



**WISCONSIN**

**Department of Workforce  
Development**

**2013**

**ANNUAL REPORT**



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



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**Scott Walker**, Governor  
**Reginald J. Newson**, Secretary

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December 27, 2013

The Honorable Scott Walker  
Office of the Governor  
115 East, State Capitol  
Madison, WI 53702

Dear Governor Walker,

Under your leadership and vision, the Department of Workforce Development (DWD) remains focused on equipping workers with the skills they need to find jobs in the modern workforce. The addition of over 63,000 private-sector jobs in 2011-12 reflect the state's best two-year gain in over a decade, and this means tens of thousands of additional Wisconsinites can now make ends meet and support their families.

DWD plays a key role in implementing your comprehensive workforce development agenda, and we have risen to the challenge to help Wisconsin close the skills gap, support private-sector job creation, and grow the state's economy.

I am pleased to share with you DWD's many achievements throughout 2013. As you will see, our talented and dedicated agency staff, in collaboration with our many workforce partners, have made tremendous strides over the past 12 months. Some key highlights of these accomplishments include:

**Wisconsin Apprenticeship & Youth Apprenticeship:** Thanks to the improving Wisconsin economy and augmented by an aggressive education and awareness campaign, DWD successfully reversed what had been many years of declining participation. Wisconsin had 3,067 new apprentices through November 1, up 34% from last year and 22% from five years ago.

**Addressing the Skills Gap:** This year, DWD launched the \$15 million Wisconsin Fast Forward worker training grant program and began developing a cutting-edge labor market information system that is slated to be operational in 2014. DWD also launched Skill Explorer, a web-based tool that lets individuals search for openings based on skills instead of job titles, opening up opportunities that span different industries but share skills. In addition, DWD resumed enforcement of the legal requirement that Unemployment Insurance (UI) claimants who must search for work do so by registering on JobCenterofWisconsin.com, providing a resume and creating a job match profile. Employers who register on JobCenterofWisconsin.com will be able to access resumes of an expanded pool of candidates who have a variety of skills and are actively seeking new opportunities.

**Connecting veterans with job opportunities:** DWD's Office of Veterans Services hosted 13 veterans-only job fairs that drew close to 1,800 veterans and 630 employers. Over half of the participating veterans received follow-up interviews or job offers.

**Helping Workers with Disabilities Achieve Employment Goals:** DWD's Division of Vocational Rehabilitation (DVR) assisted over 17,000 individuals with disabilities and helped 3,840 consumers achieve their employment goals in fiscal year 2013. These newly employed individuals are projected to earn \$66.3 million annually, which is more than double the taxpayer investment in their services. In addition, DVR's new team of Business Services Consultants dramatically expanded direct outreach to employers and, during a six-month period, contacted over 2,000 businesses, arranged

over 150 internships and temporary work experiences for individuals, and were involved with 150 direct hires of individuals. In addition, DVR met or exceeded all federal performance standards, advanced innovative public-private partnerships such as Project SEARCH, and secured the five-year, \$32.5 million Promise Grant from the U.S. Department of Education to pilot efforts improving education and career outcomes for low-income children with disabilities receiving SSI benefits.

**Unemployment Insurance:** The Unemployment Insurance (UI) Reserve Fund loan balance has been reduced by 60% from \$738 million in November 2012 to \$293 million in November 2013. Approximately 43,600 employers will see a decrease in their 2014 tax rate, decreasing costs for businesses in Wisconsin.

We've documented these and many more highlights from 2013 in the attached report. I am proud of the accomplishments that our talented staff and workforce partners have achieved to realize your vision for Wisconsin's workforce development system. We remain committed to advance your vision to develop Wisconsin's workforce in 2014 and beyond.

Sincerely,

A handwritten signature in cursive script that reads "Reggie Newson". The signature is written in black ink and is positioned above the typed name and title.

Reggie Newson  
Secretary

# Department of Workforce Development

## 2013 Annual Report

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## Department Overview

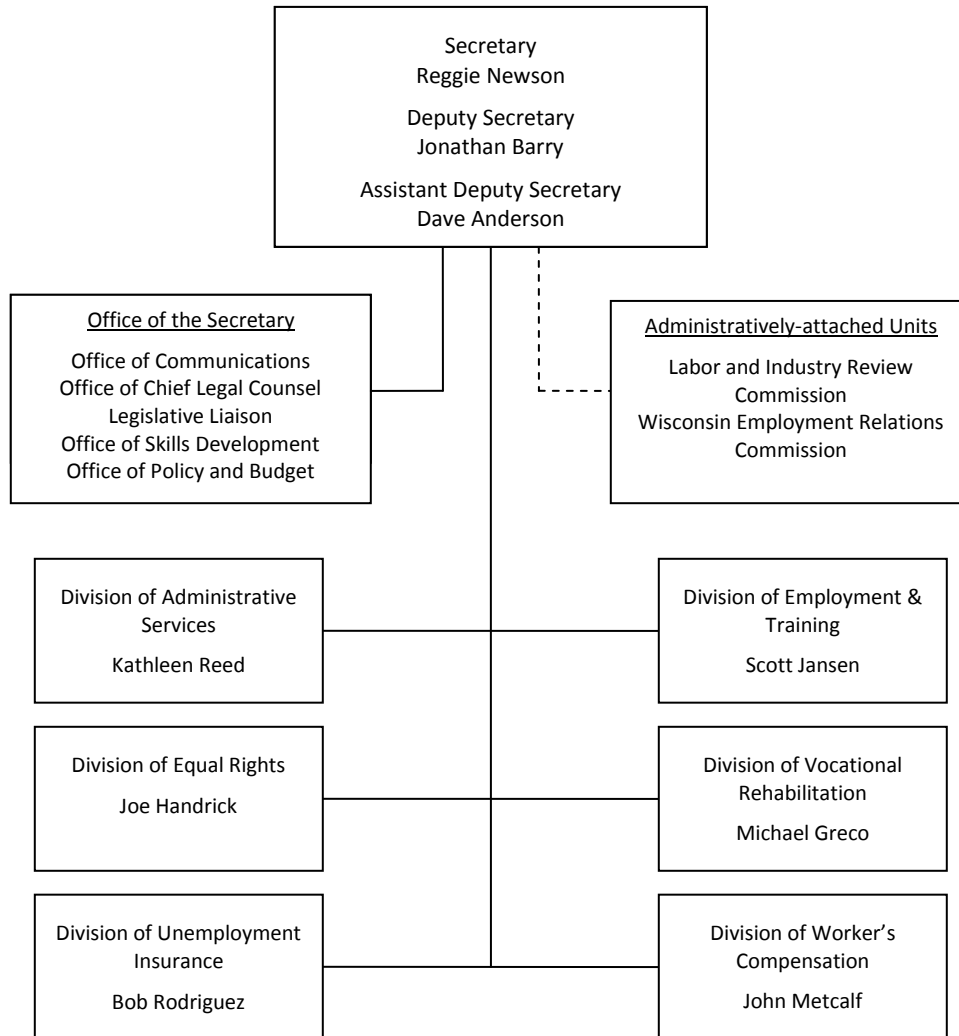
The Wisconsin Department of Workforce Development (DWD) is the state agency charged with advancing Wisconsin's economic and business climate by empowering and supporting the workforce. The department's vision, *Building the workforce to move Wisconsin forward*, is carried out by supporting Governor Walker's "Open for Business" agenda in partnership with the private sector to make available the resources necessary to ensure a skilled and talented workforce that will lead to high-wage, high-skill jobs for all Wisconsinites.

The department is led by Secretary Reggie Newson, appointed by Governor Scott Walker in October 2011. The annual operating budget for DWD is nearly \$400 million, and its staff totals approximately 1,700 full-time equivalent positions. DWD currently consists of five program divisions, an administrative services division and two administratively-attached entities, the Labor and Industry Review Commission (LIRC) and the Wisconsin Employment Relations Commission (WERC).

The Department embarked upon a strategic planning process in early 2013 to develop a new strategic plan to guide the department's activities in 2013 and 2014. The plan, which was developed in concert with a number of DWD employees, includes the following goals:

- 1. Improve Our Ability to Connect Job Seekers to Jobs;
- 2. Develop a Skilled Labor Force Aligned with Employers' Needs;
- 3. Promote Unemployment Insurance Trust Fund Strength and Program Accuracy;
- 4. Increase the Business Value of Program and Service Delivery Through Innovation and Technology; and
- 5. Provide Opportunities for all DWD Staff to Understand How They Contribute Towards DWD's Mission.

# DWD Organization



The Office of the Secretary oversees the Department of Workforce Development (DWD), which conducts a variety of work-related programs designed to connect people with employment opportunities in Wisconsin. 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 a number of other programs, including Unemployment Insurance and Worker's Compensation programs, and is responsible for adjudicating cases involving employment discrimination, housing discrimination, and labor law. The department also analyzes and distributes labor market information.

## Office of Skills Development (OSD)

### ***2013 Accomplishments***

- Governor Walker proposed the Wisconsin Fast Forward program in early 2013. The legislation passed both houses of the legislature with overwhelming bipartisan support and was signed by the Governor in March 2013.
- The measure includes a total of \$15 million for employer-led worker training programs, funds to develop a cutting-edge labor market information system, and authorizes four positions in the newly created Office of Skills Development.

### **Wisconsin Fast Forward Grant Program**

- The Wisconsin Fast Forward Grant program has been developed to be responsive to emerging workforce needs identified by Wisconsin businesses.
- Grant program announcements will be released each calendar quarter based on inquiries from companies, input from the Wisconsin Economic Development Corporation and Wisconsin Technical College System, and analysis of labor market data by DWD labor economists.
- Governor Walker announced the initial round of grant announcements in November 2013, which included a total of \$2.7 million available to train workers in manufacturing, construction, and customer service.
- Successful grant applications will pull together businesses, economic and workforce development organizations, and training providers to establish sustainable talent pipelines that result in employer-defined skills training.
- DWD is committed to transparent and accountable grant outcomes. Grant outcomes will be monitored in consultation with the Governor's Council on Workforce Investment to ensure that grantees achieve expected employment and compensation outcomes.

### **Labor Market Information System**

- DWD also received funds to develop a cutting-edge labor market information system.
- Following the passage of the legislation, DWD completed a competitive procurement process and announced Burning Glass Technologies as the chosen vendor.
- DWD is currently integrating the Labor Market Information System with existing DWD systems.

# 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.

## ***2013 Accomplishments***

### **Bureau of Apprenticeship Standards (BAS)**

- Wisconsin apprenticeship grew in 2013 across all sectors after several years of declining contract registrations. The increase is attributed to an improved economy and a dedicated outreach campaign.
- 3,067 new apprentices began training in 2013 as of 11/01/13. New apprentice contracts exceed the same period last year by 34% and five years ago by 22%. There are currently 9,645 total active apprentices representing 2,384 employers.
- Concluded the \$6 million Wisconsin Sector Alliance for the Green Economy (SAGE) grant on June 30, exceeding its primary performance outcomes and earning national recognition. The U.S. Department of Labor selected SAGE as one of three grants to be featured on an upcoming national webinar on success stories and best practices.

### **IT Coordination Section**

- In 2013, a number of changes were made to JobCenterofWisconsin.com (JCW), the state's free labor exchange. Changes improved job matching functionality and enhanced the user experience for job seekers and employers, including:
  - Making it possible for job seekers to post their resume or a link to an online profile to their JCW job match profile. This has made it easier for employers to access job seeker information through the website and has expanded the pool of available talent for employers to consider.
  - Allowing job seekers to choose which resume would be displayed to employers on the Candidate Search Results Grid.
  - JCW was made mobile-friendly, so it now displays better on smart phones, tablets, and other mobile devices.
  - Data collected in JCW is now loaded daily rather than weekly to the Data Warehouse.



- Enhancements were made to make it easier for a UI claimant to complete the steps required for work registration.

### **Office of Veterans Services (OVS)**

- OVS staff provided initial assessment and employment services to 7,741 newly registered veterans. Of those:
  - 56 percent who received assisted services from OVS staff at job centers were placed in jobs.
  - 57 percent who received intensive services from OVS staff at job centers were placed in jobs.
  - The average annual earnings for veterans entering employment following OVS services is \$28,672.
- Thirteen veterans-only job fairs drew a total of 1,759 veterans and 629 employers. 53 percent of attendees were offered employment or follow-up interviews with employers.

### **Bureau of Workforce Information and Technical Support**

- Consolidated from the Office of Economic Advisors, formerly housed in the Secretary's Office, and the Labor Market Information Section, previously part of the Bureau of Workforce Training within DET. The new Bureau will combine collection, analysis, and distribution of labor market data products.
- Launched Skill Explorer, an innovative, web-based search tool that helps connect job seekers to jobs and helps employers find job applicants with the right skills for their workforce needs. Individuals can search for openings based on skills, instead of looking for work by job titles. The website leverages cutting-edge research by DWD labor market economists to search through skill sets and find occupations that can span many different industries.

### **Bureau of Workforce Training**

- Layoff Aversion Initiative: DET (BJS and BWT) is collaborating with WEDC to develop a layoff aversion strategy for the state that includes an early warning system to identify at-risk firms; a process to target appropriate firms for services and turnaround services( i.e., financial restructuring), and ownership transition to complement current services and resources.

#### *Workforce Investment Act (WIA)*

- Wisconsin's WIA performance improved overall in PY 2012. Seven of the nine common WIA measures were exceeded and two were met.

### *Youth Apprenticeship (YA)*

- ▶ 1,229 students are currently enrolled for the 2013-14 fiscal year at 210 schools and apprenticing at 928 employers. Youth Apprenticeship State Skill Certificates awarded: 1,072.
- ▶ Governor Walker signed legislation into effect that will increase the amount of funds available to train youth apprentices by \$1 million over the biennium.
- ▶ DWD awarded \$1,858,500 in grant funding for 2013-14 to 31 Youth Apprenticeship regional programs in July.
- ▶ Three new career pathways were added to YA: environmental systems for basic and advanced water resources units; therapeutic services for dental assistant unit; and mobile equipment maintenance, damage analysis and electrical repair unit for diesel mechanic.

## Division of Vocational Rehabilitation (DVR)

### ***Mission***

The mission of the Division of Vocational Rehabilitation 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,
- Business owners, providing the talent of qualified job seekers with disabilities and helping them achieve a better bottom line.

DVR is located throughout Wisconsin, including in many Job Centers, in addition to our central administrative office in Madison. DVR works in teams, assisting all customers and maintaining a high level of customer service.

### **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
- Transition to work services for students with disabilities in high school
- Employment service support for persons with severe 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

**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 the businesses' products and services for both employees and customers
- Education for managers and staff related to disability and employment

***Federal Fiscal Year 2013 Accomplishments***

**Serving Job-Seekers with Disabilities**

- Almost 18,000 job seekers with disabilities actively engaged with DVR in an Individualized Plan for Employment.
- 3,840 individuals with disabilities successfully reached their employment goal and entered the workforce.
- Governor Walker signed legislation into effect that will increase the total amount of funding available to serve DVR consumers by nearly \$20 million in state and federal funding, which will enable DVR to serve an additional 6,000 consumers over the biennium. The legislation will expedite services and decrease waiting lists for job seekers with disabilities.
- The earnings of these 3,840 recent additions to Wisconsin's workforce is projected to be \$66 million annually, more than double the public investment made in their services. A hefty portion of these earnings will be used to purchase goods and services, bolstering Wisconsin's economy and transforming successful DVR customers into workers and taxpayers, and measurably decreasing their dependence on public assistance.

	<b>FFY 10</b>	<b>FFY 11</b>	<b>FFY 12</b>	<b>FFY 13</b>
Successful Outcomes	2,784	2,972	3,250	3,840
Return on Investment	189%	197%	210%	206%

- When a DVR consumer who receives Social Security disability benefits works above a level known as substantial gainful activity, DVR receives reimbursement from the Social Security Administration for the cost of that person's case with DVR. In Federal Fiscal year 2013, DVR received more than \$6 million in reimbursements from the Social Security Administration.

Reimbursed funds are folded back into the program to offer additional job seeker and business services.

## **Meeting Business Needs**

- Wisconsin DVR hired twenty new Business Services consultants in 2013. These individuals will develop relationships with Wisconsin businesses and help them recruit, hire and retain people with disabilities.
- After only six months, DVR Business Services Consultants have:
  - Been involved in 150 direct hires of DVR job seekers
  - Arranged 118 On-The-Job Training (OJT) experiences for DVR job seekers
  - Arranged 154 internships and temporary work experiences for DVR job seekers
  - Had contact with 2,092 businesses in Wisconsin to discuss recruiting and hiring people with disabilities
- Private-sector and state agency employers have benefited significantly from the following DVR On-the-Job Training initiatives:
  - Since February 2009, almost 1,900 OJT private-sector hires were supported by a 50 percent payroll cost subsidy for employers providing up to 90 days of on-the-job training following a hire. More than 82% of DVR consumers who participated in an OJT have achieved their employment goals, making the OJT-hire initiative a tremendous success and making it affordable for small employers to hire and train new employees.
  - In this same time period, DVR has invested nearly \$2.1 million for more than 130 DVR job-seekers participating in six month OJT internships with 15 state agencies. More than 50 DVR LTE employees are now part of the State's permanent workforce as a result of their successful completion of an OJT-LTE internship position. DVR has also trained state agency HR staff on how to utilize exceptional hiring procedures and increase the hiring of people with disabilities.
- DVR participates in The National Employment Team (The NET), a national network of the 80 vocational rehabilitation (VR) programs that creates a coordinated approach to serving business customers through a national VR team with a talent pool of one-million job candidates.
  - The NET has partnerships with a number of major corporations such as Walgreens, Safeway, Convergys, Microsoft and Food Lion. The NET also partners with federal agencies such as the Internal Revenue Service (IRS), the Department of Transportation (DOT), the National Institute of Health (NIH) and the Defense Commissary Agency (DeCA), to name a few. The NET brings the following benefits to Wisconsin DVR business customers and job seekers with disabilities:
    - Business has direct access to a pool of qualified applicants and the support services provided by the public VR system and their partners;
    - VR consumers have access to national employment opportunities and career development resources; and

- VR agencies have a national system for sharing employment resources, best practices and business connections.
- Businesses and job seekers with disabilities can access the Talent Acquisition Portal (TAP), an online tool that connects vocational rehabilitation consumers nationwide with employment opportunities.

### **Meeting Federal Expectations**

- ⦿ The Rehabilitation Services Administration (RSA), the US Department of Education agency that provides almost 80% of Wisconsin DVR's funding, establishes performance indicators that each state's vocational rehabilitation agency is required to meet. In FFY 2013, Wisconsin DVR met or exceeded all performance indicators.

<b>Performance Indicator</b>	<b>Target</b>	<b>Wisconsin DVR</b>
Those achieving an employment outcome	2,784	3,840
Those receiving services who achieved an employment outcome.	55.8%	57.4%
Those who achieved an employment outcome at or above minimum wage.	72.6%	100%
Those who achieved an employment outcome who have a significant disability	62.4%	99.6%
Those who achieved an employment outcome who are earning the state average hourly wage or higher	52%	59%
Those who achieved an employment outcome who listed "own income" as primary support when leaving DVR	53%	61%

### **Wisconsin as a National Leader**

- ⦿ Wisconsin has led the nation in the use of Motivational Interviewing as a counseling technique that is used with job seekers with disabilities. It allows counselors to evoke change from within the job seeker, change that is more substantial than requiring or imposing changes upon them.
- ⦿ Wisconsin DVR's approach to working with customers we share with other agencies is a model that has gained interest in several other states. DVR has agreements with the Departments of Public Instruction, Health Services and Children and Families, as well several Wisconsin tribal entities, so that services to individuals who interact with multiple agencies receive services that are well-coordinated.

### **DVR Innovations**

- ⦿ Wisconsin was selected as one of six sites for a Promise Grant from the US Department of Education. This 5-year, \$32.5 million pilot is aimed at improving the education and career outcomes of low-income children with disabilities who receive a Supplemental Security Income benefit from the Social Security Administration. DVR will partner with the Wisconsin

Departments of Public Instruction, Health Services and Children and Families and others to coordinate services to youth and their families.

- DVR and the Department of Health Services have worked collaboratively to establish an innovative model that provides a rapid job search and includes ongoing and individualized support after a placement is made for job seekers with severe and persistent mental illness. Since starting the project in three counties, the rehabilitation rate for individuals with persistent mental illness has increased from a statewide rate of 39% (SFY 2009) to a rate of 49.6% (SFY 2013). Additionally, this project has been further expanded to nine counties in Wisconsin. An additional eight counties have approached the statewide Individual Placement and Support (IPS) team to begin planning for expansion of IPS in coordination with the other existing county projects.
- DVR partnered with the Walgreens Retail Employees with Disabilities Initiative (REDI) to provide training for individuals with disabilities in a retail setting. This national program began its pilot in Milwaukee-area Walgreens retail locations in 2012. Forty-eight DVR consumers who completed REDI training have been hired in permanent positions by Walgreens and 6 consumers have been hired by other businesses.
- Building on the success of the REDI model, also called place and train, DVR offered the place and train model with other businesses and is currently working with Froedtert Health Systems, Wisconsin's tribal entities, Wheaton Franciscan Healthcare and Sam's Club to implement this model at their various locations.
- Wisconsin continued its successful participation in Project SEARCH, a national program that provides real-life work experience to help youth with significant disabilities make successful transitions from school to work and adult life. In 2013, Wisconsin added two new Project Search sites at St. Elizabeth Hospital in Appleton and Waukesha Memorial Hospital. These additions brought the statewide total of Projects Search sites, with other sites at University of Wisconsin Hospital (Madison), William S. Middleton Veterans Hospital (Madison), Children's Hospital (Milwaukee), Wal-Mart Distribution Center (Menomonie), and Ministry St. Johns Hospital (Marshfield). There are currently 60 interns participating in Project Search, statewide.
- DVR partnered with the Department of Health Services, the Department of Public Instruction and the Board for People with Developmental Disabilities to implement "Let's Get to Work" grants in nine school districts throughout the state. These grants provide career exploration and work experience for youth with developmental disabilities in Wisconsin.
- DVR also established a Youth on the Job Training initiative, reimbursement to an employer for the costs associated with training a youth in a job at up to 100% of wages for up to 500 hours. DVR transition consumers can work these hours either during school or summer breaks. More than 300 youth OJT's have been developed since the program's beginning in 2011.

# Division of Unemployment Insurance (UI)

## ***Mission***

Providing economic support for unemployed workers and stabilizing the economy.

## ***2013 Accomplishments***


- Over the last year, DWD eliminated the backlog for non-automated claims and brought the wait down to a maximum of four days. The current number of items pending is 753. In summer 2012, the backlog had been in excess of 10,000 with a wait time of 12 weeks or longer in some cases.
- Earlier this year, DWD began enforcing a requirement that UI claimants who are required to search for work must register in JobCenterofWisconsin.com. The requirement had not been consistently enforced since DWD transitioned from in-person UI claims to a telephonic claim-taking system in the mid-1990s. The UI Division collaborated with the Divisions of Employment and Training and Administrative Services to successfully roll out the initiative beginning with claims on October 13<sup>th</sup>. To date, compliance with the requirement has been in excess of 90% for affected claimants after the 14-day registration "grace period."

## **Financials**


- \$1.16 billion in UI tax revenue has been received from approximately 132,000 employers through October 31, 2013.
- The UI Reserve Fund loan balance has increased by \$445 million so far this year. The loan balance on November 5, 2013 was \$293 million, a 60% reduction from the November 2012 balance of \$738 million.
- Due to recently-passed legislation, \$19 million of interest paid in September 2013 for the outstanding federal loan was paid with general purpose revenue, sparing employers from the Special Assessment for Interest and avoiding an additional \$19 million in taxes that would otherwise be due to employers.
- In 2013, the Federal Tax Offset Program (TOP) collected \$13.1 million in benefit overpayments from federal tax refunds. During the 3 years since the program began, UI has intercepted \$28.0 million. Likewise, the State Tax Offset program collected \$6.1 million from tax refunds in 2013 and a total of \$17.6 million has been intercepted from tax returns during the same time period.
- Approximately 43,600 employers will see a decrease in their 2014 tax rate, an increase from 2013.
  - The average tax rate for large employers is 3.82% for 2014 versus 4.27% for 2013.
  - The average tax rate for small employers is 3.27% for 2014 versus 3.59% for 2013.
  - The taxable wage base is scheduled to remain at \$14,000.



Change in Tax Rate	2014 Tax Rate	2014 % of Employers	2013 Tax Rate	2013 % of Employers	2012 Tax Rate	2012 % of Employers
No Change	34,399	26%	34,078	26%	35,743	28%
Rate Increase	32,233	25%	34,246	27%	45,444	35%
Decrease	43,644	34%	41,084	32%	30,360	24%
New Employer Rate	19,577	15%	19,170	15%	16,392	13%

-  In July of 2013 UI introduced the option of receiving benefit payments on a pre-paid debit card. DWD estimates the UI program will save \$1 million a year in check writing, processing and mailing costs when the transition to all electronic payments is completed over the next 1-2 years.

### **Services**

-  Created a worker classification website to help determine if a worker is an employee or independent contractor as defined by Unemployment Insurance, Workers' Compensation, Labor Standards and Civil Rights. The site includes plain language explanation of the statutes, case studies, and an email option for reporting potentially misclassified workers to DWD.

## Worker's Compensation Division (WC)

### ***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.

### ***2013 Services***

#### **Bureau of Insurance Programs** *(statistics cover Jan. 1-Oct. 31, 2013)*

- The self-insured program monitored 197 private and 56 public self-insured Wisconsin employers.
- Five active wrap-up projects are being monitored. Wrap-up projects are large construction projects with a single policy covering all contractors. Wrap-up projects are designed to provide a coordinated project safety program.

#### **Bureau of Legal Services** *(statistics cover Jan. 1-Oct. 31, 2013)*

- In 2013, the Bureau of Legal Services staff resolved 3,795 health care service fee and necessity of treatment dispute cases through alternative dispute resolution, preventing the need for costly continuing litigation and administrative processes.
- There are about 510 cases ready for hearing that have not been scheduled. The average time to schedule hearings on ready cases is about 45 days, down from nearly 200 days in 2007, which saves time for all parties.

#### **Bureau of Claims Management** *(Statistics cover Jan. 1-to Oct. 31, 2013)*

- Just over 23,451 fax batches have been electronically processed by Claims Services staff out of the Kofax Fax Importation application. Prior to April 4, 2011 these batches would have been processed on paper. They are now processed electronically, which is quicker and less costly to the taxpayer than previous processes.
- The State of Wisconsin Work Injury Supplemental Benefit Fund has a cash balance of slightly over \$4 million as of October 31, 2013. Disability-related benefits paid out of the Fund have averaged slightly over \$5.2 million per year over the past five state fiscal years.

## Equal Rights Division (ERD)

### ***Mission***

To protect the rights of all people in Wisconsin under civil rights and labor standards laws we administer.

To achieve compliance through education, outreach, and enforcement.

To create a positive and healthy business and work climate in Wisconsin through consistent, fair, and efficient enforcement of the law.

### ***2013 Services***

- ▶ Administrative Law Judge Mediators have had an excellent success rate of more than 70 percent of the more than 600 mediations completed since re-implementing the process in March 2011.
- ▶ Continued use of the online Project Determination application has allowed those doing public works projects to issue their own project determinations. Through October of 2013 users have issued 2,387 determinations of the total 2,508 issued this year – now over 95 percent. This saves the taxpayer significant staff time and money.
- ▶ The Labor Standards Bureau (including prevailing wage, wage claims, minimum wage, overtime, business closing enforcement) collected over \$1.79 million in CY 2013 for more than 2,100 affected employees.
- ▶ The Civil Rights Bureau conducted a "Value Stream Mapping" exercise of its complaint processes, which will lead to streamlining the system. Many of the action items have already been implemented and a redesign of the Civil Rights Information System (CRIS) is underway. These efforts help to streamline operations and save money for the taxpayer.

## Administrative Services Division (ASD)

### **2013 Activities**

#### **Administrator's Office:**

- Implemented DWD Risk Management Committee to address workplace risk cost reductions and formulated plans for implementing a work safety culture.

#### **Grant Administration**

- DWD Grant SharePoint site developed, serving as a repository for official records of grant application and funding notices; provides paperless process for approval and signature of applications and modifications; provides grant teams with resources, including shared workspace. This has resulted in greater operational efficiency which saves operational costs for the taxpayer.

#### **Bureau of Finance:**

- Completed the year with no financial findings by the Legislative Audit Bureau's Single Audit Report.
- The time distribution process was rewritten to better summarize the records. This will save the taxpayer an estimated \$182,000 per year in processing costs
- The PAL process was modified to allow receipts to be scanned and saved in PAL. This has resulted in approximately 90% of all PAL statements being processed completely electronically, which brings additional savings to the taxpayer.
- Initiated a RAPIDS Value Stream Mapping process. The process for requesting W-9's from vendors is been cut from up to several months to under a month and the number of payments that cannot be paid because we do not have the W-9 has been cut by approximately two-thirds. Expedited processes save on operational costs, which benefits the taxpayer. Currently, Rapids has been removed from about 180 computers and it is expected that it will be removed from about 160 more computers.

#### **Office of Procurement:**

- Completed all state reporting requirements in a timely manner for Contract Sunshine which allows transparency and accountability for taxpayers.
- Completed procurements as required by divisions, including procurement for the future cutting-edge Labor Market Information System (LMIS).

- Participated in multi-agency review of State's procurement manual with an eye toward cost-savings and greater efficiency.

#### **Bureau of General Services:**

- Telecom:
  - Migration to a new enterprise-wide voice mail platform, which affected over 1,500 DWD users and brought greater efficiency to agency operations.
  - Facilitated DET and UI in implementing mandatory Job Center of Wisconsin registration in an effective and efficient manner.

#### **Bureau of Information Technology**

- The DWD Business Intelligence (BI) team is delivering solutions that empower decision-makers to be as informed as possible through the use of BI which allows DWD to make better decisions on taxpayer-funded investments. The DWD Strategic Plan can be viewed in an interactive user-friendly dashboard by internal staff as well as external customers via DWD's public-facing Internet site.

#### **Bureau of Human Resource Services:**

- DWD received the 2013 Diversity Award from the State Council on Affirmative Action.
- Implemented a new learning management system, Cornerstone, to facilitate internal education efforts to aid in the training and development of a talented DWD workforce on behalf of the taxpayer.
- Provided 18 Division of Vocational Rehabilitation (DVR) On-Job-Training (OJT) Interns with internships at DWD, which provides valuable job experience and puts DVR interns on the path to be independent. In addition, four interns were hired into permanent and/or project DWD positions after their internships.
- Filled 509 positions during State Fiscal Year 2013 (375 permanent, 67 project, and 67 limited term employment), which allows DWD to serve taxpayers more effectively and efficiently.
- Implemented re-engineered DWD Hiring Process enhancements. Since March 1, 2013, 99% of completed staffing transactions fell within the 126 day forecasted future state. In fact, more than 70 percent were completed in 60 days or less, which allows DWD to serve taxpayers more effectively and efficiently.
- Coordinated a total of 183 training, Brown Bag, and Employee Assistance Program (EAP) sessions with 3,742 participants, including 137 training sessions, with 3,101 participants; 18 Brown Bag sessions, with 436 participants; and 28 EAP sessions, with 205 participants, which allows DWD to better serve taxpayers.

**Web Team:**

- Developed of a multitude of marketing materials for various DWD programs and initiatives that continue to support and advance the DWD brand.
- Worked with KW2 and a BITS application team to develop the Wisconsin Fast Forward website, web application, newsletter and numerous marketing brochures, information sheets, and grant program announcements.
- Worked directly with KW2 and the DET/BITS application team to develop the Skill Explorer web application.



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