete a WTCS diploma or degree. An example is our collective work with the National Association of Manufacturers (NAM) and the Manufacturing Institute's credential and pathway model.

Again, the WTCS appreciates DWD's work in developing the plan and effort in seeking comments about the Plan. If we can provide any additional assistance, please feel free to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Daniel Clancy".

Daniel Clancy
President



Daniel Clancy, President
4622 University Avenue · PO Box 7874 · Madison, WI 53707-7874 · 608.266.1207
Wis. Relay System: 711 or 800.947.6644 Fax: 608.266.1690
e-mail: info@wtcsystem.edu · www.wtcsystem.edu · www.witechcolleges.org

August 12, 2011

Secretary Baumbach
Wisconsin Department of Workforce Development
201 E Washington Avenue A400
Madison, WI 53702

Dear Secretary Baumbach:

Please accept the following as constructive suggestions for improvement of a revised Wisconsin Workforce Investment Act Plan. I recommend the inclusion of the process outlined below in that plan.

Earlier in the year, the Secretary and other representatives of the Department of Workforce Development outlined a process by which local Workforce Development Areas and other Workforce Investment stakeholders would be actively involved in the development of a revised State Workforce Investment Strategic Plan. That plan would be driven by State-wide priorities and responsive to local needs and conditions. This process was promoted during tours to all eleven Workforce Development Areas and at a variety of functions including the Wisconsin Workforce Development Association Day at the Capitol kick-off event.

The process, which was well received by the Workforce Development Community, called for an extension of the current State Plan in order to allow Workforce Investment operations to proceed in the upcoming program year, while local Workforce Development Areas and others provided input into the development of a new State Plan. We were informed this process would most likely culminate in the later part of the calendar year and would be fully integrated with locally developed, complimentary, regional Workforce Development Area Plans.

We understand that the first step, the State Plan Extension request has been submitted and approved by the US DOL. This extension would allow WIA operations to continue through the entire 2011-12 Program Year. The next step we were told would be the development of new State wide priorities that would guide State and local strategic planning efforts. This too has occurred with the adoption of the Governor's Workforce Development Priorities as presented by the Governor's Council on Workforce Investment.

This was to be followed by development and issuance of local planning guidance that would assist Local Workforce Development Areas to develop Strategic Plans to be driven by the CWI priorities, but that would allow for a high degree of customization in recognition of the varying conditions existing in the eleven diverse Workforce Development Areas. We were told that local plans would be intended to be integrated strategic plans reflecting the engagement of the broad range of the workforce development, economic development, education and business interests represented within each Workforce Development Area. The expectation would be the creation of a comprehensive, unified Regional Workforce Development Plan covering a range of inter-related federal, state and local resources.

Furthermore, the process, as outlined, called for local areas to then present these collaboratively developed plans to the Council on Workforce Investment for review and consideration as input into a Comprehensive State Plan.

While this would be no small undertaking, the concept was warmly received by local Workforce Development Boards, Local Elected Officials and the Executive staff of the Workforce Development Areas as a bold step toward greater regional service collaboration and integration.

It is understandable a new administration would desire to impart its own priorities and direction into the workforce investment plan and therefore would desire to accelerate the plan revision process. However, it is imperative that a process for local workforce development board input and participation be thoroughly described in that plan. As discussed in our meeting of Friday, August 12, 2011, I would recommend that the critical roles of Workforce Development Boards, Local Elected Officials and Executive Staff must have in the planning and plan implementation processes be referenced in summary of the Governor's Vision and Goals and fully described at appropriate strategic points throughout the body of the plan. It is my firm belief that incorporation of these elements will yield a superior end result.

Additionally, I support the input provided by the Wisconsin Workforce Development Association and suggest further review and examination of the following plan elements and issues (I apologize for any overlap or duplication between the two):

- The proposed plan lacks the required input from Local Workforce Development Boards and Local Elected Officials as indicated by the Assurances included in the plan. The incorporation of the planning and implementation recommendation above would remedy this deficiency.
- The plan as presented, has grammatical and syntax errors and is lacking in necessary substance in some of its sections, making interpretation difficult at times.
- In two sections the plan references regional realignment which can be costly and disruptive and should be approached with great caution. Instead the plan should encourage cross-region collaboration and remove any barriers to such collaboration.
- There are a number of policy and content issues, some of which carry-over from the previous administration, that warrant greater examination and dialogue before incorporation into or exclusion from the revised plan. Examples of those concerns are:
 - The proposed allocation process may lack some revisions agreed to by the State-local planning group. That process was not utilized in the most recent funding distribution process.
 - The plan should consider utilization of the WWDA as a vehicle for technical assistance similar to what is done in the State of Michigan through Michigan Works. The plan cites providing \$19,500 to WWDA to address Board Capacity Building as if it applied to this current year, but fail to indicate the elimination of financial support of the WWDA during the plan period. The State should consider funding WWDA for technical assistance and capacity building purposes
 - The lack of reference to any incentive policy, which DWD has been cited for failing to implement since the inception of WIA.
 - The lack of consideration of any true integration between WIA DW and TAA activities
 - The lack of reference to meaningful integration of WIA and RES to address reduction of UI duration and UI costs

- The lack of discussion of the ES/WP need to integrate its “enhanced focus on business services and specialized recruitment services” with regional business service activities.
- The lack of substantive discussion on how WDB’s will be integrated into the Governor’s Priorities – which appear to rely heavily on WDB’s for implementation.
- The equating of “Universal Access” to services to individuals with disabilities as opposed to the proper definition of universal access
- The lack of meaningful training provider performance evaluation considerations within the ITA-ETP system.
- The assertion that “Most DVR Counselors and Case Managers are physically housed in Job Centers throughout the State.”
- The inclusion of a 12 month adult mentoring requirement for youth programming, which is not a WIA requirement and has never been previously discussed or considered.
- Reconsideration of the policy that restricts job order entry to JS staff only.
- The plan cites local staff utilization or reports such as the Performance Achievement Report and the ETP Performance Score Cards to guide case management decisions, when few have knowledge of these reports.

Thank you for your consideration of these comments.

Respectfully submitted



Richard Best
Executive Director
Workforce Resource, Inc
West Central Wisconsin
Workforce Development Area

August 12, 2011

Pamela O'Brien
Wisconsin Department of Workforce Development
201 East Washington Avenue
P.O. Box 7946
Madison, WI 53707-7946

Dear Ms. O'Brien:

The members of the Wisconsin Workforce Development Association (WWDA) have collectively reviewed the WIA State Plan for Program Year 2011-12 and wish to submit the comments below. While WWDA has commented specifically on various sections of the state plan, we wish to also express our predominant comment that there is a general lack of reference within the state plan of the local workforce development boards or any mention of current or future efforts to coordinate, engage, and partner with the local workforce boards. Wisconsin's local workforce boards, individually and through the Wisconsin Workforce Development Association, have offered on numerous occasions to be sounding boards for DWD policy and strategy and to assist DWD in its efforts in innovation and programs.

The Wisconsin Workforce Development Association will continue to work proactively with the Wisconsin Department of Workforce Development and the new Wisconsin Economic Development Corporation to support the goal of 250,000 new jobs by 2015. The significant contribution of the 11 Workforce Development Boards in this partnership is a critical strategy for success and should be included in the state's WIA plan.

Page 1

At an August 12th meeting between WWDA members and DWD Secretary Baumbach, he stated that the state WIA plan is an opportunity to articulate broader statewide goals, and local boards will be relied upon to identify specific activities in the local WIA plans. The state plan is focused on the CWI and Governor's objectives regarding alignment and coordination with economic development and workforce development. The local WIA plans developed by each Workforce Board will address specific activities and industries – with the local boards serving as the vehicle to implement the broader state goals. WWDA supports this process.

Page 1, Plan Development Process

The plan states that the Governor's newly appointed Council on Workforce Investment will help maintain job creation momentum to meet a goal of 250,000 new jobs by 2015. The Council will also play a critical advisory role in advancing Wisconsin's Workforce System. In addition to the Council, it should be noted that the backbone of Wisconsin's Workforce System is the 11 Workforce Development Boards that support the workforce system through the array of job seeker and employer enhancing programs they offer day in and day out.

Page 1, Section I.A., Key Stakeholder Input

In the Description of State Board Collaboration and Key Stakeholder Input, there is a complete lack of mention of the outreach efforts done by WWDA. A white paper was developed by WWDA to assist Governor Walker in his transition period and numerous conversations and meetings with both former Secretary Perez and Secretary Baumbach occurred to initiate a dialogue between the local Workforce Boards and DWD.

Page 2, I., Summary

The Governor's priorities reference "explore options such as federal waivers that support innovative solutions". The Plan should be more specific on exactly which waivers are being requested or considered. The Wisconsin Workforce Development Association will partner with the Department of Workforce Development on supporting these new waivers that lead to improvements in the system.

Page 2, I.A., Economic Development Strategies and Goals

The Governor's priorities say that there will be a Workforce Development Board Representative on each Economic Development Board and references the new Wisconsin Economic Development Corporation Board and its cross representation from a variety of stakeholders. The goal to promote alignment and explore additional collaborations on a regional basis between districts for technical colleges, economic development regions and Workforce Development Areas must take into consideration the nuances of the programs offered by the 11 Workforce Development Areas. There is also no mention of which Economic Development boards (regional or local). Consideration and mention should also be given to who is representing the interests of the local workforce investment board on the new WEDC board.

Page 4, I B., Vision for Maximizing and Leveraging Resources

"Various workforce development partners" should be identified as the WWDA and the local Workforce Development Boards or at least Workforce Development Systems. If we are expected to leverage funds then we should be named outright.

Page 6, I. D., Vision for Collaboration on Workforce Challenges

Again, the workforce development boards and workforce development system is referred to as "Various workforce development partners". The local Workforce Boards work to be strong partners with the state and should be named as partners.

Page 6, I.E., Vision for Education and Training of Youth

While WWDA applauds the focus on youth programming, we do ask if consideration has been given to articulating CWI's Youth Council with local Workforce Board's Youth Councils? Additionally we encourage the Governor to not only have education at the table, but also representatives from the Workforce Boards and their Youth Councils. The Workforce Boards have an integral role in the youth programming offered across the state and need be key players in discussions on youth workforce development. Additionally there should be an effort to have rural representation along with urban since there are often similar, and yet different, barriers for youth when it comes to employment in these areas.

Page 6, I.E., Vision for Education and Training of Youth

Consideration should be given to the addition other youth programs of merit that may be identified by local Workforce Development Boards and Youth Councils to the list of potential programs to be evaluated.

Page 9, III. B. 1., Organization of State Board

"focuses on developing and promoting middle skill jobs within the targeted industry sector" This is an admirable goal. In theory, the workforce development system can help train and advance incumbent workers, thereby creating job vacancies for lower-skilled workers. But, the use of WIA funding for incumbent training is severely limited. Perhaps this dilemma could be taken into consideration when determining use of the set-aside funds for Statewide Activities.

Page9, III. B. 2., Organizations and Entities Represented

On Attachment E, Dr. Borremans currently represents WWDA and the interest of the collective local Workforce Boards rather than the Southwest Wisconsin Workforce Development Board on the Council on Workforce Investment.

Page 9, III. B. 4., How Memberships Effectuates Vision

The CWI representation has very little cross-over from the local Workforce Development Board membership. If Membership is to Effectuate Vision and then want to put it in action, there should be a more direct connection. This is a major disconnect.

Starting on Page 10, III. C., Structure/Process for Collaboration

There is a complete lack of reference or mention of collaboration with WWDA or local Workforce Boards or Workforce Development Systems in the entire section.

Page 13, III. C. 4., Entities to Effectuate Youth vision.

There is again a complete lack of reference or mention of collaboration with WWDA or local Workforce Boards or local Youth Councils. Major Disconnect.

Pages 14, IV., Economic and Labor Market Analysis

While the State Plan repeatedly cites the need to engage in a “sector strategy approach” to workforce development, this section seems to ignore regional differences in Wisconsin employment opportunities. Why no mention of agriculture? Wisconsin leads or is close to the lead in number of dairy farms and the production of cheese, cranberries, beans, Christmas trees, and potatoes.

Page 15-16, IV. A.

There is conflicting information in the argument for Leisure and Hospitality as a growth sector. The Food & Accommodation Sector declining is in direct conflict with the very next section where Food Services & Drinking Places are projected to Grow (see chart pg 16).

Page 22-23, V. D., Sustained Strategic Partnerships

The DWD Secretary is currently a standing member of the WWDA. There is also again absolutely no mention of the relationship with WWDA, the local workforce development boards or the Workforce Development System as a whole.

Page 24, V. G., Reserve Funds (set-aside funds) for Statewide Activities of Governor's Vision and National Strategic Direction

“Wisconsin also will look to invest resources in auditing, as well as in incentive awards potentially pilot programs that involve K-12 education and dual credits with technical colleges.” An incentive policy, which DWD has been cited for failing to implement since the inception of WIA would be a welcome strategy.

Page 24, V. H., Strategies for Collaboration to Serve Youth

There again appears to be a lack of consideration or any mention of the mention of the local Workforce Boards and the Youth Councils role.

Page 27, VII. C., Job Center System - Infrastructure Costs

The One-Stop Delivery System is being held together by duct tape and the good will of workforce partners. The State Plan identifies several areas of improvement, including incentivizing the return of workforce partners and improving the coordination of RES activities. We fully support that effort.

Page 29, VIII. C., Capacity Building of Local Boards

The Wisconsin Workforce Development Association (WWDA) has been a key partner to DWD. We have assisted in collection of data, implementation of strategies, success stories, and employer surveys. While DWD has not made a commitment to provide technical assistance funds to WWDA in 2011-2012 as in past years, those funds have been beneficial to DWD for continued capacity building and addressing technical assistance needs statewide. We also encourage DWD to review other states' relationships with their workforce associations and consider the robust technical assistance and policy review that occurs as a result of the state's support. Neighboring states of Michigan and Minnesota are both good examples of a positive relationship between the state department and the state-wide workforce association.

Page 31, VIII. E. 4., State Board Involvement in Development of Allocations

The revision to the allocation process which is partially, but not fully outlined in the plan was not implemented the most recent funding distribution process.

Page 35, VIII. G., One-Stop Policies

"WP resources continue to be focused on labor exchange, re-employment, assessment, and career counseling services. Recent innovations include the development of the JS call center, the utilization of WorkKeys and the NCRC, the development of a coordinated career counseling program, a stronger emphasis on workshops and group services, an enhanced focus on business services and specialized recruitment assistance, and the incorporation of social media into all programming." We would refer back to section VII. E. Full Array of Services to Support Human Capital Solutions and the reference to the work that has been done by the Workforce Boards on regional sector strategies. Integration of WP efforts should be better integrated with the overall strategies of the workforce region.

Page 35, VIII. G. 2., Improvements and Technical Assistance

The programmatic and financial responsibilities of the workforce development partners are enormous. Access to trained, accessible DWD-DET staff is critical to compliance and effective outcomes. Given the number of DWD-DET retirements and vacancies, what is the State's plan to address this issue?

Page 47, IX. C. 1. b., Three-tiered Service Delivery for Labor Exchange Services

Currently JS WP-funded staff continue to service job orders that are displayed on JCW through the statewide call center. This is a policy that should be reconsidered as it is not the most efficient

Page 50, IX. C. 3. b., Individual Training Accounts

The State Plan clearly, and repeatedly, states the need to "close the gap" between the needs of employers for skilled workers and the supply of workers. It is refreshing to note, however, that DET policy supports the principle of customer choice. We also support the principle that participants are placed "at the center of their decision-making process for selecting a training program".

Page 53, IX. C. 3. b. iii., Commitment to Fund High-Growth, High Demand Occupations

The Policy regarding 35 percent of formula allocated WIA Title I funds of the Adult, DW and Special Response programs, for training and training supports is outdated and inconsistent with the locally identified demand industries and occupations needs for training as defined by WIA at training.

Page 84, #15

The assurance that "The state has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners." Is perhaps misstated as the local workforce boards were not a part of the development of this state plan.

**2010 WWDA
 Members**

December 1, 2010

- Art Carter*
- Brad Grant*
- Cheryl Welch*
- Colleen Bates*
- Dan Racette*
- Daniel Braund*
- Don Madelung*
- Donald Gillespie*
- Donald Sykes*
- Erhard Huettl*
- Francisco Sanchez*
- Howard Zellmer*
- James Ehram*
- James Golembeski*
- Jamie Applin*
- James Barlow*
- Jim Dwyer*
- Jim Kreuser*
- John Heyer*
- John Kissinger*
- Kent Olson*
- LeRoy Forslund*
- Linda Clark*
- Mark Harris*
- Michael Troyer*
- Patricia Schramm*
- Rene Daniels*
- Richard Best*
- Robert Borremans*
- Scott Stocker*
- Steve Terry*
- Susan Koehn*
- Tom Barrett*

Dear Governor Elect Walker:

The Wisconsin Workforce Development Association (WWDA) congratulates you on your election as Wisconsin's next Governor. We welcome you as you begin your transition to this important new role and wish to introduce you to the WWDA and inform you of our interest in working closely with your administration for the benefit of Wisconsin's job seekers, workers and businesses. The WWDA represents Wisconsin's eleven Workforce Development Areas and is comprised of the Business Leadership of each region's Workforce Development Board, the Chief Elected Official and Chief Executive Officer from each of these diverse regions.

These representatives are joined at the local level by over 200 other business leaders, elected officials from each of Wisconsin's 72 counties and partners from economic development, education, labor, community-based organizations and workforce development in each region that provide a unique platform for state and local collaboration. The WWDA provides an effective and efficient forum to interact with these regional partnerships to achieve locally responsive, state-wide objectives for the benefit of Wisconsin's economy. To this end we believe our common interests include the following:

- Strengthen Wisconsin's Workforce to be responsive to the skill needs of a growing business sector.
- Increase the number and quality of job and career opportunities to attract, retain and make effective use of Wisconsin's most important economic resource - its Workforce.
- Maximize the resources available to match worker and job seeker skill development to business skill requirements and increase efficiency and effectiveness with which such resources are utilized.

The WWDA has five key recommendations to strengthen our collective efforts in addressing these common interests. Accompanying addenda provide additional detail for addressing each recommendation.

Key Transition Workforce Development Recommendations

1. Support rapid reauthorization and adequate funding for the federal Workforce Investment Act to provide the necessary foundation for Wisconsin's Workforce Development efforts – Addendum 1.
2. Assure sufficient Federal and State resources to effectively train and prepare workers for Wisconsin's economy including emerging 21st century occupations – Addendum 2.
3. Enhance collaboration and transparency in the acquisition, alignment and allocation of federal discretionary and formula resources. When necessary supplement with State revenues to better address Wisconsin's workforce development needs – Addendum 3.
4. Strengthen state-local collaboration in Workforce policy development and implementation through effective, inclusive, integrated and responsive communication strategies – Addendum 4.
5. Utilize the WWDA as a major vehicle to support state-local Workforce initiatives while limiting or reducing reliance on State employees – Addendum 5.

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Background

Authorized and supported by the federal Workforce Investment Act (WIA), the Workforce Development Board/Local Elected Official partnership achieves objectives far beyond the Youth, Adult, Dislocated Worker and Job Center service initiatives funded directly by WIA. Their majority business leadership coupled with comprehensive membership representing the critical juncture of economic development, education and workforce development equips Workforce Development Boards (WDBs) to provide the strategic direction and resource mobilization necessary to achieve essential economic growth objectives. Workforce Boards utilize their core federal support to secure and mobilize a wide array of other resources to carry out local objectives well in excess of what their federal base funding is able to support. Workforce Boards have become the focal points for industry sector alliances and other strategic regional efforts that benefit regional, and by extension, the entire Wisconsin economy.

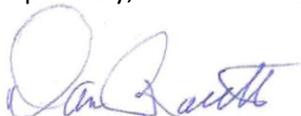
Wisconsin's eleven Workforce Development Boards, melded together through the WWDA, provide a potent but not yet fully realized resource to enhance Wisconsin's business climate and overall economy by strengthening its most essential element – Wisconsin's excellent Workforce. We are eager to partner with your administration to realize this full potential and, therefore, we provide these constructive suggestions to achieve this promise and move Wisconsin Forward.

The membership of the WWDA believes that a strong business and local government led Workforce Development System is integral to the success of the Wisconsin economy. The Workforce Development System performs many functions separate and distinct from the education and economic development providing the key bridging and brokering functions between business, education, economic development, workers and job seekers. The Workforce Development System is the gathering point of information on worker supply and employer demand. The Workforce Development system through its business connections and network of Job Centers is closest to the needs of job seekers/workers and employers and has the responsibility of translating the needs of both customer bases into strategic mobilization of the entire array of education, training and related workforce services to effectively address these needs. The Workforce Development System's demand driven approach, business leadership, strategic outlook, awareness of local needs and resources, responsiveness to local conditions and neutrality in seeking the best solutions to workforce development needs make it an essential element when developing a Wisconsin Economic Growth Agenda.

We look forward to a productive relationship with you as our next Governor and pledge our collective energies and resources to meeting the challenges that the current economy presents and the promise that the future holds. We know the Workforce Development System is an integral part of the solution, and we welcome the opportunity to work with you and your administration to move Wisconsin Forward.

Thank you for the opportunity to present our views as you transition to becoming our next Governor.

Respectfully,



Dan Racette, WWDA Chairman

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Workforce Development

Transition Recommendation

Addendum 1

Support rapid reauthorization and adequate funding for the federal Workforce Investment Act to provide the necessary foundation for Wisconsin's Workforce Development efforts, directly through the Governor's Office and collaboratively through Wisconsin's Legislative Delegation, the National Governor's Association and other advocacy initiatives.

- Retain and strengthen regionally oriented, business-driven Workforce Boards responsive to local needs – Business lead, business majority boards appointed by local elected officials and certified by the Governor.
- Retain and strengthen the Governor's appointed State Workforce Investment Board (CWI) with increased interaction between the state board and regional boards to more effectively address regional needs within the context of state-wide objectives.
- Maximize the flexibility of the local/regional governance structure to determine needs, direct resources and implement appropriate locally-determined responses to address those needs.
- Strengthen the critical, strategic role of Workforce Boards in assuring worker training and education offerings are responsive to business needs and all workforce funding allocated within Board regions is responsive to strategic regional objectives.
- Implement appropriate, manageable performance measures designed to improve outcomes, assure accountability and enhance management and oversight capabilities.
- Develop manageable reporting standards that efficiently capture the impact of services to all One-Stop customers as well as all resources mobilized to address customer needs and provide accurate and timely performance measurement data.
- Incorporate funding allocation methodologies that provide optimum levels of system and governance support, are reflective of both urban and rural challenges, assure timely distribution of resources, and provide stability while being responsive to shifts in worker/job seeker needs and employer demand.

**Workforce Development
Transition Recommendation**

Addendum 2

Assure sufficient Federal and State resources to effectively train and prepare workers for Wisconsin's economy including emerging 21st century occupations including:

- Adequate funding for One-Stop Career Center (Job Center) infra-structure.
- Separate Summer Youth and year-round Youth funding allocations to address the growing employment and career development needs of disadvantaged youth.
- Adequate re-training, re-employment and income support resources for all Dislocated Workers including recently separated veterans.
- Sufficient resources to provide work readiness, skills enhancement, support services and employment integration of unemployed disadvantaged adults.
- Sufficient resources to address the job retention and skills upgrade needs of low-income incumbent workers.

Workforce Development

Transition Recommendation

Addendum 3

Enhance collaboration and transparency in the acquisition, alignment and allocation of federal discretionary and formula resources. When necessary, supplement with State revenues to better address Wisconsin's workforce development needs.

- Revise processes for allocating federal discretionary resources to be more transparent, strategically driven, integrated with local and state planning, cognizant of sustainability and administrative burden.
- Provide supplemental assistance from unemployment insurance fund allocations for the retraining and re-employment of Dislocated Workers to reduce periods of unemployment. Consider strategies similar to those used in Minnesota.
- Provide supplemental funding for Summer Youth Jobs program to address the high rate of youth unemployment. Consider use of TANF emergency assistance funding as well as State appropriations.
- Continue and expand Transitional Jobs funding using TANF emergency assistance funding to address the chronic unemployment preparation needs of disadvantaged adult populations including non-custodial parents, the disabled, ex-offenders and other hard-to-employ individuals.

Workforce Development

Transition Recommendation

Addendum 4

Strengthen Workforce policy development and implementation through effective, inclusive, integrated and responsive state-local collaboration and communication strategies.

- Provide independent staffing for the Council on Workforce Investment (CWI) that directly reports to and is accountable to the Governor.
- Strengthen CWI membership through participation of the Governor and enhanced participation of Cabinet level officials, strong upper management business, labor and community organization representation to assure the strongest possible Workforce Development policy advisory structure.
- Expand the advisory role of the CWI to incorporate workforce development, economic development and educational collaboration to assure strategic integration of these related resources in economic growth policy development.
- Maintain and enhance CWI representation through continued appointment of a WWDA Executive Committee member. Assure adequate geographic representation by appointing CWI business members from each Workforce Development Board.
- Continue regular communication meetings between the Secretary of the Department of Workforce Development and the leadership of the WWDA.
- Expand WWDA communication strategies to include other key state departments with critical workforce development concerns including Commerce, Corrections, Children and Families as well as WTCS and DPI.

Workforce Development
Transition Recommendation

Addendum 5

Utilize the WWDA as a major vehicle to support state-local Workforce initiatives while limiting or reducing reliance on State employees.

- Examine models of Michigan, New York., California and Minnesota.
- Increase Governor's recognition of and utilization of business leadership of local Workforce Development Boards as advisors on workforce policy using WWDA as intermediary.
- Enhance CWI effectiveness through WWDA and local WDB membership on CWI.
- Use federal WIA technical assistance funds to strengthen the WWDA as the primary vehicle for workforce system staff development and technical assistance to enhance service capacity and effectiveness.
- Utilize WWDA and WDB service and staffing capabilities to assist in meeting Governor's and CWI objectives while limiting or reducing State employee growth. Assure adequate funding support for any initiatives. Examples include:
 1. Contract with WWDA and WDB's for staff to support joint regional and state objectives such as Business Sector Initiatives.
 2. Staffing support for the CWI.
 3. Integration of Labor Market Information Specialists into local WDB structures.
 4. Integration of WIA and Trade Act functions for Dislocated Workers.
 5. Oversight and management of area Job Center staff.

**Wisconsin Workforce Investment State Plan
Program Year 2011 -2012
Division of Vocational Rehabilitation
Review Comments and Recommendations**

III. B. 1. Organization of State Board (Medicaid Infrastructure Subcommittee)

Comment: What are the plans for this subcommittee after the MIG grant funding ends this year? **We suggest language to indicate a transition of the committee focus to one of the CWI working collaboratively with DET/DVR and DHS to increase competitive, integrated employment outcomes for job-seekers with significant disabilities who are participants in Wisconsin's Medicaid Programs.** This was the functional focus of the MIG subcommittee and we would encourage this focus to continue even if the specialized project funding is not available.

III. C. Structure/Process for Collaboration (1 – 3)

Comment: In addition to the current references to DET/DVR collaboration and coordination efforts, we suggest reviewing the following DVR State Plan comment and recommendations, and considering an expansion of the DET/DVR collaboration references in this section in accordance with any language expansions (see recommendations in bold text).

V I. C. Universal Access

States that job center staff will receive training on accessibility by the Great Lakes ADA Center.

- DVR comment: We are pleased to see the commitment to accessibility training for Job Center staff and believe the Great Lakes ADA Center training staff are among the most qualified staff in the nation to provide the training. We encourage follow-through with the provision of this essential training for all Job Center staff to promote a clear understanding of ADA requirements for service providers and employers.

VIII. J. 7 Special Needs Populations

Job Centers must ensure marketing to and recruitment of persons with disabilities

- DVR comment: We encourage the provision of training to Job Center staff in effectively serving special needs populations, so they can effectively deal with increased numbers of persons with disabilities that result from the marketing strategies. For services to individuals with disabilities, **DVR can be referenced as a resource for training materials including print materials and on-line web-based training modules, as well as technical assistance for specific issues arising from a service need.**

IX. A. 4. Tools and Products

Data Warehouse provides participation and performance reports

- DVR comment: We would like to see more timely access to the warehouse data and reports for DVR managers. Current reports are generated by DET staff and performance reports are frequently late. We recommend implementation of a "Dashboard" report system similar to DVR's where **program participation and performance reports are available in real time with access available to WDB staff and board members, WIA providers and Job Center Partners.**

Accessible Workstations

DVR comment: We observe that most accessible workstations in job centers are not frequently used, and there is a need to update some of the workstation technology/software and to provide updated training to Job Center resource staff.

IX. C. 4. f. Full Array of Services to Individuals with Disabilities

- DET has explored the possibility of designating a disability staff resource person DVR comment: The Disability Navigator program was limited in its effectiveness because Navigators were not allowed to provide direct service to persons with disabilities, but only program information and coordination among providers. We recommend that the designated disability staff resource person(s) be permitted to provide technical assistance to staff as well as direct services to individuals.
- We recommend that with the intent for DET to become an Employment Network for the Ticket to Work Program, that language be added to the plan **that should DET become an EN, that DET and DVR will establish a written assurance of coordination for common customers who are Ticket holders.** Such a coordination assurance requirement is in the proposed VR program reauthorization legislation.
- We also recommend that language be added as to assure that **DET will partner with DVR and will access DVR technical assistance for DET's initiative/collaborative outreach with PERC, Social Security Ticket-to-Work and DHS in providing assistance to Wisconsin's job seekers with disabilities.** DVR has engaged employment focused collaborative efforts with these referenced entities and has current agreements and plans in process that may be of benefit to DET's collaboration efforts

IX. E. Youth with Disabilities section

- DVR comment: We recommend that this section be expanded to include **reference to the Interagency Agreement between the Department of Workforce Development (DWD), Division of Vocational Rehabilitation, the Department of Public Instruction (DPI), and the Department of Health Services (DHS). This MOU and Technical Assistance Guide (TAG) suggest best practices and resources to assist key stakeholders (students, parents/guardians, teachers, counselors, case managers, etc.) involved in the transition process. This tool can be used as a framework to improve communication, coordination, and services for students with disabilities transitioning from school to work. The MOU defines the collaboration between the three agencies so that students and their families understand the roles of each agency in helping the students achieve their goals.**



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Dear Pamela;

Thank you for the opportunity to review and comment on the State Plan for the Workforce Investment Act (WIA). As a workforce intermediary, the Wisconsin Regional Training Partnership (WRTP) has a keen interest in the plan. We believe so because WIA can be a substantial asset in advancing industry partnerships that can help grow regional economies and the industries that support them. The WIA plan can also lead to training that will provide quality jobs for Wisconsin's workforce. The following are our comments on the state plan.

In general the plan covers a good deal of compliance information on administrative processes and systems. Our comments will be limited to significant policy related items in the plan that are positive and areas where we believe clarification will enhance the plan.

Areas we like in the plan

- We are pleased to see the prominent role of career pathways and sector based training strategies throughout the plan. These are a continuation of the successful and proven strategies in which much money and time have been invested in Wisconsin and across the country.
- We are also pleased to see the emphasis on alignment of all agencies in the "pipeline," including K-12 through higher education, along with those of training providers in the public workforce system. The alignment sought will substantially improve the utilization of the scarce training resources available in the current difficult fiscal climate.
- The State will continue researching and incorporating best practices. Good research is vital to funding effective services for our employers and our workforce. We welcome an opportunity to have the State study the nationally recognized program operated by WRTP.

Areas that require additional detail or clarification

- The Governor's vision speaks to "key sectors" on pages 2 and 4. It does not clearly identify those industrial and economic sectors at the state level. Will the State target resources, or direct local agencies to target specific industries such as health care, advanced manufacturing and energy? Will other sectors with demand for workers, such as construction trades, be considered as a priority for training? Will the identification of key industries be left up to local discretion?

- How will regions be defined for the purposes of identifying regional economies? To date, regions have been strictly defined to include single or multiple workforce development areas (WDA). The reality is economic activity is not based on geopolitical subdivisions. Groups of employers and businesses are not restricted to these lines and training programs affecting the key businesses in and industry should not be defined by WDA lines.
- The vision for collaboration includes the Wisconsin Economic Development Corporation, WTCS and CWI. It is unclear whether workforce intermediaries and Community Based Organization are included in the vision. Are there any plans to include these organizations that represent substantial populations being served by the workforce system? If so, a positive statement to that point would enhance the plan.
- The section on State Reserve funds, page 28, states that if funds are available "... the areas above will be considered for priority projects..." Similar language is used in other places with respect to use of state reserve funding. This language does little to describe what the priorities on using the funds will be. If they are available, will the resources be used to support state staff and infrastructure? Will some be granted for demonstration programs or expansion of existing programs with proven effectiveness? How will the money be split between state and local programs? How much emphasis would go towards funding expansion of current successful programs vs. demonstration programs? What will be the process for determining how the reserve resources will be used? Additional specificity on the use of reserve funds would go a long way to demonstrate how the Governor's and CWI visions will be supported.

Again, thank you for the opportunity to provide comments on the State WIA Plan. It is our firm belief that a well thought out plan will substantially increase the effectiveness of the training and employment services in Wisconsin leading to economic growth and stability for our State's workforce.

If you have any questions regarding our comments, I would be happy to discuss them with you.

Sincerely



Earl Buford
President and CEO
WRTP/Big Step