



WISCONSIN

**Department of Workforce
Development**

BIENNIAL REPORT
2017 - 2019



Advancing Wisconsin's economy and business climate
by empowering and supporting the workforce.



October 15, 2019

The Honorable Tony Evers
Office of the Governor
115 East, State Capitol
Madison, WI 53702

Wisconsin State Legislators
State Capitol Building
Madison, WI 53702

Dear Governor Evers and Members of the Legislature:

I am pleased to provide you with the following report that covers Department of Workforce Development (DWD) activities for the biennium ending on June 30, 2019. As the state agency charged with developing Wisconsin's workforce, and connecting those workers to well-paying, family supporting careers, the work of DWD staff and the impact of the programs they administer is paramount to our success as a state. Globally, nationally, and within the state of Wisconsin, long-term indicators show that our workforce is shrinking and will continue to shrink. Barriers to employment such as access to transportation and affordable childcare, a criminal record, or a disability should not prevent an individual from pursuing a career that results in upward economic mobility, and at DWD, we will continue to deliver and improve programming and policies that help grow and strengthen Wisconsin's workforce.

A few highlights from DWD's 2017-2019 Biennial Agency Report include:

- The Department of Workforce Development (DWD) collaborated with the Department of Corrections (DOC) and the Workforce Development Board of South Central Wisconsin (WDBSCW) to establish an itinerant job center at Oakhill Correctional Institution (OCI). OCI is a minimum-security state correctional facility located in south central Wisconsin. The OCI Job Center is open approximately 25 hours per week with staff from DWD and the WDBSCW providing direct services to inmates. DWD and WDBSCW contracted staff provide access to a host of programs and services, including: career readiness programs, job search assistance, resume development, services for veterans, registered apprenticeships, and assistance for individuals with disabilities.
- Development of a Mobile Career Lab: During SFY17-SFY19, the Department of Workforce Development issued and accepted a proposal to have a Mobile Career Lab built. The Mobile Career Lab will visit communities throughout Wisconsin, delivering workforce resources and services to individuals and businesses. The Mobile Career Lab assists individuals who may have challenges accessing workforce services in traditional locations, employers and businesses that have training or hiring needs, and partners requiring additional resources.
- In April 2019, Governor Evers created the Joint Enforcement Task Force on Payroll Fraud and Worker Misclassification that will focus on addressing the issues of worker misclassification through interagency cooperation, information-sharing, and joint enforcement efforts against serious violators. DWD will be a key member of the Task Force and will facilitate the coordination of worker misclassification matters between DWD, various state agencies, and stakeholders representing the interests of workers and businesses affected by misclassification. In May 2019, DWD, in collaboration with contractors and construction unions, held a Worker Misclassification Roundtable to gather information and input on the issue of worker misclassification in Wisconsin.
- The Department of Workforce Development launched a new website and data portal, WisConomy.com, in October 2017. WisConomy averaged nearly 300,000 views per State Fiscal Year and is the department's labor market information system access point. New integrations allow users to create interactive data sets and deliver

an enhanced user-friendly experience with the labor market information from a single application. Users can now save and email data searches and visualizations.

At DWD, we are uniquely positioned to implement and enhance policies that will not only help remove barriers to workforce entry, but also grow and strengthen our state's workforce. We look forward to working with members of the Legislature on policy that will bolster our economy and build a Wisconsin that works for all of us.

Sincerely,

A handwritten signature in black ink, appearing to read "Caleb Frostman". The signature is fluid and cursive, with a long horizontal stroke at the end.

Caleb Frostman
Secretary-Designee

**Department of Workforce Development
Biennial Report 2017-2019
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Department Overview

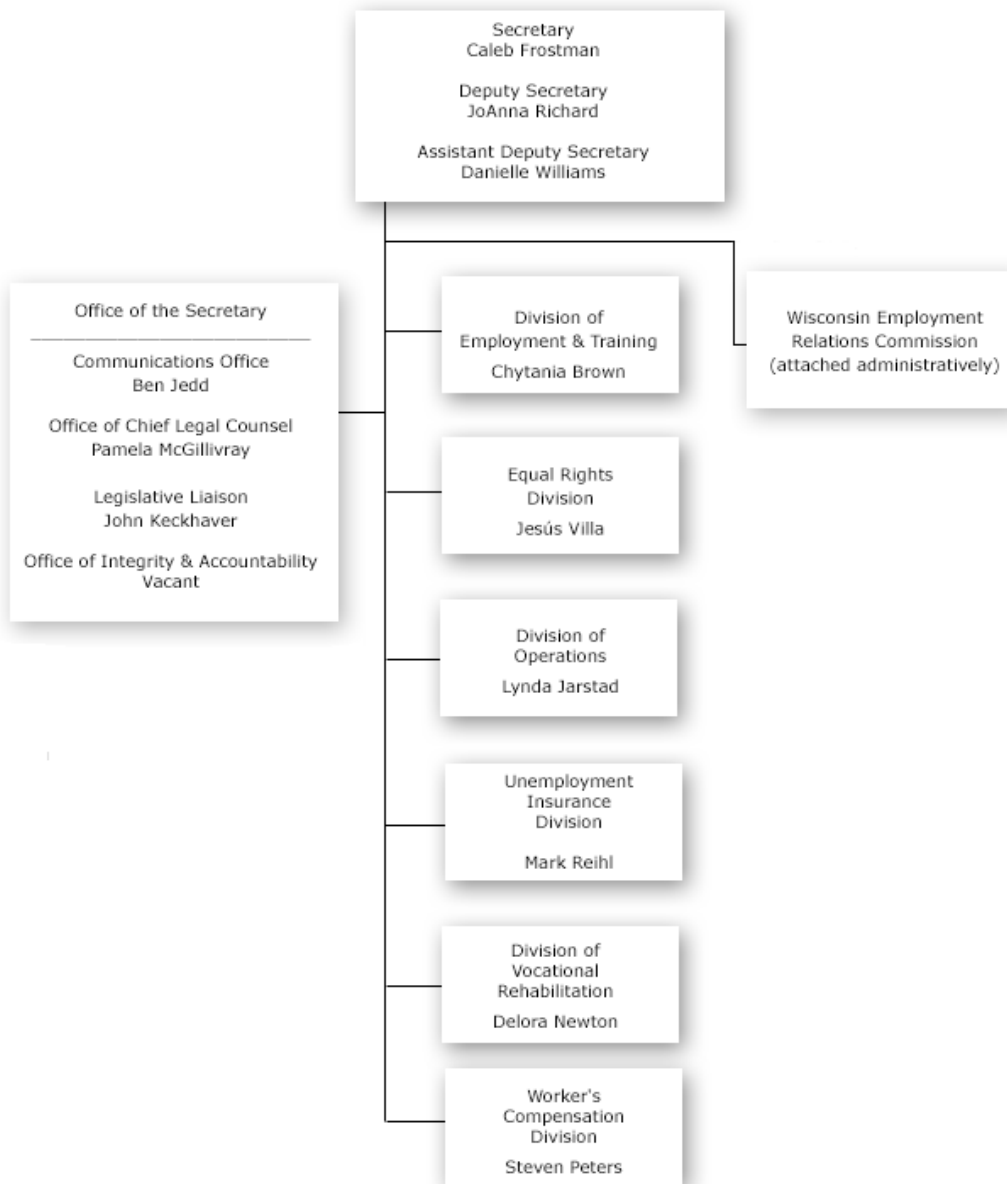
The Wisconsin Department of Workforce Development (DWD) is the state agency charged with advancing Wisconsin's economy and business climate by empowering and supporting Wisconsin employees, employers, and entrepreneurs. The Department's vision is to ensure that Wisconsin workers have the skills and the opportunities to move into a family-supporting career

DWD supports a broad spectrum of employment programs and services available throughout the state at numerous service locations and on the internet at <http://dwd.wisconsin.gov>. These programs and services provide specialized training, recruitment, and retention assistance to potential employees and private-sector businesses. DWD is also responsible for administering the state's Unemployment Insurance program, investigating complaints of workplace discrimination, and coordinating Worker's Compensation insurance.

Staff at DWD are committed to ensuring training and employment opportunities are aligned to high-wage, high-growth jobs, and encouraging active and engaged participation from the private sector in developing Wisconsin's workforce to meet current and future talent demands.

The Department is led by Secretary Caleb Frostman, appointed by Governor Tony Evers in January of 2019.

DWD Organization



The Office of the Secretary oversees the Department of Workforce Development (DWD), which conducts a variety of programs designed to connect people with employment opportunities in Wisconsin and enforce work-related benefits and rights. DWD is responsible for the state's employment and training services, including job centers, job training, and placement services provided in cooperation with private sector employers, apprenticeship programs, and employment-related services for people with disabilities. The department oversees many other programs including Unemployment Insurance and Worker's Compensation programs, and is responsible for adjudicating cases involving employment discrimination, housing discrimination, and labor law violations. The department also analyzes and distributes labor market information. The Labor and Industry Review Commission was administratively attached to DWD until July 1, 2015, when it was transferred to the Department of Administration (DOA) in the 2015-17 biennial budget.

Internal Structure and Department Management

Office of the Secretary

The Office of the Secretary is responsible for day-to-day management of the department. This includes promoting the department's mission to provide a system of employment-focused programs and services that enables individuals and employers to fully participate in Wisconsin's economy and remain globally competitive.

The Office of the Secretary is also responsible for carrying out Governor Evers's vision for workforce development, developing, implementing, and enhancing programs and policies that increase economic stability and opportunity for all Wisconsinites.

The Office of the Secretary includes:

Secretary

Appointed by Governor Evers, Secretary Caleb Frostman works in close collaboration with all Cabinet members; the Legislature; state agencies; community, business, and labor leaders; and other public and private organizations and interest groups to ensure the department's overall mission and goals provide value to the citizens of Wisconsin.

Deputy Secretary

Deputy Secretary JoAnna Richard serves as a surrogate for Secretary Frostman and is responsible for the day-to-day internal operations of the department, including the department's budget, resolution of all critical issues, and oversight of major contracts.

Assistant Deputy Secretary

Assistant Deputy Secretary Danielle Williams serves as a surrogate for Secretary Frostman and is the chief policy advisor to the Secretary, managing external relations for the agency, including legislative, communications, and legal affairs.

Legislative Liaison

Legislative Liaison John Keckhaver is the agency's primary contact for the state's 132 legislators, as well as Wisconsin's Congressional delegation. He responds to legislative inquiries made on behalf of citizens from Wisconsin. He tracks legislation that has the potential to impact the agency and he meets with lawmakers and other stakeholders to educate them on DWD's mission and core services.

Office of Communications

The responsibility of the Office of Communications, run by Communications Director Ben Jedd, is to share department information and to ensure the department responds to requests for information from the news media in an accurate, timely, and comprehensive fashion. The office also works with each of the divisions to build awareness of the many programs, innovations, achievements, and issues related to DWD.

Office of Chief Legal Counsel

DWD Chief Legal Counsel Pamela McGillivray provides legal advice to the Office of the Secretary and the Department's program managers, acts as the legal custodian for public records purposes, oversees rulemaking for the Department, supervises attorneys in the Office of Chief Legal Counsel and the director of Office of Integrity and Accountability, represents the Department before administrative tribunals, and acts as Department's litigation contact with the Department of Justice.

Office of Program Integrity and Accountability

The Office of Integrity and Accountability is responsible for evaluating the agency's resources to ensure they are being used efficiently, effectively, and appropriately for the advancement of the agency's mission and objectives. OIA conducts internal and external review activities and furnishes DWD with high quality analyses, appraisals, and recommendations.

BB19-21 PROGRAMS, GOALS, OBJECTIVES AND ACTIVITIES

Program 1: Workforce Development

Goal: Provide job applicants with access to available jobs in Wisconsin.

Objective/Activity: Increase employers' access to available labor pools and job seekers' access to available jobs by increasing the number of job orders posted on the Job Center of Wisconsin website: jobcenterofwisconsin.com.

Goal: Provide high school students with school-based and work-based instruction to assist them to directly enter the workforce with occupational skills needed by Wisconsin employers.

Objective/Activity: Increase the employability of high school graduates through youth apprenticeship.

Goal: Prepare individuals for skilled occupations through apprenticeship participation that combines on-the-job training under the supervision of experienced journey workers with related classroom instruction.

Objective/Activity: Improve access to quality training and family-supporting careers by increasing the number of new apprenticeship contracts each year through new program development and program expansion.

Goal: Maintain the efficiency of Worker's Compensation programs.

Objective/Activity: Monitor promptness of first indemnity payment of WC injury claims to ensure compliance with the performance standard that 80% of first indemnity payments are issued within 14 days of injury, as set forth under DWD 80.02(3)(a).

Goal: Provide temporary economic assistance to Wisconsin's eligible unemployed workers and stabilize Wisconsin's economy by paying unemployment insurance benefits as quickly and accurately as possible.

Objective/Activity: First payment promptness for intrastate worker claims for unemployment insurance will meet or exceed the federal standard established by the secretary of the U.S. Department of Labor.

Program 5: Vocational Rehabilitation Services

Goal: Obtain, maintain and improve employment for people with disabilities by working with vocational rehabilitation consumers, employers and other partners.

Objective/Activity: Provide high-quality employment preparation, assistive technology and placement services to eligible individuals and improve employment outcomes for people with disabilities.

Performance Measures

2017 AND 2018 GOALS AND ACTUALS

Prog. No.	Performance Measure	Goal 2017	Actual 2017	Goal 2018	Actual 2018
1.	Number of new jobs posted on www.JobCenterofWisconsin.com.	385,000	459,576	404,000	475,284
1.	Number of students enrolled in Youth Apprenticeship program.	3,400	3,562	3,500	4,365
1.	Number of new registered apprentice contracts.	3,000	3,150	3,100	3,428
1.	Percentage of worker's compensation claims with first indemnity payments made within 14 days of injury.	80%	81%	80%	80%
1.	Federal performance metric for intrastate unemployment insurance first payment. ¹	87.0%	84.4%	87.0%	85.6%
5.	Number of employment outcomes for job seekers with disabilities. ²	3,950	4,455	3,975	4,143

Note: Based on fiscal year.

¹The performance period for this measure is from the beginning of April through the end of March.

²The goals for this measure have been revised.

2019, 2020 AND 2021 GOALS

Prog. No.	Performance Measure	Goal 2019	Goal 2020	Goal 2021
1.	Number of new jobs posted on www.JobCenterofWisconsin.com.	424,295 ¹	514,067	534,630
1.	Number of students enrolled in Youth Apprenticeship program.	4,600 ¹	4,750	4,850
1.	Number of new registered apprentice contracts.	3,200	3,500	3,600
1.	Percentage of worker's compensation claims with first indemnity payments made within 14 days of injury.	80%	80%	80%
1.	Federal performance metric for intrastate unemployment insurance first payment.	87%	87%	87%
5.	Number of employment outcomes for job seekers with disabilities.	4,000 ¹	4,025	4,050

Note: Based on fiscal year.

¹Goals for 2019 have been revised.

NONSTANDARD AND/OR FLEXTIME SCHEDULES, PERMANENT PART-TIME POSITIONS; AND OTHER ALTERNATIVE WORK PATTERNS

The Department of Workforce Development (DWD) policy manual outlines available options for employees regarding the use of nonstandard work schedules: Hours of Work (Policy 429) and Telecommuting (Policy 431). These policies provide DWD employees options for making both long-term on-going changes and short-term ad hoc changes.

In addition, the Department continues to maintain permanent part-time positions ranging from 50% FTE to 90% FTE. Position control records show that DWD had 1,382 people in permanent full-time positions and 29 people in permanent part-time positions on March 31, 2018, and 1,382 people in permanent full-time positions and 26 people in permanent part-time positions on March 31, 2019.

Division of Employment and Training (DET)

Mission

Provide a seamless continuum of services accessed by employers and members of the workforce and their families with the following results:

- Employers have the talent they need
- Individuals and families achieve economic independence by accessing job search, training and related services, making sound employment decisions, and maximizing their workforce potential

Program Summary

The Division of Employment and Training (DET) oversees all workforce services administered by DWD, including the state labor exchange system and Job Center of Wisconsin, analyzes and distributes labor market information, monitors migrant worker services, manages the Wisconsin Fast Forward grant program and operates the state apprenticeship programs.

Summary of Accomplishments

Key Metrics:

- WisConomy.com was launched in October of 2017. WisConomy averaged nearly 300,000 views per State Fiscal Year and is the department's labor market information system access point.
- In the Registered Apprenticeship program in 2018, there were nearly 14,000 active apprentices across the state, the highest total since 2003. Just under 4,000 of those active apprentices were new—the highest total since 2001.
- The Youth Apprenticeship (YA) program exceeded its 17-19 biennium goals:

Performance Measure	Goal 2016-17`	Actual	Goal 2017-18	Actual	Goal 2018-19	Actual
Number of students enrolled in Youth Apprenticeship program.	3,400	3,562	3,500	4,372	3,600	5,107
Participating YA Employers		2,569		3,130		3,657

Additional Data: dwd.wisconsin.gov/youthapprenticeship/yoda.htm

- In September 2018, DET was awarded a \$2 million Trade and Economic Transition National Dislocated Worker Grant from the federal Department of Labor (DOL) to serve workers laid off from the retail sector.
- \$8.4 million in Wisconsin Fast Forward (WFF) grants were awarded during the biennium ending June 30, 2019.
- DWD was awarded a \$100,000 Fidelity Bonding Demonstration Grant from the U.S. Department of Labor, Employment and Training Administration (ETA) in June 2019. The grant funds will be

used to purchase fidelity bonds to assist former offenders obtain employment, including former offenders recovering from opioid and other drug addictions.

- 2,136 veterans received individualized career services. Of those, 1,681 were unemployed, 969 were low income, 878 were individuals with disabilities, and 284 were ex-offenders.
- A video series created in 2018, to provide Division customers receiving program services under the Trade Adjustment Assistance Act (TAA) with a user-friendly way to access important and consistent information about their potential benefits, won the GOLD designation in the "Online" category of the Telly Awards for "Series-Documentary: Series."

Workforce Service Delivery

One of the Division's top priorities is to continuously evolve services provided to ensure the most effective workforce service delivery system possible. The following are major Division accomplishments by program area:

DET Budget Unit

The DET Budget Unit provides budgetary, financial, and policy support to all units within the Division. The Unit manages over \$80 million in annual revenue for over 40 federal, state, and program revenue programs, and provides position control to over 330 FTE positions for the division.

- The Budget unit reviewed, interpreted and implemented 2017 Act 370 to maximize the funding to the Department of Public Instruction for the Career and Technical Education (CTE) Incentive grants in addition to local school districts for the Local Youth Apprenticeship grant program. In both instances, funding was doubled to allow more consumers to be served under each program.
- In the 17-19 biennium, the Budget unit worked with the Department of Correction on the coordination for creation of the Mobile Lab and Training facilities located at the Oakhill and Red Granite Correctional facilities.
- The unit developed and implemented two new systems for the division:
 - The Contract Management and Expenditure Tracking System (COMET) is used to record and track the contract commitments made by the division (WIOA, WFF, BAS, YA, and others).
 - The Sharing of Local Area Resources (SOLAR) system records and tracks local Job Center Infrastructure and Shared Costs required under the Workforce Innovation and Opportunity Act (WIOA).
- The unit developed internal reporting tools to assist Division Administration in monitoring and managing the division's multiple programs and resources (funding and FTE), and assisted the Division's Administration in rebalancing spending and position allocation during a time of reduced federal allocations.

Bureau of Job Service

The Bureau provides high-quality public labor exchange and targeted program services to incumbent workers, job seekers, and employers. These services are provided through multiple service access points:

- In person via 23 Comprehensive and 30 Affiliate Job Centers located throughout the state
- Over the Internet via JobCenterofWisconsin.com
- Via a locally staffed, statewide, toll-free call center with agents staffing four service areas (Job seeker, Employer, Re-employment Services, and Trade Act/TAA)
- Through outreach services in other locations throughout the state, including schools, libraries, non-profit organizations, and other community partners
- Through social media tools such as Facebook, LinkedIn, Twitter, and targeted e-mail blasts and communication

Major Job Service programs include:

- Wagner-Peyser funded activities (the Public Labor Exchange), Job Center resource room assistance and job readiness workshops
 - Career counseling and career development
 - Assessment testing and skills analysis
 - Career exploration
 - Soft skills
 - Business services
 - Specialized recruitment assistance
 - Individual employer assistance: application screening, specialized recruitments, and identification of employer needs
 - Job order assistance
 - Call Center-based assistance
 - Job fairs and Career Expos
 - Migrant Seasonal Farm Worker (MSFW) outreach
 - Re-employment Services (RES), which provide specialized services for unemployment insurance (UI) claimants to help them return to work.
 - Trade Adjustment Act/Assistance, which provide re-employment and training services specifically for workers who have been dislocated due to foreign competition.
-
- During the 17-19 biennium, DET implemented a program change to allow UI claimants required to attend RESEA through the Bureau of Job Service to quickly and easily self-schedule their group and individual sessions and re-schedule if necessary. This procedure allows for changes in a person's personal schedule and potential employment interviews. The system is easy to access, understand, and allows the claimant to take responsibility for assuring the requirements are met for the program and their UI benefit.
 - Also implemented was the automation of the Work Tax Opportunity Credit (WOTC), which provides tax credits to employers who hire individuals in specifically identified areas. The automated system allows for quick filing for the employer and easier processing for the processing unit. The automation also reduces the potential for backlogs of processing filings and system delays. Streamlining the WOTC system assisted in the processing of 254,229 application requests and eliminated a processing backlog in April 2018.

- The DWD data warehouse refactoring project (JCS2) launched in 2018, provides enhanced and more robust reporting capabilities for both employer and job seeker services. JCW Business was named as the official system of record for employer services in May 2018 to track and report *WIOA Effectiveness in Serving Employers* performance metrics.
 - 42,011 new employer registrations that included at least one job posting
 - 470,851 job orders posted, representing more than 1 million job postings.
- Increased library, school, community agency partnerships; collaborations with correctional institutions and business organizations resulted in 87,387 individuals receiving services through outreach activities.

Bureau of Workforce Information and Technical Support

The Bureau of Workforce Information and Technical Support (BWITS) provides workforce and economic data and analytics to users, both internal and external. BWITS produces detailed, objective information on employment, unemployment, job creation, and projections of industry and occupational jobs by titles. Staff act as information liaisons, analysts, consultants, and advisors to the local workforce development boards, local businesses, economic development organizations, and other workforce partners. BWITS provides information that is critical to the allocation of federal funds nationwide and locally and contributes to goals set by DWD.

- The bureau launched a new website and data portal, WisConomy.com, in October of 2017. WisConomy averaged nearly 300,000 views per State Fiscal Year and is the department's labor market information system access point. New integrations provided the opportunity for a user to interact with the data from a visual perspective and created an enhanced user-friendly experience with the labor market information from a single application. Users can now save and email data searches and visualizations.
- The Bureau conducted special research to assist workforce partners on topics including:
 - A business survey focused on "hard-to-fill" positions
 - The effects of worker retirement on businesses
 - Assisting in site selection for new business development - Examples of BWITS products are available here: JobCenterofWisconsin.com/Wisconomy/pub/whatsnew
- The Bureau also conducted, reviewed and presented research on numerous relevant issues including
 - The level of automation by occupation group throughout Wisconsin Workforce Development Areas (WDA) and the potential impact on the workforce
 - The impact the incarcerated population has on Census LFPR numbers
 - The impact of transportation barriers for a low-income population
 - Evaluation of possible neighborhood revitalization strategies
- Long- and short-term industry and occupational employment projections were produced and disseminated. Long-term projections will be completed for the WDAs in the same calendar year as the short-term projections based upon customer interest in having the same 'vintage' to compare state with regional outlooks. Simultaneous delivery will provide consistency in WIOA strategic state and regional economic/workforce development plans. The projections' display was modified to include the breakdown of transfers, exits, and new jobs. All projections are

available on WisConomy and for format customization upon request. Find the projections at JobCenterofWisconsin.com/WisConomy/pub/projections_

- The Bureau continued to assure the accurate and timely data collection of the BLS cooperative agreement programs of the Quarterly Census of Employment and Wages., the Current Employment Statistics, the Local Area Unemployment Statistics, and the Occupational Employment Statistics. All program information can be found on WisConomy: JobCenterofWisconsin.com/WisConomy/pub/programs

Bureau of Workforce Training

The Division of Employment's Bureau of Workforce Training (BWT) manages five federally-funded workforce development programs that promote occupational skill attainment, self-sufficient earnings, and employment opportunity for workers, particularly those facing challenges.

- The Youth/Youth Adult program is for individuals ages 14-24 who may face hurdles to a future of meaningful employment because of one or more life circumstances. The program offers eligible individuals a variety of services to help them prepare for and succeed in school and work environments.
- The Adult program is available to individuals who are at least 18 years of age, providing priority of service to individuals who are low-income or basic skills deficient.
- The WIOA Dislocated Worker, Rapid Response and TAA programs help individuals who have been permanently laid off from employment carve out a path to quality re-employment.

These five programs, accessible through Wisconsin's robust job center system, ultimately help to advance Wisconsin's economy by connecting businesses with a skilled and job-ready workforce.

- BWT has accomplished several modernization items during this time period. Several online tools to help career planners and job seekers make informed employment planning decisions were developed and released:
 - household budget developer
 - self-sufficiency calculator
 - resources database for common barriers
 - career exploration and skill gap analysis
 - training program locator
 - action step widget
 - electronic employment plan
- In addition, a web-based program to assist local workforce boards build standardized memorandum of understandings, infrastructure funding agreements, and resource sharing agreements among all workforce partners in Wisconsin's One Stop Job Centers was built and released. This program brings transparency to all partners on the costs to run our job centers. This program was selected by USDOL Region 5 leadership to be highlighted at a Region 5 leadership meeting with leaders from 10 other states.
- In the 17-19 biennium, other states expressed interest in the Division's work as a best practice:
 - Indiana: Title 1-A and 1-B Online Policy and Procedure Manual
 - Iowa & Minnesota: TAA Online Videos

- Louisiana: Self-Sufficiency Calculator
- Kentucky: Sharing of Local Area Resources (SOLAR)

Office of Skills Development

- The Office of Skills Development (OSD) oversees the Wisconsin Fast Forward (WFF) worker training grants, the Expanded Wisconsin Fast Forward grant programs, and the Wisconsin Internship Initiative. OSD also partnered with the Wisconsin Department of Transportation (WisDOT) on the Commute to Careers grants.
- The WFF program continues to be a nationally recognized, employer-driven, talent development initiative that has helped hundreds of Wisconsin businesses find, train, and retain thousands of highly skilled workers since the grant program began in 2014. An additional grant program under Wisconsin Fast Forward, Jump Start, was created in 2018 to focus on entry-level worker training needs. The Jump Start program funds training of job-specific skills, as well as essential ("soft") skills and supportive services for those entering the workforce for the first time, re-entering the workforce, or changing occupations.
- In July 2017, WisConnect was launched. WisConnect (InternshipWisconsin.com) is a free, mobile-responsive internship portal to help Wisconsin employers meet their workforce needs by growing tomorrow's talent with internships today. Enhancements were made in November 2018 including
 - Interactive maps that depict available internships or students looking for an internship both on a statewide or local level
 - Resources to help students prepare for interviews
 - Information for employers on how to start or grow their internship program
 - Tools for searching historical data about specific types of internships
 - A new user role, specifically for DWD staff and partners who work with veterans and people with barriers to employment

Usage of WisConnect grew significantly in FY 2018-19, particularly with student users and their academic advisors. By the end of the 2019 fiscal year, user numbers were:

- 1,054 employers at 2,702 worksites, an increase of 53% and 31%, respectively, over FY 2017-18
- 4,963 internship listings, an increase of 40%
- 1,322 student profiles, an increase of 89%
- 138 career services and academic staff advisors, an increase of 214%

Career Pathways

The Division's key program area is Career Pathways – increasing opportunities for workers to move into new careers or new skills. The following are major Division accomplishments in the 17-19 biennium by program area:

Bureau of Workforce Training

- Combined, Wisconsin received \$80,356,453 for the WIOA and TAA programs in the 2018 and 2019 program years. The table, below, provides the breakdown of funding by program and year.

WIOA programs	Year	
	2018 (07/01/18 - 06/30/19)	2019 (07/01/19 - 06/30/20)
Youth/Young Adult	\$11,232,127	\$10,121,548
Adult	\$9,706,011	\$8,735,410
Dislocated Worker	\$8,865,273	\$8,580,168
Rapid Response	\$2,945,333	\$2,857,821
Sub-Total	\$32,748,744	\$30,294,947
TAA program	\$7,399,120	\$9,913,642
TOTAL	\$40,147,864	\$40,208,589

- WIOA and TAA Program Participants (PY 17-18)
 - 12,719 new participants
 - 11,140 entered training/education
 - 453 veterans
 - 2,793 out of school youth
- WIOA and TAA Outcomes (PY 17-18)
 - 7,074 were employed as result of the programs equating to 294 people gaining employment per month over the 24-month period.
 - 3,087 credentials awarded (2,902 post-secondary education)
 - Exceeded 10 of 11 federal performance indicators
- In September 2018, DET was awarded a \$2 million Trade and Economic Transition National Dislocated Worker Grant from DOL to serve workers laid off from the retail sector. To date, DET has awarded six local WDBs subawards totaling approximately \$1.3 million. These funds have served a total of 344 participants, 214 of which are receiving training in high-demand industry sectors or occupations. The grant runs through September 2020.

Registered Apprenticeship

The Registered Apprenticeship program provides a viable career pathway for hundreds of occupations across seven sectors of the economy. Registered apprenticeship provides career seekers with the opportunity to learn a skilled occupation on-the-job, from experienced workers, as a full-time, paid employee with progressive wage increases. Participants "earn while they learn," a distinctive feature of registered apprenticeship that makes it one of the most economically feasible career pathways.

- The Bureau continued to increase the number of individuals who participate in registered apprenticeship. In 2018, there were nearly 14,000 active apprentices across the state, the highest total since 2003. Just under 4,000 of those active apprentices were new—the highest total since 2001. These numbers demonstrate that registered apprenticeship continues to be a viable career pathway across the economy.

- The Bureau continued to increase the number of employers that recruit and train their workforce through registered apprenticeship. The number of active sponsors increased 10% in SFY2018 and continues to rise in SFY2019.
- Through three federal grants, the Bureau expanded the registered apprenticeship training model into five additional sectors of the economy, developing the state's first registered apprenticeships in Agriculture, Biotechnology, Financial Services, Healthcare, and Information Technology.
- To enhance the readiness of individuals for a registered apprenticeship, particularly adults re-entering the workforce, the Bureau implemented the WI Certified Pre-Apprenticeship Guidelines in collaboration with the WI Apprenticeship Advisory Council. The certification guidelines ensure pre-apprenticeship programs provide training needed by registered apprenticeship sponsors and are actively supported by one or more registered apprenticeship sponsors.
- Additional accomplishments and information on Registered Apprenticeship can be found at WisconsinApprenticeship.org

Youth Apprenticeship

Wisconsin's youth apprenticeship(YA) program is a strategy for building a more inclusive economy by creating affordable, reliable, and equitable pathways from high school to good careers and college degrees: dwd.wisconsin.gov/youthapprenticeship/program_info.htm

- YA is a structured, work-based learning program that connects the educational needs of students with the talent needs of industry. To ensure YA meets the current and future needs of WI business and industry, DWD invested in a Youth Apprenticeship (YA) Curriculum Modernization Project. During the next two years, the skill standards of Wisconsin's YA programs are being review and updated by statewide employer and industry association "Subject Matter Experts." In addition to reviewing current program competencies and skills, these industry-led review teams are assessing if new career pathways should be added to the current YA programs.
- Youth Apprenticeship (YA) exceeded its performance goals in the 17-19 biennium.

Performance Measure	Goal 2016-17`	Actual	Goal 2017-18	Actual	Goal 2018-19	Actual
Number of students enrolled in Youth Apprenticeship program.	3,400	3,562	3,500	4,372	3,600	5,107
Participating YA Employers		2,569		3,130		3,657

Additional Data: dwd.wisconsin.gov/youthapprenticeship/yoda.htm

- YA issued \$8.4 million in grants over two years to 33 local partnerships. Students served by those grants earned an estimated \$42.5 million in wages over the two years.

- YA provided outreach through numerous employer site visits, regional consortia meetings, industry association and trade council meetings, YA coordinator meetings and conference workshops.
- YA delivered technical assistance and training for statewide YA consortia staff, orientation and data systems training for new coordinators and support staff, partner agencies, and YA and RA programs staff through various events, including: on-site, regional events/conferences, the annual YA forum, and the Bureau of Apprenticeship's Apprenticeship Conference over the past 2 years.

Office of Skills Development

- The 2017-2019 Biennial Budget added eight new expanded grant programs under Wisconsin Fast Forward to help develop Wisconsin's talent pipeline. These include Teacher Training and Recruitment, Nursing Training, Employee Resource Network, Advanced Manufacturing Technical Education Equipment, Dual Enrollment, High School Student Certifications, Teacher Training and Development, and Technical College System grants.
- The Office of Skills Development (OSD) awarded over \$8.4 million in WFF grants during the biennium ending June 30, 2019. These funds will be used to assist 63 workforce training projects with increasing high-demand job skills for more than 4,600 trainees at more than 154 businesses. Metrics on the WFF grant program can be found in the WFF Annual Reports found at WisconsinFastForward.com/reports.htm
- OSD also awarded the following amounts under the Expanded WFF programs:

Program	Number of Grants	Total Amount Contracted	Estimate of Business Served	Estimate of School Districts Served	Estimate of Targeted Individuals Served
Teacher Training and Recruitment	2	\$ 1,000,000	n/a	3	60
Nursing Training	2	\$ 1,500,000	n/a	2	510
Employee Resource Network	3	\$ 158,980	21	n/a	2,886
Advanced Manufacturing Technical Education Equipment	51	\$ 1,500,000	n/a	91	More than 4,000
Dual Enrollment for Tech Colleges	14	\$ 3,652,406	n/a	183	1,093
High School Student Certifications	14	\$ 1,276,301	n/a	101	2,102
Teacher Training & Development	40	\$ 3,926,961	n/a	40	445
Technical College System Grant	1	\$ 250,000	n/a	n/a	TBD

- The Commute to Careers grant program, in collaboration with WisDOT, funded flexible transportation solutions to connect people with low-incomes or disabilities to jobs and job training through enhanced local transportation services. A lack of transportation is a significant barrier to workers getting and keeping jobs. Improving transportation services can improve the economic outcomes among these workers and employers throughout Wisconsin. \$4,338,350 in grants were awarded to 23 grantees under the Commute to Careers program.
- OSD also manages the Wisconsin Internship Initiative, which is an effort to increase the number of internship opportunities available to Wisconsin college students. Program partners include DWD, University of Wisconsin System (UWS), Wisconsin Association of Independent Colleges and Universities (WAICU), Wisconsin Technical College System (WTCS), and Wisconsin employers.

Re-entry

Re-entry – helping individuals get back into the workforce after a break in employment – is another key program area for the Division. The following are accomplishments in the 17-19 biennium by program area:

Office of Special Initiatives

Created in the Spring of 2018, the Office of Special Initiatives focuses on serving job seekers, employers, veterans, and communities to attract talent to meet the needs of success for the state. The division oversees the planning and development of policies and procedures to implement Statewide workforce initiatives, coordinate reentry and youth services, and work closely with local Job Centers, other state agencies, department and division management, and other stakeholders.

- Opening Job Centers in Correctional Institutions
 - The Department of Workforce Development (DWD) collaborated with the Department of Corrections (DOC) and the Workforce Development Board of South Central Wisconsin (WDBSCW) to establish an itinerant job center at Oakhill Correctional Institution (OCI). OCI is a minimum-security state correctional facility located in south central Wisconsin. The OCI Job Center is operational approximately 25 hours per week with staff from DWD and the WDBSCW providing direct services to inmates. DWD and WDBSCW contracted staff provide access to a host of programs and services, including: career readiness programs, job search assistance, resume development, services for veterans, registered apprenticeships, and assistance for individuals with disabilities.
 - DWD and DOC in collaboration opened a second correctional job center at the Wisconsin's maximum women's prison, Taycheedah Correctional Institution in Fond du Lac. The same services and programming that is offered at Oakhill has been integrated into the Taycheedah facility as well.
- Training Programs in Correctional Facilities
 - DWD and DOC also partner on other job training opportunities in the correctional facilities such as technical skills training with the local technical colleges. CNC, Welding and Industrial Maintenance training programs were conducted at several correctional institutions.

- Mobile Career Labs provide training opportunities for inmates
 - A Welding Lab located at Taycheedah Correctional Institute offers eight inmates in each cohort to receive career training using welding equipment and simulators. Completion of the training results in a technical certificate from Moraine Park Technical College.
The Electro-Mechanical Mobile Career Lab is offering eight to ten inmates at Jackson Correctional Institution the opportunity to train and receive a technical certificate from Western Technical College.
- Offering short-term training and job centers at correctional facilities across Wisconsin enables soon-to-be released job seekers with an opportunity to create career pathways for success upon release. Many inmates can receive a certificate via a local Technical College enabling them to pursue additional education upon release with credits applied to their future education.
- DWD was awarded a \$100,000 Fidelity Bonding Demonstration Grant from the U.S. Department of Labor (DOL) Employment and Training Administration (ETA) in June 2019. The grant funds will be used to purchase fidelity bonds to assist former offenders obtain employment, including former offenders recovering from opioid and other drug addictions. DWD's fidelity bonding program plans to serve 1,000 additional former offenders over four years with the grant funding.
- Development of a Mobile Career Lab: During SFY17-SFY19, the Department of Workforce Development issued and accepted a proposal to have a Mobile Career Lab built. Delivered in the fall of 2019, the Mobile Career Lab will visit communities throughout Wisconsin delivering workforce resources and services to individuals and businesses. The Mobile Career Lab assists those who may have challenges accessing workforce services, employers or businesses who have a training or hiring needs, and partners who could use additional resources.

Office of Veteran Employment Services

The Office of Veteran Employment Services (OVES) is funded by the United States Department of Labor's Veteran Employment and Training Service through the Jobs for Veteran State Grant (JVSG). The JVSG program supports the Disabled Veterans' Outreach Program (DVOP) specialist position, Local Veterans' Employment Representative (LVER) staff, and consolidated position staff. LVERS and DVOPS are integrated within the Wisconsin Job Centers.

- LVERS conduct outreach to employers and business associations, engage in advocacy efforts with hiring executives to increase employment opportunities for veterans and encourage the hiring of disabled veterans.
- DVOPS provide individualized career services to veterans with significant barriers to employment, with the maximum emphasis directed toward serving veterans who are economically or educationally disadvantaged. In addition to work within the job centers, DVOPS conduct outreach to reach veterans that have not utilized the job center. Each DVOP meets individually with veterans, assesses skills and abilities, then develops an individual employment plan. Follow-up is conducted to guide the veteran into family sustaining employment.

- Results of DVOP Activity:
 - Number of veterans who received individualized career services in the 17-19 biennium: 2,136
 - Number who were individuals with a disability: 878
 - Number who were ex-offenders: 284
 - Number who were unemployed: 1681
 - Number who were low income: 969

	PY 17	PY18
Employment Rate 2nd quarter after Exit	70.2%	66.1%
Employment Rate 4th quarter after Exit:	67.5%	65.4%
Median Earnings Q2 after Exit:	\$6,584	\$6,967

- LVERS collaborate with members of the job service business services teams throughout Wisconsin. This collaboration is part of a work group used to deliver business services in a manner that improves communication and enhances delivery of services While conducting outreach., LVERS met with employers to promote veteran hiring and conduct job development for veterans to assist veterans to reenter the workplace.
- Working in collaboration with Wisconsin Department of Veterans Affairs (WDVA) Tribal Liaison, OVES has expanded and strengthened Native American tribal relationships throughout Wisconsin. Both DVOPS and LVERS conduct outreach to Native American representatives to aid in better serving the tribal veterans. DVOPS share information on workforce services and provide information tribal members can utilize to determine career pathways.
- OVES staff throughout the state collaborate with partner staff and community resources to better serve incarcerated and previously incarcerated veterans. OVES leadership met with the Department of Corrections (DOC), WDVA and the Veterans Administration to develop a method of outreach to serve veterans incarcerated in Wisconsin correctional facilities. DVOPS meet with veterans 60 days before release to develop employment plans, provide career guidance information, and promote these individuals to Wisconsin employers. DVOPS are now visiting fourteen correctional facilities in the state. In addition, DVOPS provide individualized career services at the Job Centers within the Oakhill and Taycheedah Correctional Facilities.
- OVES DVOP staff provide case management services for veterans enrolled in the DOLVETs Homeless Veterans Reintegration program. In the spirit of collaboration, OVES staff co-enroll veterans working with other federally funded programs to provide workforce services not otherwise provided. These individuals face significant barriers to employment due to economic and educational hardships. By working in a collaborative manner OVES is helping to ensure federal dollars are utilized in an effective manner to assist these individuals in their effort to reenter the workforce.
- OVES DVOP staff provide individualized career services for veterans enrolled in the Veterans Administration's Vocational Rehabilitation Program. Recently, the Milwaukee Regional Office received national recognition for the short duration of time for a rehabilitated veteran to enter employment, which is fostered by OVES involvement.

Registered Apprenticeship

- The Division partnered with DOC to expand the number and types of registered apprenticeships offered in Correctional Institutions allowing inmates to obtain skills, work experience, and employability once they reenter the workforce

Office of Skills Development

- The Jump Start WFF grant program helps those who have been out of the workforce for an extended period re-enter the workforce through receiving job-specific skills training, essential skills, and supportive services.

Customer Service

DET's programs and staff incorporate good customer service in all the work that they do. Following are some noted customer service accomplishments:

- Job Centers and the Job Services Call Center provide a wide range of programs, services, and resources across the state of Wisconsin:
 - 69,738 calls to the Job Center Call Center
 - 507,564 individuals using Resource Rooms in Job Centers
 - 107,061 individuals assisted, in person with UI claim assistance
 - 87,387 individuals received information, resources, and services through outreach conducted outside of the Job Center locations
- WisConomy.com is designed to be user friendly and provide access to information for the job seeker as well as the employer. The projections data allows job seekers and employers to anticipate future workforce needs.
- The TAA Team created a video series in 2018, which won the GOLD designation in the recent Telly Awards in the "Online" category for "Series-Documentary: Series." The Award winning TAA videos allow TAA customers a user-friendly way to access important and consistent information about their potential benefits at any time.
- OVES staff are veterans. Understanding the situation and culture that our veteran customers come from provides a connection between OVES staff and the veterans they serve. This connection results in OVES staff providing invaluable service.

Worker Protections

DET strives to ensure that all program customers know their rights and have access to services that uphold those rights. Following are notable DET activities in the 17-19 biennium in this area:

- Providing exceptional ongoing technical assistance to registered apprenticeship participants includes administering the Wisconsin Apprenticeship Law, which includes protections for registered apprentices to ensure they receive progressive wage increases, the training stated in their apprentice contract, and can appeal actions taken on the apprenticeship contract, if needed. In addition, the Bureau began implementing revisions to federal regulation CFR 29.30,

which enhances the affirmative action and equal employment opportunity provisions for registered apprenticeship participants.

- Gathering and displaying Affirmative Action information, which provides businesses with information on disability, gender, and employment status by county.
- Meeting individually with veterans, referrals are made to supportive services and agencies that provide worker protection.
- Implementing revisions to CFR 29.30, the federal regulations regarding affirmative action and equal employment opportunity.

Division of Vocational Rehabilitation (DVR)

Mission

The mission of the Division of Vocational Rehabilitation (DVR) is to obtain, maintain, and improve employment for people with disabilities by working with consumers, employers, and other partners. DVR serves:

- Individuals with disabilities, assisting them to maximize their employment opportunities by helping them develop the skills that today's businesses are seeking in the workforce of the future; and,
- Wisconsin businesses, offering employers access to a pool of qualified job candidates with disabilities and disability-related information and resources to help them meet their workforce needs.

Program Summary

DVR operations are located throughout Wisconsin, with many DVR offices co-located with Wisconsin Job Centers. DVR's central administrative office is in Madison.

Values:

- Enabling individuals with disabilities to increase self-sufficiency through education and employment;
- Community partners and collaborators who share the expectation to increase individual self-sufficiency through education and employment;
- Employees and colleagues who are knowledgeable in rehabilitation and committed to serving individuals with disabilities to increase their self-sufficiency and employment;
- DVR leaders who demonstrate the commitment, knowledge, and experience to lead the program and its employees to increase education and employment opportunities with people with disabilities; and
- Sound fiscal and administrative practices that support all DVR personnel, community partners, and individuals with disabilities we serve to achieve self-sufficiency and employment.

DVR's primary services for job seekers with disabilities are:

- Career guidance and counseling
- Disability and employment assessment
- Job search and placement assistance
- Information and referral services
- Pre-employment transition services (Pre-ETS) for students ages 14 to 21
- Employment service support for persons with significant disabilities; includes
 - Time-limited, on-the-job supports
 - Vocational and other training
 - Rehabilitation technology

- Occupational licenses, tools, and other equipment
- Assistance in small-business plan development

All DVR services are developed in collaboration with the job seeker and written into an Individualized Plan for Employment (IPE). At any given time, roughly 15,000 individuals with disabilities are actively working toward an IPE goal with DVR.

Under the Workforce Innovation and Opportunity Act (WIOA), DVR has increased services to students with disabilities and individuals currently working in or seeking subminimum wage employment. DVR counselors and case coordinators deliver team-based services, drawing on the expertise of all team members to most effectively meet the needs of each job seeker.

DVR works with Wisconsin businesses, assisting them to effectively recruit, hire, and retain workers with disabilities.

- During the biennium, nine DVR Business Services Consultants were positioned across the state to develop relationships with Wisconsin businesses to help support their hiring and recruitment efforts.
- DVR partners with employers to provide customized training programs to meet the needs of businesses and DVR job seekers, including [Project SEARCH](#), [Walgreens REDI](#), and the [Kwik Trip Retail Helper Initiative](#).
- DVR staff are a part of business services teams in all of Wisconsin's 22 Comprehensive Job Centers. Along with DVR staff, these teams include partner agencies that work toward the common goal of connecting businesses with qualified job candidates. DWD's Division of Employment and Training (DET) collects and tracks data with business service partners related to the employer penetration rate and repeat business customer rate achieved by DWD's business services teams statewide.

DVR's primary services for businesses are:

- Recruitment of pre-screened and qualified applicants
- Retention strategies for employees with disabilities
- Access to financial incentives for hiring qualified applicants with disabilities
- Assistance to increase accessibility of business products and services for both employees and customers
- Education for managers and staff related to disability and employment

In partnership with the Council of State Administrators of Vocational Rehabilitation (CSAVR), DVR is an active partner in a National Employment Team (NET). The NET offers a coordinated vocational rehabilitation agency approach to serving multi-state and national businesses by providing employer development, employee recruiting assistance, and business consulting in support of hiring and retaining qualified employees with disabilities.

Summary of Accomplishments

Key Metrics

Thousands of job seekers with disabilities in Wisconsin became employed as a result of DVR services and thousands more applied and were determined eligible for DVR services, as illustrated in the table below.

DVR Outcomes Data	SFY 2018	SFY 2019
Applicants for services	12,898	12,295
Successful employment outcomes	4,143	3,590
Eligibility determinations	12,196	11,370
Average hourly wage	\$13.37	\$13.63
Average hours worked per week	26	25

A low unemployment rate and economic improvements over the biennium have contributed to decreases in DVR's number of applicants and successful employment outcomes between SFY 2018 and 2019, as individuals with disabilities are more likely to be able to locate and successfully maintain employment without the assistance of DVR services under these conditions. As DVR served more youth with disabilities in the biennium under WIOA, the average length that a case is open has increased, another contributor to the decline in DVR case closures.

Meanwhile, DVR consumers with successful employment outcomes saw an increase in their average hourly wage over the biennium.

Workforce Services Delivery

Agency Cooperation

DVR and the Department of Children and Families (DCF) Division of Family and Economic Security (DFES), Wisconsin Works (W-2) Program staff reviewed and updated their [Memorandum of Understanding](#) and [Technical Assistance Guide](#) (TAG). The TAG's goals were to help educate both DVR and W-2 staff on each other's programs, increase successful employment outcomes for individuals with disabilities, maximize available resources and reduce duplication of efforts, and promote effective collaboration and communication between the two programs. This effort highlighted good customer service via an emphasis on efficient workforce services delivery for customers. DVR and W-2 staff work together with common customers to create employment plans that reduce service duplication and provide quality customer services. DVR assists W-2 with their growing population of individuals with disabilities, thereby helping more consumers obtain employment that meet their strengths and limitations.

Competitive Integrated Employment

On March 28, 2018, the 2017 Wisconsin Act 178 was enacted into law, requiring DWD, the Department of Health Services (DHS), and the Department of Public Instruction (DPI) to work together to increase the competitive integrated employment (CIE) of working age people with disabilities who receive public services outside their home. Since this date, DVR has taken their legally required lead role and partnered with both DHS and DPI, to write the first CIE biennial plan and annual report.

The inaugural [CIE Plan](#) includes an executive summary, guiding CIE principles from each agency, and CIE targets for CIE performance improvement. These CIE targets are included within three cross-agency objectives:

1. Increase awareness that work is possible for people with disabilities by promoting CIE opportunities using targeted outreach and education.
2. Align service delivery systems and strengthen coordination to increase CIE opportunities for people with disabilities.
3. Prepare students for CIE through their educational experience, connecting individuals to vital services both during and after high school.

The [CIE Report](#) highlights inter-agency collaboration to increase CIE to date, including some initial progress on the CIE plan. In addition, the plan reported on baseline CIE outcomes, which included reporting the connection of over 27,607 working age individuals with disabilities to CIE within the last reporting year. Based on these baseline data, CIE data and leadership workgroups will work together set benchmarks and monitor progress in supporting and increasing CIE outcomes in the future. See the [CIE Plan and Report website](#) for more information.

Interagency CIE Workgroups

In May 2018, DVR took the lead to create interagency CIE workgroups to collaborate on planning, reporting, and implementing the requirements of 2017 Wisconsin Act 178. The workgroups met bi-weekly to draft the initial report and plan and report to the CIE Leadership Team on a monthly basis. The report and plan were posted on the [CIE website](#) on June 30, 2019. CIE workgroups continue to meet monthly to implement the plan by reviewing workplans, data integration elements, and data system requirements, as well as getting updates on service provider capacity activities.

To date, interagency collaboration has resulted in the following activities:

- Updated [Interagency MOUs](#) to support collaboration
- Scheduled update to the [Transition Action Guide](#) (TAG)
- Development of the CIE Data Integration Workgroup
- Development of the DVR Service Provider Capacity Workgroup
- DVR counselor assigned as a [liaison](#) to each public high school in Wisconsin
- Sharing of the DVR 101 video promoting CIE
- [DVR Referral](#) form revision to create option for a support person to assist in the orientation process
- Promote best practices on collaboration through the Statewide Transition Action and Resource Team (START), local educational agencies (LEAs), managed care organizations (MCOs), and IRIS Consultant Agencies (ICAs)

Re-entry to the Workforce

Correctional Institutions

DVR and the Division of Employment and Training partnered to provide workforce services delivery to individuals at Oakhill and Taycheedah Correctional Institutions. Staff from these departments go into the institutions to provide customer service that will increase inmates' chances for successful employment upon their release.

Career Pathways

Pre-Employment Transition Services

DVR has continued to increase its role in providing transition services to students with disabilities over the biennium. Under WIOA, 15 percent of federal VR funds must be used for pre-employment transition services (Pre-ETS). In Wisconsin, DVR is required to fund approximately \$9.7 million per year in Pre-ETS. DVR has successfully surpassed this spending requirement each year since 2016. In federal fiscal year 2018, DVR expended \$11,478,947.

Project SEARCH

The number of active sites participating in Wisconsin [Project SEARCH](#) grew from 17 during the 2016-17 school year to 24 in the 2017-18 school year. Last year, three new sites launched Project SEARCH programs, bringing the total number of sites to 27 for the 2018-19 and 2019-20 school years.

In 2017, administrative oversight of Wisconsin Project SEARCH program operations transitioned to DVR. Since the transition, DVR has been responsible for overseeing Project SEARCH sites, coordinating technical assistance with Project SEARCH National, and ensuring model fidelity throughout the state. DVR hosts a New Staff Orientation and Training for Success event annually for all Wisconsin Project SEARCH sites. During the biennium, DVR and Cincinnati Children's Hospital Medical Center signed a sustainability contract to provide Project SEARCH teams the right training and resources for success.

Wisconsin Project SEARCH Statistics	2016-17	2017-18
Individuals Enrolled	163	194
Individuals Withdrawn	5	8
Individuals Graduated	158	186
Individuals Employed-Total	143	164
Individuals Employed-PS National Criteria	123	135
Percent Employed-Total	88%	85%
Percent Employed-PS National Criteria	75%	70%

Compared to Project SEARCH programs nationally, Wisconsin exceeds the national average in graduation rate and employment rate (both employment total and employment meeting Project SEARCH standards).

Project SEARCH Statistics	2016-17		2017-18	
	National	Wisconsin	National	Wisconsin
Graduation Rate	94%	97%	94%	96%
Employment Rate-Total	80%	88%	78%	85%
Employment Rate-PS National Criteria	70%	75%	67%	70%

Wisconsin PROMISE

In 2014, Wisconsin was selected by the US Department of Education as one of six sites for a five-year, \$32.5 million federally-funded pilot program called [Wisconsin PROMISE](#), aimed at improving education and career outcomes for low-income children with disabilities who receive Supplemental Security Income from the Social Security Administration. DVR is partnering with several state agencies and other partners to coordinate services to youth and their families.

- Beginning in April 2014, Wisconsin PROMISE enrolled 2,024 youth/families, with 1,018 randomly assigned to receive PROMISE services. This number met the full enrollment goal as outlined in the program objectives. PROMISE services to youth and their families ended September 30, 2018.
- During the grant period, 90 percent of Wisconsin PROMISE youth participated in at least one DVR or PROMISE funded service aimed to help them reach their employment goals. When comparing treatment and control groups, 67 percent of PROMISE treatment youth had reported taxable wages compared to 57 percent in the control group.
- Since PROMISE services ended on September 30, 2018, many Wisconsin PROMISE youth continue to receive DVR services, and more youth have started working. When looking at the time period from April 2014 to June 2019, 74 percent of PROMISE treatment youth had reported taxable wages compared to 65 percent in the control group. The employment rate remains the lowest for youth in the control group without a DVR case, at 60 percent.
- DVR has added many PROMISE services to DVR's consumer service offerings for students and youth, including soft skill training, trauma informed care, and self-advocacy training. Given the positive results from the PROMISE grant, DVR is also exploring options for offering financial literacy training to consumers statewide.

WIOA Outreach

DVR contracted with the University of Wisconsin–Whitewater (UWW) to provide WIOA-required outreach and information on DVR services to all employees currently working for subminimum wage in Wisconsin. Per WIOA requirements, those in their first year of employment in subminimum wage received outreach and information from UWW twice this year. Other workers received one annual interview during the cycle from July 2018 through June 2019. The number of workers engaged in subminimum wage employment has steadily decreased over the last three years since WIOA outreach began. The number of individuals interviewed dropped from 6,509 in SFY 2017 to 6,081 in SFY 2018. By SFY 2019, only 5,417 subminimum wage employees required an interview, more than 1,000 fewer than in SFY 2017.

This steady reduction is due to several factors, including worker retirement, subminimum wage workplace closures, and increased engagement in integrated community employment in Wisconsin. Information about DVR is provided by UWW during annual interviews to increase employment

possibilities for those who want to work in the community along with information about resources available to workers and their families.

Customer Service

Employee Retention

Good customer service for DVR consumers includes the key components of service consistency and continuity. To ensure service consistency and continuity, DVR has focused on increasing employee retention. Over the last biennium, DVR has implemented the following strategies:

- DVR introduced two new position classifications to assist with managing workload, recruitment, and staff retention. Through attrition, these two new classifications will replace the Consumer Case Coordinator position. One position is a Vocational Rehabilitation Specialist, designed to allow counselors more time to focus on counseling by providing case management and project management support. The second position is a Financial Specialist-Senior, which focuses on the purchasing and receiving of services with consumers and service providers.
- To assist with workload, DVR [contracted with the University of Wisconsin-Stout Vocational Rehabilitation Institute](#) (SVRI) in 2015 to develop an eligibility and order of selection (OOS) review process, authorizing SVRI to collect and make recommendations to appropriate DVR staff for consumer eligibility and OOS determinations. With SVRI completing this service, DVR staff have additional time to focus on working with Potentially Eligible students, developing new IPEs, and working on consumer cases actively in IPE status.
- DVR has worked diligently over the past several years to address compensation concerns and continues to work with DWD's Human Resources staff to focus on retention efforts that will adequately compensate DVR staff.
- DVR completed all-staff stay interviews in SFY 2019 to identify what motivates employees to stay with the agency. The results have been used to identify areas that DVR can build upon to help retain current employees. DVR has worked to create a work environment where employees want to work by providing employees as much flexibility as possible and maintaining focus on employee wellness and work life balance. As part of the DVR's [Comprehensive Statewide Needs Assessment](#) (CSNA), DVR was encouraged to continue to provide wellness activities for staff. To further enhance retention efforts, DVR leaders will continue to look for additional tools to improve compensation packages.

DVR Waitlist

The waiting list for DVR services for people with significant disabilities, DVR's Category 2, was eliminated at the end of the 2014 calendar year. Prior to that change, the wait time for DVR consumers in Category 2 was approximately five months. To date, DVR has been able to implement changes required by WIOA without reinstating a waitlist or increasing caseloads.

DVR Videos

During the biennium, DVR worked to develop a series of DVR informational videos. To date, two of the four planned videos have been released – [DVR 101](#) and [Youth in Transition](#). Available publicly via YouTube, these videos highlight the services available through DVR and inform prospective consumers and their families about how DVR can help individuals with disabilities reach their employment goals. The videos have been shared via DWD social media and by DVR staff, partners, and stakeholders at

meetings, conferences, events, and informational sessions. Two additional videos – DVR Eligibility and Finding Career Success – are expected to launch by the end of calendar year 2019.

Tribal Outreach

Wisconsin has 11 federally recognized Tribes. As of SFY 2019, 3.3 percent of DVR consumers self-identify as Native American. DVR works to improve economic self-sufficiency and access to employment for individuals with disabilities who are Tribal members or identify as Native American. DVR staff and leadership participated in Tribal Cultural Trainings in May 2018 and June 2019 to develop staff knowledge of historical trauma and current issues facing Native American consumers. These trainings were intended to assist staff in providing culturally competent VR services to tribal members and Native Americans living on or near reservations. DVR developed and published a [tribal liaison staff directory](#) indicating the DVR staff person serving as liaison for each Wisconsin Tribe. These liaisons provide scheduled hours on each tribal reservation to improve outreach and access to services. DVR has worked to develop and implement specific projects serving students with disabilities who are members of three Wisconsin Tribes, to improve access to and achievement of employment. DVR continues cooperative agreements with four American Indian Vocational Rehabilitation (AIVR) grant recipients in Wisconsin, including Great Lakes Inter-Tribal Council (GLITC), Oneida Tribe, Lac Courte Oreilles Tribe, and College of Menominee Nation.

Data Security and Consumer Privacy

DVR improved data security and consumer privacy by making several enhancements to IRIS that masked consumer Social Security Numbers (SSNs) from staff view and restricted access to validation information. Now only staff designated as having a specific business need can view consumer SSNs. These efforts were recognized as improvements during DVR's Social Security Administration (SSA) audit in SFY 2019. Additionally, as a result of the SSA audit, DVR improved its security auditing process to review who accessed SSN data in IRIS.

Operating Effectively and Efficiently While Enhancing Program Integrity

Data Collection

Over the biennium, DVR has improved its data collection, data security, and data quality through enhancements to its case management system, IRIS. IRIS was enhanced to:

- Facilitate the attachment of electronic invoices to consumer records. These enhancements allowed DVR to leverage current scanning technology to streamline DVR administrative support staff's handling of service provider invoices to reduce the use of paper invoices and improve timeliness, accuracy, and efficiency of payments for consumer services.
- Allow for batch processing of Social Security reimbursement claims. This automation improved staff efficiency and expedited receipt of payments for this important revenue stream.
- Improve the process for exchanging data and with post-secondary educational institutions and approving training grants for DVR consumers. This expedited the process and provided efficiencies for DVR and education staff.

Data Dashboards

DVR made several improvements to its data dashboard during the biennium. Some were platform improvements to improve efficiency and reduce maintenance costs. Others were to add reports for DVR staff and management to:

- Improve performance monitoring capacity through the development of the Rehabilitation Services Administration (RSA) quarterly reports added to track DVR's progress toward meeting required federal performance measures in real-time, allowing for corrective measures prior to data submission deadlines.
- Allow staff and management to better manage cases, monitor DVR performance, and monitor staff performance.
- Assist DVR consumers in informed choice and DVR service providers in business planning through the addition of service provider capacity maps to the service provider portal. These maps show service provider locations and their availability to serve consumers in specific services. They also show the potential demand for specific services in those areas based on services identified in a consumer's IPE.

Unemployment Insurance Division (UI)

Mission

To facilitate financial stability and a prosperous Wisconsin economy by delivering high quality, innovative, customer-driven unemployment services.

Program Summary

The UI program primary roles are to provide:

- **Temporary economic assistance** to individuals who find themselves unemployed through no fault of their own and who are actively seeking work.
- **Economic stability** in the community during periods of economic downturn.

The UI program is financed by federal and state taxes paid by employers who are subject to the federal/state UI laws. Wisconsin was the first state to enact a UI law in 1932 to help stabilize the effects of the Great Depression.

The UI Division areas of responsibility consist of:

Administration - Development of strategic plans, operating budgets, system modernization, information technology coordination, communications, and legislative and customer relations.

Quality Control - Audits and provides statistically valid estimates of the accuracy of both benefit payments and decisions and audits UI Tax operations to ensure accuracy and timeliness.

Benefit Payment – Claims processing, adjudication of disputes, and proper payment of benefits.

UI Tax and Accounting Functions - Collect, control, and account for flow of funds into and out of the UI program; establish tax liability; maintain employer accounts; audit employers to promote and verify employer compliance with state laws, regulations, and policies; and collect unpaid employer taxes and benefit overpayments.

Legal Services - Provide legal advice and services for the division, handle internal security, process UI benefit and tax appeals, represent DWD in court and administrative proceedings, conduct research and analysis on UI laws and policies, investigate and educate employers on worker misclassification, and provide support to the Unemployment Insurance Advisory Council (UIAC).

Business and Information Services - Project management, imaging and document management, business analysis and automation, telecom and data services.

Summary of Accomplishments

Key Metrics

Unemployment Insurance Key Metrics	Calendar Year 2017	Calendar Year 2018
Funded by Employer Contributions		
Taxable Employers	138,933	141,800
UI Taxes Collected	\$683.1 million	\$592.8 million
UI Trust Fund Balance	\$1.472 billion	\$1.731 billion
Provide Temporary Economic Assistance to Eligible Workers		
UI Initial Claims Processed	306,434	280,484
Regular UI Benefits Paid	\$407,978,744	\$375,923,730
Workers Filing Weekly Claims	189,665	169,711
Regular Weekly Claims Processed	1,841,664	1,644,316
Average Telephone Calls per Week	10,739	7,072
Administrative Oversight		
UI Benefit Appeals Filed	17,047	16,973
UI Tax Appeals Filed	293	235

Workforce Service Delivery

New Application for Completing UI Initial Claims

In June 2019, UI implemented a new Worker Initial Claim application (WIC) that was developed to work on a platform that provides more flexibility within UI's technological architecture and will integrate with other modernized UI applications. The WIC application will provide a better user experience, improved efficiency, and reduced time to train new staff.

SIDES E-Response and Single Sign-on for Employers

UI launched a streamlined and easy to use UI Employer Online Services and SIDES E-Response sign-on in September 2018. Prior to the enhancements, employers had to use different login credentials for each response sent through SIDES. Employers are now able to use their UI Employer Online Services credentials to respond to inquiries and attach documentation for separation information through SIDES. Using this service, employers are better able to supply information and in return, reduce follow-up phone calls and paper work, ultimately saving time and money.

Online Determinations and Appeals for Claimants and Employers

As of September 2018, claimants and employers can view benefit determinations and file benefit appeals electronically. Currently, 80 percent of all benefit appeals (both claimant and employer) are filed online. These enhancements make the system more user-friendly, saving claimants and employers time and money, and allowing for more efficient appeals processing.

Enhanced Online Weekly Work Search for Claimants

In July 2018, UI launched a new stand-alone online application which allows claimants to enter their work search actions throughout the week and the entries submitted populate on the weekly claim.

These enhancements make the system more user-friendly, saving claimants time and energy and helping to prevent benefit claims filing errors, which helps to reduce improper payments.

Online Unemployment Claims Filing

UI has made great advancements in efficient and effective service delivery. We provide our customers with the ease and convenience of using smartphones, tablets, or computers to file claims fast and secure. Nearly 99 percent of all claims are currently filed online, and we provide the ability for Spanish speakers to file their weekly claims online using the Spanish application.

Re-entry to the Workforce

Re-employment of UI Claimants

USDOL's most recent data shows that Wisconsin ranks second nationally at re-employment outcomes for UI recipients. Once a claimant is registered with the Job Center of Wisconsin (JCW), they benefit from reemployment curriculum tailored to their unique job search needs. In July 2018, working closely with the Division of Employment and Training (DET), we enhanced our Re-employment Services and Eligibility Assessment (RESEA) services. Claimants who need more in-person counseling to help them obtain employment, are now able to self-schedule these appointments online, making getting the skills to re-enter the workforce as efficient and easy as possible.

Worker Protections and Rights

Worker Classification

Protecting the rights of workers and employers through proper worker classification is a large focus for UI. The UI Division's efforts to combat worker misclassification have generated approximately \$2.1 million in revenue for the Trust Fund since the project was initiated in May 2013. During the past six years, DWD has conducted 2,417 worker classification investigations, which have resulted in 574 audits that identified a total of 7,671 misclassified workers. Employers who misclassified workers were assessed over \$2.6 million in UI tax, interest and penalties assessed. In addition to these outcomes generated by the Worker Classification Section, the UI Field Audit Section has identified another 41,000 misclassified workers since 2013 resulting in additional tax assessments and interest of \$12 million.

In April 2019, Governor Evers created the Joint Enforcement Task Force on Payroll Fraud and Worker Misclassification that will focus on addressing the issues of worker misclassification through interagency cooperation, information-sharing, and joint enforcement efforts against serious violators. DWD will be a key member of the Task Force and will facilitate the coordination of worker misclassification matters between DWD, various state agencies, and stakeholders representing the interests of workers and business communities in industries affected by misclassification. In May 2019, DWD, in collaboration with contractors and construction unions, held a Worker Misclassification Roundtable to gather information and input on the issue of worker misclassification in Wisconsin.

Customer Service

Efficient Processing of UI Benefit Payments for Apprentices in Approved Training

In June 2019, UI partnered with DET to receive apprentice verification in real time to process unemployment benefits for claimants in apprenticeship training quickly and efficiently.

Credit and Debit Card Payment Option

Starting March 2019, UI claimants and employers can make credit or debit card payments by phone, providing convenience to our customers and reducing the risk of accepting a bad check. In September 2019, UI expanded the credit and debit card payment option online for various tax payments and will expand this function to allow claimants to repay overpaid benefits online early next year.

UI Law and Policy Training

Over the last two years UI, in partnership with DET, managed more than 30 training sessions, which included "Labor Law Clinics" held in-person and around the state and "Friday Fundamentals" web conferences, both open to the public and feature DWD staff explaining many of the laws and rules the agency administers. UI also sponsored 24 "Small Employer Presentations", held in-person and around the state, to provide employer training on UI benefit and tax law and policy.

Career Pathways

Mentoring Program

UI has recently started a mentoring program within the Benefit Operations Bureau (BOB) with the intent to empower a quality workforce and develop career opportunities within DWD. This mentoring program helps participants achieve career development and personal growth goals that support DWD business objectives, encourages the building of leaders, and fosters a higher level of job engagement.

Staff Involvement and Input

In Spring 2018, the division re-designed its internal internet home page to increase staff awareness of, and engagement in, UI projects and initiatives. The re-designed home page provides a section for staff to submit continuous improvement ideas and accomplishments. Several ideas have been generated and an idea review process is in place.

Staff Training

The BOB held its annual training conference in September 2018 for managers, supervisors and lead workers to provide training in leadership and to discuss more ways to develop staff and handle increased workload. The Bureau of Legal Affairs held two training conferences in 2018. One conference was dedicated to training and developing BOLA administrative support staff, and the other was BOLA's annual training conference for UI attorneys and ALJs on recent changes and developments to Wisconsin unemployment law and policies.

Operating Effectively and Efficiently While Enhancing Program Integrity

Unemployment Insurance Advisory Council (UIAC)

The UIAC advises DWD and the Legislature on policy matters concerning the development and administration of UI law. The Council is recognized as essential and integral to the legislative process. As a result, controversial issues and the foremost policy concerns are addressed effectively. Council deliberations and negotiations resolve difficult issues and tend to efficiently balance the interests of employers and employees, while providing long-term stability for the UI program. UIAC activities and related UI reports can be found at <https://dwd.wisconsin.gov/uibola/uiac/>

Trust Fund Balance

For the third year in a row, the UI Trust Fund exceeded the \$1.2 billion balance threshold needed to trigger the lowest tax rate schedule for 2020. The UI Reserve Fund balance was over \$1.8 billion on June 30, 2019, the date used to determine the required tax rate schedule for the following year.

Saving Employer's Tax Dollars

For the 2020 tax year, employers will again be paying taxes in the lowest possible tax schedule, schedule D. Since 2013, employers have saved over \$700 million when considering the changes in tax schedules and the improved UI tax account standing for many covered employers.

Crossmatches

In August 2018, UI implemented a Social Security Disability Insurance (SSDI) crossmatch to ensure claimants who are receiving SSDI do not also receive unemployment benefits.

Worker's Compensation Division (WCD)

Mission

The mission of the Division of Worker's Compensation is the promotion of healthy, safe work environments by maintaining a balanced system of services to ensure compliance with the provisions of the Wisconsin Worker's Compensation Act.

Program Summary

The WCD administers programs designed to advance worker protections by ensuring that injured workers receive prompt payment of required benefits from private insurance companies or self-insured employers. WCD also encourages rehabilitation and reemployment for injured workers and promotes the reduction of work-related injuries, illness, and deaths. The Division ensures compliance with the Worker's Compensation Act, which includes, among other efforts, advancing worker protections and providing exceptional customer service.

Highlights of key functions include:

- Division staff manage the worker's compensation claims program, provide assistance to claimants, set permanent disability ratings for claimants, and monitor accuracy and promptness of payments, health cost disputes, and return-to-work programs
- Division attorneys resolve health care service fee disputes, necessity of treatment disputes, and pharmacy fee schedule disputes
- WCD oversees the insurance functions of the worker's compensation program by managing the self-insurers program, the Uninsured Employers Fund, and the wrap-up insurance program
- The division also serves as liaison with the Wisconsin Compensation Rating Bureau and the Office of the Commissioner of Insurance

In fulfilling these responsibilities, WCD maintains a commitment to the delivery of exceptional customer service through streamlining services, empowering staff and robust outreach and education.

Summary of Accomplishments

Key Metrics

Selected Uninsured Employer Fund Metrics	2017-19
Uninsured Employer Fund (UEF) June 30 Balance (end of biennium)	\$26.5 million
Completed employer investigations by UEF Staff	47,458
Payments through UEF to on behalf of workers injured while working for illegally uninsured employers	\$5.2 million

Selected Claims Program Metrics	2017-19
Number of claims created for claim applications, 3 rd parties and hearing loss	3,830
Number of non-litigated claims scrutinized for accurate and timely payments	61,050
Number of verified/processed litigated and non-litigated claims for wage information	11,179

Selected Legal Services Metrics	2017-19
Number of processed and closed disputes involving reasonableness of fees, necessity of treatment and pharmacy fee schedule.	8,552
Number of processed hearing requests	9,144
Total pieces of legal mail on non-litigated cases that were processed (approx.)	26,500

Worker Protections and Rights

The Division reviewed for accuracy and action 61,050 non-litigated claims, making prompt payments of over \$574 million in total benefits; resolved 8,552 disputes involving reasonableness of fees, necessity of treatment and the pharmacy fee schedule; and monitored the Uninsured Employer Fund (UEF) balance. The UEF ended the biennium with a balance of \$26.5 million, a \$7 million increase over the past biennium, ensuring available resources to satisfy existing and future claims, thereby advancing both worker protections and quality customer service.

Additionally, to advance worker protections, the Division's three bureaus -the Bureau of Insurance Programs (BIP), the Bureau of Claims Management (BCM) and the Bureau of Legal Services (BLS) – accomplished the following:

BIP accomplishments from July 1, 2017 to June 30, 2019 include:

- Assessed penalties on 4,193 employers for operating without worker’s compensation insurance
- Collected penalty assessments of \$9.5 million from illegally uninsured employers
- Investigated and processed 75 claims for the Uninsured Employers Fund (UEF)
- Monitored 158 private and 59 public self-insured Wisconsin employers as a part of our self-insurance program
- Approved two new wrap-up projects - large construction projects with a single policy covering all contractors. Wrap-up projects are designed to provide a coordinated project safety program

BCM accomplishments from July 1, 2017 to June 30, 2019 include:

- Calculated Permanent Partial Disability (PPD) estimates for more than 15,300 litigated and non-litigated claims
- Processed 62,234 pieces of litigated mail

- Received and processed, through the Kofax Fax Importation application, 86,070 documents on non-litigated claims. Kofax allows the faxed information to remain electronic while claim entries are made and information is sent to other staff through electronic workflow
- Received 296,480 electronic transmissions of claim-related information by users of the division's Pending Reports internet application. This is a secure login, real-time application for both the viewing of claim information/status as well as the submission of reports required by the division
- Reviewed 626 claims, many of them on an ongoing monthly basis, for the purposes of fulfilling the division's federal Medicare Secondary Payer Mandatory Reporting requirement as laid out in Section 111 of the Medicare, Medicaid, and SCHIP Extension Act (MMSEA) of 2007. Necessary claim entries were made, and further information was reported to the Centers for Medicare and Medicaid Services when applicable
- Issued almost \$10.26 million in total reimbursement payments during the two-year biennium from the Work Injury Supplemental Benefit Fund (WISBF), including death benefits to dependents of fatally-injured workers, and benefits paid to injured workers with permanent total disability

BLS accomplishments from July 1, 2017 to June 30, 2019 include:

- Responded to 26,500 pieces of legal mail for non-litigated cases and issued written orders to resolve non-litigated cases
- Managed the fraud reporting program
- Provided support for the Worker's Compensation Advisory Council and the Health Care Provider Advisory Committee with amendments to the law and to DWD 80 & 81 of the Wisconsin Administrative Code, promulgation of administrative rules, and staff assistance for ad hoc and statutory committees

Customer Service

The following IT enhancements are reflective of WCD's ongoing commitment to the delivery of exceptional customer service by leveraging 21st century technology solutions to streamline and provide more timely and accurate services to all WCD stakeholders:

- Implemented the Uninsured Employer Fund (UEF) system for the WCD. This was a yearlong effort that moved the last major, non-Unemployment Insurance Division system off the mainframe at DWD. This modernized the technology and the business processes, leveraging many automated workflow and document processes
- Modified applications to allow Office of Worker's Compensation Hearings and Appeals to access WC applications from the Office's new location at the Hill Farms State Office Building at Yards Way and as an organization external to DWD (attached to the Department of Administration)
- Updated all WC Kofax Capture and EPower Workflow systems to the Kofax Total Agility platform
- Updated certified databases and forms necessary for the health care services reasonableness of fee dispute resolution process
- Updated existing applications to complete the migration of WC systems from the DWD Domain to the DOA Enterprise Domain, and to enable litigation staff to access WC applications from their new work location at the Hill Farms State Office Building at Yards Way
- Completed Phase 1 of the eDocs upgrade, allowing the division to move to Oracle 12
- Developed and implemented a new Litigated Mail Workflow in Kofax Total Agility
- Developed and implemented a new Litigated Case Portal with an externally facing web application

- Developed and deployed a new Electronic Warrant Filing and Release System that integrates with the Consolidated Court Automation Programs (CCAP)
- Completed 65% of the conversion of Spicer Document Images to TIF format
- Completed stabilization and enhancements to the UEF system
- Remediated applications for Windows 10 upgrade

Equal Rights Division (ERD)

Mission

- To protect the rights of all people in Wisconsin under the civil rights and labor standards laws we administer
- To achieve compliance through education, outreach, and enforcement by empowered and committed employees
- To perform our responsibilities with reasonableness, efficiency, and fairness.

Program Summary

The Equal Rights Division helps make Wisconsin a fair and just place for people to work. Wisconsin has a tradition of protecting workers' rights. Wisconsin was among the first states to enact child labor laws, anti-discrimination laws, and protections for family and medical leave.

The ERD enforces over forty state laws protecting the people of Wisconsin. These include laws that:

- Protect individuals from harassment and other discrimination in employment, housing, and public accommodation
- Provide workers with job-protected leave for family and medical needs
- Regulate minimum wages, hours worked, and other terms and conditions of work
- Regulate the safe employment of minors
- Require timely payment of wages
- Require appropriate notification to workers and state agencies of plant closings

ERD's dedicated staff is trained to receive inquiries and complaints under all these laws. ERD staff investigate complaints, identify violations of the laws, work to resolve disputes under the law, and make determinations of liability. Additionally, ERD staff engages in research to make recommendations to stakeholders regarding how to make Wisconsin a fair and just place to work. ERD staff engage in outreach and education to help individuals understand their rights and provide technical assistance to employers regarding best practices for achieving compliance.

Summary of Accomplishments

Key Metrics

ERD achievements in the last two years include:

- ERD Equal Rights Officers investigated 6,242 civil rights complaints. These included 5,505 fair employment law complaints, 288 family and medical leave law complaints, 204 fair housing complaints, 130 public accommodations complaints, and 95 health care retaliation complaints. In close to one quarter of those cases, ERD investigators found probable cause to believe the law had been violated.
- Over 2,400 civil rights complaints were certified to hearing. Parties voluntarily agreed to pre-hearing mediation before ERD Administrative Law Judges in 836 of those cases. Of those mediations, 64 percent resulted in settlement.

- ERD Officers investigated 3,877 labor standards complaints, nearly 3,000 of which involved claims for owed wages.
- Through ERD's investigation and enforcement, ERD was able to collect over \$2 million in wages owed to Wisconsin workers.

Workforce Service Delivery

In the 17-19 biennium, ERD initiated new technology solutions – online complaint forms and electronic bulletins for employers – to better empower employees, employers, and entrepreneurs to access ERD services.

ERD also implemented paperless case tracking systems to improve case handling and intake. These systems have allowed ERD staff to more efficiently file and process cases, as well as respond to open records requests more efficiently and thoroughly.

Worker Protections and Rights

In the 17-19 Biennium, discourse around issues such as sexual harassment and assault, fair and equal pay, racism, and violence, amplified the importance of protecting individual rights. ERD continued studying the latest data and trends impacting workforce rights and the fair enforcement of equal rights laws to ensure equal opportunity and fair treatment of workers.

ERD staff's expertise regarding the laws the ERD enforces is widely recognized. The State Bar Association's treatise on Wisconsin Employment Law contains chapters authored by ERD employees Bureau Director Jim Chiolino (Wage and Hour) and Administrative Law Judge Rose Ann Wasserman (Employment Discrimination).

Customer Service

With traditional employment co-existing alongside a sizeable contingent workforce and "gig workers," ERD effectively supported Wisconsin's changing workforce in the 17-19 biennium.

The ERD restructured into two bureaus -- Investigations, and Hearings and Mediation – to facilitate cross-training of Equal Rights Officers and allow Equal Rights Officers to investigate a wider range of violations, to be more agile in responding to complaints.

ERD also increased outreach to the people ERD serves. Through approximately 70 outreach presentations across the state, ERD staff educated over 3,000 individuals – employees, employers, and attorneys – on Wisconsin's civil rights and labor standards laws.

ERD increased its Spanish bi-lingual staff to allow ERD to serve Wisconsin's diverse populations.

Operating Effectively and Efficiently While Enhancing Program Integrity

In the 17-19 biennium, the repeal of prevailing wage protections and the repeal of the child labor work permit requirement for 16- and 17-year-olds modified funding for ERD services. ERD held open positions and reduced the footprint in the Milwaukee office to cut expenses and manage within ERD's budget while maintaining service levels. ERD also improved onboarding and training of new Equal Rights Officers to make sure staff achieve productivity goals in a shorter time frame without sacrificing quality and consistency.

Division of Operations (DO)

Mission

Provide strategic vision, leadership, and solutions with our business partners to empower clients and customers.

Program Summary

The Division of Operations (DO) provides administrative and operational support for all the departmental divisions and programs. The division ensures issues are identified and analyzed, and that recommendations and actions are appropriate, coordinated, and consistent with departmental goals and objectives. The division performs the following functions:

- Agency-wide Financial Management: financial reporting, accounts payable, accounts receivable, financial transactions, allocations, and rate creation.
- Budget: budgeting, biennial budget preparation, and draft fiscal estimates for the analysis of legislative bills.
- Information Technology Services: IT security, compliance & risk management, application development, business intelligence, document processing & management, IT Help Desk, workstation support services, IT Infrastructure support services, and computer batch processing services.
- General Services: facilities management, fleet coordination, mail processing, and imaging services.
- Procurement and Information Management: purchasing, web page creation & management, records management, and forms management.
- Enterprise Solutions: project management, contract management, Lean/Continuous Improvement, facilitation, strategic planning, business analysis, negotiation, budget/data analysis, emergency management, policy, health, safety, and wellness and workforce planning.

The Division has a staff of approximately 190 employees in six bureaus with annual spending authority of approximately \$36 million. DO provides the above listed services to all DWD divisions. In addition, DO provides IT support to the Labor & Industry Review Commission, batch monitoring support to the State of Wisconsin Investment Board, and certain statewide programs administered by the Department of Health Services and the Department of Children and Families.

Summary of Accomplishments

Key Metrics

- DWD Incident Management effectively managed 31 minor incidents and three major events.
- The Legislative Audit Bureau FY 2014-15 through FY2017-18 Single Audit Reports resulted in no findings for DWD.
- The DWD Records Management Team reduced the number of DWD specific Records Retention and Disposition Authorizations (RDAs) from 275 to 248; thereby helping to make retention requirements easier for staff to follow, as well as reduce DWD's allocation for the Public Records Management Service Funds annual fee to state agencies.

- To streamline services and reduce costs, BITS successfully implemented numerous projects including migration of 65 sites to the new Badgernet network.
- During 2018, BGS mail services scanned 1,200,000 pieces of paper, processed 6,867 outgoing United Parcel Service Packages, and processed 1,094,784 pieces of incoming mail and 3,322,828 pieces of outgoing mail with a postage bill of \$1,760,094.
- The Unemployment Insurance and Equal Rights staff were consolidated within the MSOB for a combined reduction in space of approximately 54% and an annual cost savings of over \$157,800.
- BGS coordinated with the DOA Hearings Unit and Division of Workers Compensation to assure the timely, accurate and confidential transportation of one of a kind workers compensation files back and forth from GEF1 to the new Yards Way Building on Madison's west side for use by the Workers Compensation judges, while maintaining confidentiality issues. Milwaukee State Office Building (MSOB) Consolidation: The Unemployment Insurance and Equal Rights staff were consolidated within the MSOB for a combined reduction in space of approximately 54% and an annual cost savings of over \$157,800.
- The DWD Web Team developed a process to caption all video content to meet the requirements of the Section 508 Accessibility law. Creating closed captions can be challenging and time consuming, thus, most agencies do not do it. DWD considers itself a leader in web accessibility and pushed hard to develop our process as we believe our websites should be accessible to all.
- The DWD Web Team partnered with Business Enterprise Solutions consultants and division web staff to clean up our internet website. The Web Team provided usage data so subject matter experts could see which resources were being used and which could be archived. The process requires manual review to check the content for accuracy, but the result is a cleaner website which allows our customers to quickly locate the information they need. Approximately 16K files were reviewed and updated or archived.
- The Bureau of Finance developed a completely redesigned bureau website on the agency WorkWeb, organizing sections more logically, presenting STAR data more clearly and fully, and including more resources for internal users in all divisions of the agency.

Workforce Service Delivery

Agency-wide Strategic Planning

The Division of Operation's Bureau of Enterprise Solutions (BES) business consultants helped the department engage in strategic planning efforts early in the new administration. A business consultant facilitated a dialogue with DWD appointees to identify high priority focus areas in alignment with the administration's goals. In the 17-19 biennium BES selected the facilitators, note takers, developed the discussion agenda, and report out methodology.

Workforce Innovation and Opportunities Act (WIOA)

During 2018 and early in 2019 one BES business consultant was temporarily assigned to the Workforce Innovation and Opportunities Act (WIOA) project within the Division of Employment and Training on a full-time basis. In addition, three BES consultants and a program and policy analyst provided project management and facilitation for WIOA Common Intake workgroups, and WIOA shared infrastructure groups, and facilitated strategic planning sessions to advance the goals of the Governor's Council on Workforce Investment.

The Bureau of Information Technology Services (BITS) worked closely with the Division of Vocational Rehabilitation to automate processes to collect, validate and submit WIOA federal reporting data.

BITS worked with the Division of Operations to improve multiple agency-wide administrative systems to increase staff productivity and support disaster recovery.

Worker Protections and Rights

Background Checks

The IRS issued a rule requiring the department to ensure that an FBI fingerprint background check is conducted on any employee who has access to federal tax information. The affected employees are in the Division of Unemployment Insurance and Division of Operations. The BES business consultant, as project manager, ensured on time and in scope delivery of a policy, process and implementation. The required background checks were completed on time by December 2018.

Uninsured Employer Fund

BITS worked with the Division of Worker's Compensation to implement a new Uninsured Employer Fund system that replaced its obsolete mainframe system and leveraged many automated workflow and document processes.

Career Pathways

Web Tools for Career Pathways

BITS worked with the Division of Employment and Training to introduce a variety of new tools to support career pathways, including the WisConnect application to connect students to internships provided by Wisconsin employers, the Comprehensive Employment Planning Tool system to aid job seekers and case managers in career planning, and the new web-based WisConomy labor market information system.

Lean/Continuous Improvement

DWD continues to advance its Lean/Continuous Improvement culture. In 2018, BES proposed a more concentrated approach in the divisions for advancing Lean. As a result of that effort Lean Liaisons were introduced in each division and they were charged with identifying two to three continuous improvement goals for the coming year. From building division teams to advancing awareness, the scope of their work has been instrumental in supporting the agency's lean efforts. In addition, DWD employees have engaged in the state's Yellow Belt program and successfully completed lean projects as part of their training.

Aspiring Leaders Training Series

The DWD Leadership development (Aspiring Leaders Training Series-ALTS) program was developed by BES staff and is currently in its sixth year of delivering quality leadership training. In the 17-19 biennium, over 48 employees have completed the program. Forty percent of them have advanced to leadership roles within the department.

Customer Service

Internet Weekly Claims

BITS worked closely with the Division of Unemployment Insurance to deploy a new web-based Internet Weekly Claims process to replace its aging and costly Interactive Voice Response system and implemented a new process to allow collection payments via credit/debit cards using a live agent model; self-service payment functionality will be deployed in fiscal year 2020.

Streamlining Customer-level Accounting Processes

The Bureau of Finance (BOF) has identified and implemented multiple ways to support the agency's Divisions. These include but are not limited to creating and implementing default coding on expense reports (travel vouchers); creating and publishing video instructions for submitting expense reports; and achieving a return to paperless procurement (P-card) receipts by implementing uploaded images to the system rather than keeping paper copies.

Operating Effectively, Efficiently, and Enhancing Program Integrity

A priority for the Division of Operations is to support effective, efficient and appropriate operation of agency programs. The following are major accomplishments in the 17-19 biennium by Bureau:

Bureau of Enterprise Solutions

The Service Level Agreement (SLA) IT Project Management Ladder was a new process to the Division of Operations. State fiscal year 2019 was the first year it was planned, managed and completed under this structure. In state fiscal year 2018 the structure was developed, and resource allocation began. Since its inception, a BES business consultant was assigned to manage the projects and represent the interests of the division in its relationship with the IT service providers. This last year the consultant managed 16,275 SLA hours.

Employee Health, Safety and Wellness initiatives include a yearly wellness grant, flu shot clinic, biometric screenings, ergonomic evaluations, and other wellness opportunities for staff. This last year a new opportunity was introduced to staff, the "Couch to Five-K" (C25K) program. A total of 107 employees participated in this year's C25K.

A Bureau of Enterprise Solutions business consultant, along with legal, procurement and select program areas, helped the department identify and implement an off-the-shelf contract management solution that integrates with an electronic signature solution. Through this tool, DWD has provided transparency, accountability, and traceability for all agreements being routed in the Department. The contract management solution has been implemented Department-wide and agreements of all types are now being routed through that solution. There are over 130 active agreements within the system, and over 90 agreements routing through the system at a point in time.

Bureau of Finance

The Legislative Audit Bureau FY 2014-15 through FY 2017-18 Single Audit Reports resulted in no findings for DWD.

The Bureau of Finance worked with the Bureau of Information Technology Services to achieve financial transparency by aligning services with costs.

The Bureau of Finance has developed a comprehensive task list for internal reorganizations to ensure that all financial and Human Resource system updates are completed accurately and in the correct order and has used this list to successfully implement reorganizations in five divisions over the past two years.

The Bureau of Finance significantly increased its understanding of the State Transforming Agency Resources (STAR) system, streamlining processes and leveraging opportunities for greater efficiency and accuracy. Examples of this include implementing an automatic Funds Distribution function to calculate and record the split-coding required for funding in the Division of Vocational Rehabilitation, eliminating the third space past the decimal on overhead allocation outputs to eliminate rounding variances, and customizing allocation definitions for specific agency needs.

The Bureau of Finance rewrote the Indirect Cost Proposal / Cost Allocation Plan to conform with STAR and received the approval of the US Department of Labor (DOL) and rewrote the agency's Internal Control Plan to reflect the new processes in STAR.

The Bureau of Finance collaborated effectively with Infotech and Business Intelligence staff to help develop "dashboards" on the WorkWeb in order to support data driven decision making and present complex accounting data in a comprehensive manner.

Bureau of Procurement and Information Management

Procurement:

The procurement staff worked with Division partners to issue the following key solicitations during this reporting period:

- Teacher Training and Recruitment Grant - Helps meet the critical shortage of teachers across the state by recruiting, training, and retaining specifically in low-income and urban school districts.
- Nursing Training for Middle and High School Students Grant - Helps middle school and high school students consider and prepare for a career in the field on nursing. This was to address the shortage of nurses in the current and foreseeable future.
- MySkills Career Exploration Pilot Program Grant - Was conducted as a pilot to assess the merit introducing job preparation in grades 6th through 10th. The purpose of this Request for Proposal (RFP) is to ensure that youth, between sixth and tenth grades, are able to choose experience and reflect on a wide variety of age-appropriate skill and career-related activities. In the process, they will become more aware of their own interests as well as opportunities for further learning and future careers, and will enter young adulthood more informed, prepared and motivated.

Records:

Records staff participated with the Wisconsin Historical Society (WHS) on a three-year electronic records grant, known as the Wisconsin State Preservation of Electronic Records Project, which completed in the spring of 2019. Our work with the WHS helped them to develop an online transfer process for Wisconsin State Agencies to transfer records to the WHS, create processes and tools to identify and schedule electronic records, and create best practices in records management.

The DWD Records Management Team reduced the number of DWD specific Records Retention and Disposition Authorizations (RDAs) from 275 to 248; thereby helping to make retention requirements easier for staff to follow, as well as reduce DWD's allocation for the Public Records Management Service Funds annual fee to state agencies.

Web Team:

In March of 2019 the Web Team implemented a process to add closed captions to all video content on DWD's media server (videos over 60 minutes are excluded due to the time commitment). This is a big

step forward for our agency and customers as the closed captions replaced text transcripts and make our video content is accessible to all.

In June 2019, the Web Team worked with a BITS application development team and DWD management to implement the Guidance Document Library (GDL) to ensure compliance with Wisconsin Act 370.

Office of Policy and Budget

On September 17, 2018, the Office of Policy and Budget submitted the Department of Workforce Development's (DWD) [2019-21 Biennial Budget Request](#). This Department-wide collaborative effort coordinated by OPB staff included: analysis of proposals to improve Department programs and operations including consideration of the fiscal, policy, and programmatic effects of proposals; reconciliation of positions for DWD's 1,610.05 Full Time Equivalents, and development of base funding requests for 53 appropriations.

DWD's 2019-21 biennial budget proposal also included a modeled five percent (5%) reduction in operations as required under 2015 Act 201 and a base budget review report as required under 2017 Act 212.

Working with program experts across the Department, OPB completed 65 fiscal estimates for legislative bills in State Fiscal Year (SFY) 18, and 18 fiscal estimates in SFY 19. The below chart shows the count of fiscal estimates by Department program area:

Program Area	SFY 18	SFY 19	Total
Workforce Training	12	11	23
Vocational Rehabilitation	8	0	8
Unemployment Insurance	6	1	7
Worker's Compensation	7	0	7
Workers' Rights	22	6	28
Agency Operations	10	0	10
Total	65	18	83

OPB coordinated a joint effort with the Secretary's Office, the Division of Employment and Training and the Bureau of Finance to develop a request to the Joint Committee on Finance to make a one-time GPR transfer from the Wisconsin Fast Forward appropriation [s.20.445(1)(b)] to the Youth Apprenticeship (YA) appropriation [s.20.445(1)(e)] under s.13.10 authority. The request and resulting discussions provided a transparent fiscal analysis, including an innovative and allowable accounting solution, which facilitated approval of an effective funding transfer needed to bridge YA's funding from Biennial Budget 17-19 levels to the legislatively increased Biennial Budget 19-21 levels.

OPB also supported Department staffing needs through the development and submission of six position requests under s. 16.54 authority, four in SFY 18 and two in SFY 19, and a division reorganization

submitted to the Department of Administration (DOA) in SFY 19. Each of these requests was reviewed by DOA and approved.

Bureau of Information Technology Services

BITS Performance and Cost Management:

To support the goal of empowering staff and streamlining services, BITS began a long-term transformation of its financial and IT oversight processes to provide increased clarity and control over IT costs for business partners. This involved the definition and implementation of four new services (Batch Operations, Business Intelligence, Document Management and External Account Management) and the hiring of a new Budget and Service Performance Supervisor to continue this transformation and optimize our budgeting and service management processes. IT oversight was improved through the implementation of a new IT Management Board featuring representatives from each Division with clear roles, responsibilities and value.

Infrastructure, Operations and Security:

Many of the Department's goals and accomplishments greatly depend on the existence of secure, reliable and cost-effective IT infrastructure. To that end, BITS focused on streamlining services and reducing costs through a series of projects that eliminated technical debt, improved security and took advantage of the efficiencies and cost reductions of numerous statewide shared services. Successful projects included migration to the statewide Accounts Domain and use of Single Sign-On to support a more streamlined and secure user experience; deployment of Office 365 to improve staff productivity and reduce upgrade costs, migration of 65 sites to the new Badgernet network, migration of numerous file and storage systems to more robust enterprise environments, implementation of the Kofax Total Agility platform to improve electronic document management, and the transition of many services (e.g., Oracle, RightFax, Distributed Control-M and Web Filtering) to DOA/DET.

IT Development and Support:

BITS worked closely with business partners throughout DWD to implement IT solutions that support the Department's goals of exceptional customer service and innovative service delivery as represented above under Strategic Planning. BITS also continued to implement Business Intelligence solutions throughout the department, working with our business partners to deploy numerous internal and public-facing dashboards and laying the groundwork for the upcoming Workforce Data Quality Initiative.

Bureau of General Services:

Telecom:

- Migrated Wisconsin Rapids Job Center to Unified Communications platform and Voice over Internet Protocol (VoIP) and prepared DWD infrastructure for transition to VoIP.
- Unemployment and Employment and Training work at home staff migrated from Call Center Anywhere application to Centurion CARES.

Leasing:

- Created database and new methodology to track lease renewals and relevant dates related to lease expirations to assure proper and timely interactions with Department of Administration (DOA) and landlords.
- Created a template for locating office space requested by divisions enabling a more reliable method of tracking approvals.

- Created upgrades to the GEF 1 space allocation allowing reliable entry and adjustments of funding and allocations from the Divisions to spaces saving valuable time and eliminating the likelihood of coding errors.

Facilities:

- Complied with DOA Capitol Police project to create new and updated photo identification cards in a new database for all staff and contractors in DWD.
- Created a Request for Information and selected a location for the relocation of the Marathon County Job Center.
- Worked with Division of Vocational Rehabilitation management to locate and open new offices for individual staff in several locations.
- Worked with DOA to relocate the former Worker's Compensation staff to DOA Division of Hearing and Appeals.
- Worked with DOA Division of Facilities Management to create planning for potential Milwaukee State Office Building.

Asset Management:

- IT hardware pool support for the Division of Employment and Training Resource Room reduction and Multi-Functional Device / Printer replacement project.
- IT Hardware pool support for the agency-wide Windows 10 project.
- Large-scale agency-wide IT hardware disposal project.

Mailroom:

- Took over management of Department of Natural Resources (DNR) mailroom services in GEF 3 and streamlined and consolidated operations for DNR.
- Expanded the Centralized Scanning unit to include current Worker's Compensation services.
- Coordinated with DOA Division of Hearings and Appeals and DWD Worker's Compensation to create smooth workflow of documents between two locations.



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