



WISCONSIN

Department of Workforce
Development

DWD STRATEGIC PLAN

November 2011

Mission

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

Vision

Wisconsin - the Workforce of Choice

Wisconsin is Open for Business



Department of Workforce Development



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November 2011

Dear Colleagues,

When Governor Scott Walker took office in January 2011, he declared the State of Wisconsin open for business. Since that time, the Governor has advanced policies that support regulatory reform, limited government, and promote economic growth. He recognizes that a flexible and effective workforce development system is essential for economic growth and job creation, and his vision for Wisconsin's workforce system is one that:

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

Under the Governor's leadership, the state's business climate is improving and private sector jobs are increasing. Governor Walker has set a goal of 250,000 new jobs to be created in four years, and the state's workforce development system, particularly DWD, has a critical role to play.

It is within the context of Governor Walker's vision that the DWD Strategic Plan has been developed to guide agency activities over the next three years. The goals of the DWD Strategic Plan are to:

- ◆ Connect Jobseekers to Jobs (250,000).
- ◆ Support the Development of a Highly Skilled Labor Force in Wisconsin.
- ◆ Achieve Unemployment Insurance Solvency and Increase Program Integrity.
- ◆ Deliver DWD Services More Efficiently and Support Increased Transparency and Accountability.

These goals not only help DWD fulfill its mission of advancing Wisconsin's economy and business climate by empowering and supporting the workforce, but the goals also reflect DWD's responsibility to improve operational efficiency and accountability, which aligns with Governor Walker's ongoing initiative to deliver programs and services in the most efficient way in state government.

With approximately 1,600 employees and an annual budget of more than \$450 million, DWD ranks among the largest Cabinet agencies in Wisconsin government. Each member of the agency's staff has a role to play in realizing the goals outlined in the DWD Strategic Plan. In fact, the agency's success is only possible through the engagement of and contribution by every DWD employee. The same goes for DWD's many workforce partners, as no single agency can advance a strong state workforce development system on its own.

The report that follows provides a description of each goal, the strategies to fulfill each goal, and summaries of the actions that will be pursued. To help illustrate the role that staff and stakeholders play, the report includes stories of DWD employees and ways in which the tasks they perform each day are in line with at least one of the four goals in the DWD Strategic Plan. It is through the alignment of activities by all DWD employees under these goals that the agency will successfully implement the plan.

Through this success, DWD will help make Wisconsin the workforce of choice.

Sincerely,

Secretary Reggie Newson



Goal No. 1: Connect Jobseekers to Jobs (250,000 jobs)

Strategy: Promote www.jobcenterofwisconsin.com and DWD job services

Through the Wisconsin Job Service, along with www.jobcenterofwisconsin.com (JCW), DWD and partnering agencies provide employment services, training and other assistance to people looking for work, as well as work with employers to meet labor market needs. The more visible these services are, the more they will be used by employers and jobseekers, and the more value they will contribute to our state's overall economy. Promotion of JCW and DWD job services will be accomplished through a variety of steps. We will work to increase use of the website by employers and employees, increase the total number of job fairs and other events, and make greater use of targeted emails and electronic media, including social media, to reach and assist employers and jobseekers. We also will provide greater opportunities for underserved jobseekers to gain employment. We will develop a marketing plan to highlight accomplishments of the workforce delivery system, showing our progress.

Strategy: Connect unemployment insurance claimants to employment & training services

Unemployment Insurance (UI) claimants comprise a critical population of jobseekers who are in need of jobs. DWD will concentrate on this key population group and pursue such action steps as: creating an interdivisional workplan of activities to strengthen connections between UI claimants and Division of Employment and Training (DET) services; creating a common registration for UI and www.jobcenterofwisconsin.com; pursuing resources to sustain Reemployment Services (RES) and align RES programs among key workforce partners; and specialized training and job search services to connect UI recipients with reemployment.

Strategy: Empower individuals with disabilities resulting in barriers to employment to become economically self-sufficient

As part of its mission, DWD facilitates self-sufficiency for job seekers who have disabilities. To meet this objective, DWD will increase the number of successful employment outcomes for job-seekers with disabilities by working with jobseekers and employers. Actions will include: increasing relationships with the business community to increase employment placements for individuals with barriers to employment including private and public temporary employment, paid internships, and on-the-job training opportunities; increasing emphasis in the identification, referral and provision of effective vocational rehabilitation services to individuals with disabilities who are also members of a minority group; continuing to enroll DVR job-seekers on Job Center of Wisconsin; providing vocational rehabilitation outreach to students with disabilities no later than age 16 so that transition service needs can be identified and addressed prior to graduation and the disabled youth can be successfully transitioned from school to post high school employment; and assisting individuals with significant disabilities to launch their own businesses.



Tyrone Davidson
ASD Service Desk technician,
Madison

"These days, few people go door to door looking for work. Searching for work has become high tech. Job seekers and employers sit at computers, searching for the right job, the best applicant. I help them connect. As a Service Desk employee, I help manage the online services and often work with employers and jobseekers alike to keep the system running."



Sandy Valentine
DVR Counselor, Green Bay

"People with disabilities are people with many talents and abilities. They have much to contribute. That's what I tell employers at every opportunity. I want them to see the possibilities. I work to connect people with disabilities to jobs."



Goal No. 2: Support the Development of a Highly Skilled Labor Force in Wisconsin

Strategy: Engage and support the Governor’s Council on Workforce Investment (CWI)

The Council on Workforce Investment assists the Governor in the development and continuous improvement of the statewide workforce system. The CWI has been charged by the Governor to anticipate employer labor needs while building and strengthening Wisconsin’s workforce; to support the development of a highly qualified labor force; and to empower individuals to pursue and retain good paying jobs. DWD will actively support the CWI in its mission. This support will be delivered through activities such as: hosting regular CWI meetings focused on addressing the mismatch between labor market needs and skills within the state’s workforce; developing a subcommittee focused on youth and sector strategies; and evaluating the feasibility of CWI objectives.

Strategy: Support the identification of a pool of additional discretionary funding for development of Wisconsin’s workforce

The needs of the state’s workforce development system grow even larger during times of economic difficulty and finite resources, as does the importance of having workers who can adjust and are “job-ready” for opportunities that do become available. DWD will analyze other state funding formulas and mechanisms and explore options that will maximize funding opportunities and prioritize resources to address the mismatch between labor market needs and skills within the state’s workforce.

Strategy: Coordinate and align workforce development programs with public and private sector partners, including the Workforce Development Boards

In order to best align Wisconsin’s workforce development programs, DWD will work in collaboration with workforce partners to pursue a variety of action items, such as: studying potential boundary alignments among workforce development areas and economic development regions; developing a toolkit to target out-of-state businesses for recruitment; aligning public and private sector resources to retain and attract well-trained workers to Wisconsin; promoting “Just in Time” training models across workforce system partners including educational institutions; supporting Regional Industry Skills Education (RISE) with Career Pathways in coordination with the Wisconsin Technical College System; expanding apprenticeship program opportunities to new occupations while providing greater opportunities for women and minorities participation; and strengthening the use of portable credentials such as the WorkKeys test and the National Career Readiness Certificate.



Owen Smith

**DET Program & Policy Analyst,
Madison**

“One of the best training programs started, right here in Wisconsin, 100 years ago, and it is as effective as ever in developing a highly skilled labor force. Apprenticeship is the original on-the-job training program, tried and true, one that changes with the times. We are improving existing apprenticeships and creating new ones to ensure a highly skilled workforce. For example, we have new apprenticeships to train workers for jobs in emerging clean energy industries and more energy efficient construction, as well as a new dairy industry apprenticeship. I am proud to be part of this effort.”



Goal No. 2: Support the Development of a Highly Con't Skilled Labor Force in Wisconsin

Strategy: Focus resources on key sectors where there is high growth and high need for workers

Challenging economic times demand that limited resources be prioritized and aligned in a way that engages all workforce partners, leverages Wisconsin's economic strengths, and ensures the labor force has the skills that are sought by employers. DWD will work in coordination with public and private sector workforce partners to identify and develop sector strategies, in part through enhanced workforce data, and to pursue potential funding sources for sector strategies. DWD also will support actions to promote the manufacturing sector within the K-12 system as an attractive career pathway for the workforce of tomorrow, and to establish a Youth Committee within CWI to review and enhance service delivery of education and workforce training programs. Additionally, DWD will pursue actions to support the expansion of entrepreneurship.

Goal No. 3: Achieve Unemployment Insurance Solvency and Increase Program Integrity

Strategy: Improve solvency of the Unemployment Insurance Trust Fund by engaging Unemployment Insurance Advisory Council (UIAC)

In order to regain UI Trust Fund Solvency and maintain it in the future, DWD will work in collaboration with the Unemployment Insurance Advisory Council (UIAC) to study and put forth recommendations to strengthen the fund. Actions will include studying and promoting additional clarity, uniformity and accountability through modifications of the state's UI laws. DWD will also pursue steps to enhance benefits timeliness and improve quality, and to more aggressively pursue claimant overpayments and employer delinquencies.

Strategy: Increase the Unemployment Insurance Program's Efficiency and Cost Effectiveness

Continuing changes in the workforce, UI laws and technology demonstrate the need for UI system enhancements that promote adaptability. To this end, DWD will pursue action items to modernize the UI system and improve functionality, increase efficiencies, reduce support costs, and enhance accountability.

Strategy: Enhance the Unemployment Insurance Program's Integrity

DWD will implement procedures focused on the important work of detecting and recovering overpayments and fraud as well as reducing the number of improper payments.



Troy Sterr
UI Project Manager,
Madison

"During the Great Depression, Wisconsin became the first state with unemployment insurance, and it enacted the UI law in the best interests of workers and employers. We experienced record claims and benefit payments during the Great Recession. We are now working to balance the fund and strengthen the program, so it can continue to provide temporary relief and sustain a workforce for employers as layoffs occur in the future. As a project manager, I welcome the opportunity to coordinate and implement projects with my colleagues to achieve solvency, improve the UI program, and maintain its standing as a model to the nation."



Goal No. 4: Deliver DWD Services More Efficiently and Support Increased Transparency and Accountability

Strategy: Continuously identify and implement strategies to deliver programs and services more efficiently

DWD strongly supports the mission of the Governor’s Commission on Waste, Fraud and Abuse. DWD will develop and establish regular meetings of an inter-divisional committee of agency leaders focused on efficiencies and will remain actively engaged in the Governor’s Commission. DWD will pursue other actions in support of gaining efficiencies, such as development of a system to encourage employee suggestions, the regular review and scrutiny of approved and requested DWD expenditures, the promotion of remote meetings, and participation in the Department of Administration’s (DOA) Green Building initiative.

Strategy: Improve funding and efficiency of the Equal Rights (ERD) and Worker’s Compensation (WC) programs

DWD will pursue actions that maximize efficiencies in ERD and WC while ensuring responsibilities are carried out, including the exploration of additional or alternative revenue sources and funding mechanisms through collaborations with other partnering agencies; options to expand the use of mediation and alternative dispute resolution in both divisions; promotion of workplace safety through additional outreach and partnership activities; implementation of enhanced accountability measures through additional tracking and documentation; evaluation of potential ERD statutory and regulatory changes to promote efficiency; and measures to strengthen the solvency of the Uninsured Employers Fund.

Strategy: Measure results to allow for informed decision making on resource allocations

DWD will pursue actions that ensure future financial decisions are based on sound and accurate data, such as: development of key metrics for each division to identify successful outcomes; creation of an agency-wide dashboard to show metrics for each division; as well as targeted use of additional forecasting, measurement and documentation tools and mechanisms.

Strategy: Enhance efficiencies by implementing high priority IT projects

Robust and comprehensive data systems promote operational efficiency, enhance accountability, provide accurate information and reduce human error. To this end, DWD will implement IT-related improvements that: improve compatibility, connectivity and functionality between DWD computer systems and promote inter-divisional cooperation; promote web-based processes that support self-service and reduce reliance on paper forms; strengthen DWD’s capacity for electronic transfer of information; strengthen electronic document creation, use and retention; establish an enterprise wide data warehouse strategy while maintaining division control of program data and reports.



Allen Lawent
ERD Administrative Law Judge,
Milwaukee

“When our Civil Rights Bureau receives a complaint, we now offer parties an opportunity to resolve their differences through mediation. In the past, this didn’t happen until a hearing was scheduled on results of an investigation. Achieving a fair and equitable solution through early mediation saves everyone involved time and money. As an experienced ALJ, I work to expedite resolution of complaints through early mediation.”



Sebrina Smith
WC Hearings Scheduler, Madison

“When claims result in disputes, hearings often are the only means to resolve them. At times in the past, hearings were scheduled before the parties were ready with all the necessary documents in hand. We now have an automated system, and it’s one of the most efficient in the nation. It’s my job to review the files and make sure cases are ready for hearings. I work to make our programs run more efficiently, providing the people of Wisconsin best possible service.”



Appendix A:

DWD Divisions Mission, Descriptions & Governance Authority

ADMINISTRATIVE SERVICES DIVISION

Mission: Reducing department costs, adding business value, and improving service delivery with responsive, efficient, transparent, and high quality administrative support services.

The Administrative Services Division (ASD) provides services and support to DWD programs and employees that ensure departmental policy and budgetary issues are identified and analyzed, and that policy recommendations are appropriate, coordinated, and consistent with departmental goals and objectives. The division also provides centralized human resource, payroll, financial accounting, purchasing, facilities management, fleet, training, health and safety, information technology, and administrative support services.

Governance Authority

The State of Wisconsin Department of Workforce Development (DWD) is authorized by Wisconsin Statute 15.22 and the Administrative Services Division of DWD is modeled after the Wisconsin Department of Administration (DOA) [formed by Chapter 16] as directed in 15.02(4) that the Secretary, “subject to the approval of the governor, establish the internal organization of the department or independent agency and allocate and reallocate duties and functions not assigned by law to an officer or any subunit of the department or independent agency to promote economic and efficient administration and operation of the department or independent agency.”

DIVISION OF EMPLOYMENT AND TRAINING

Mission: Providing a seamless continuum of services to employers so they have the workforce they need and to individuals and families so they can achieve economic self-sufficiency.

The Division of Employment and Training (DET) oversees all workforce services administered by DWD including the state labor exchange system, analyzes and distributes labor market information, monitors migrant worker services and operates the state apprenticeship program. The division also administers a comprehensive interdepartmental employment and training system through public-private partnerships and a statewide network of 22 comprehensive job centers. DET is comprised of the Bureau of Apprenticeship Standards, Bureau of Job Service, Bureau of Program Management and Special Populations, and the Bureau of Workforce Training.

Governance Authority

The State of Wisconsin Department of Workforce Development (DWD) is authorized by Wisconsin Statute 15.22 and the Employment and Training programs, including Migrant Labor Compliance, as designated in Wis. Stats. Chapters 103 and 106.



DIVISION OF VOCATIONAL REHABILITATION (DVR)

Mission: Obtaining, maintaining, and improving employment for people with disabilities by working with VR jobseekers, employers, and other partners.

The federal-state vocational rehabilitation program provides employment services to individuals who have significant physical and mental disabilities that create barriers in obtaining, maintaining, or improving employment. Each person is counseled and may receive medical, psychological, and vocational evaluations and training services. Employment programs, which are supported through state and federal funding, include vocational rehabilitation services for eligible persons with disabilities, supported employment, include job coaching for individuals with severe disabilities; and, the Business Enterprise Program, which establishes business or vending state locations for individuals who are legally blind.

Funding for the program is provided by a federal vocational rehabilitation grant (78.7%) from the US Department of Education with state matching funds (21.3%). FFY 2012 total budget is approximately \$74 million.

Governance Authority

US Federal Rehabilitation Act of 1973 directs the governance and administrative operations of WDVR. The Vocational Rehabilitation Act was incorporated into the Workforce Investment Act, Title V. Wisconsin laws include Chapter 47 and DWD Administrative Rules 60, 65, 68 and 75.

EQUAL RIGHTS DIVISION

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

The Equal Rights Division (ERD) enforces state laws that protect individuals from discrimination in employment, housing, and public accommodations. It also administers the enforcement of family and medical leave laws and the labor laws relating to hours, conditions of work, minimum wage standards, and timely payment of wages. ERD determines prevailing wage rates and enforces them for state and municipal public works projects not including highway projects. The division also enforces child labor laws and plant closing laws. ERD is comprised of the Bureau of Labor Standards and the Bureau of Civil Rights.

Governance Authority

The State of Wisconsin Department of Workforce Development (DWD) is authorized by Wisconsin Statute 15.22 and the Equal Rights Division as designated in Wis. Stats. Chapter 327, Laws of 1967.



WORKER'S COMPENSATION

Mission: Promoting healthy and safe work environments, maintaining a balanced system of services, and ensuring compliance with provisions of the Wisconsin Worker's Compensation Act

The Division of Worker's Compensation (WC) administers programs designed to ensure that injured workers received required benefits from insurers or self-insured employers, encourages rehabilitation and reemployment for injured workers and promotes the reduction of work-related injuries, illnesses, and deaths. WC is comprised of the Bureau of Legal Services, Bureau of Claims Management and the Bureau of Insurance Programs.

Governance Authority

The State of Wisconsin Department of Workforce Development (DWD) is authorized by Wisconsin Statute 15.22 and the Worker's Compensation Act, Wis. Stats. Chapter 102 serves as the foundation for the worker's compensation system. The Act is instrumental to maintaining an effective and efficient system (Wis. Admin. Code Ch. DWD 80). The Wisconsin Worker's Compensation Act is unique in that amendments are formulated through a collaborative process that involves the primary stakeholders of the system - labor, management, insurers, medical providers, legislators and staff. This process yields an Act that provides a stable and widely supported worker's compensation system.

UNEMPLOYMENT INSURANCE DIVISION

Mission: Providing economic support for unemployed workers and stabilizing of the economy

The Unemployment Insurance (UI) Division is comprised of the Benefits Operation Bureau, the Bureau of Tax and Accounting, the Bureau of Legal Affairs, the Bureau of Management and Information Services and the office of the Administrator. The UI division administers programs to pay benefits to unemployed workers, collect employer taxes, resolve contested benefit claims and employer tax issues, detect unemployment insurance fraud, and collect unemployment insurance overpayments and delinquent taxes. The division also collects information for national and Wisconsin New Hire Directory databases.

Governance Authority

The State of Wisconsin Department of Workforce Development (DWD) is authorized by Wisconsin Statute 15.22. The Federal Unemployment Tax Act (FUTA) [U.S.C. ch. 23] and the Social Security Act (SSA) of 1935 govern the financing and state level operation of unemployment insurance programs. Wisconsin laws include Ch. 108 (Unemployment Insurance and Reserves) and §§15.227 (Advisory Council), 16.48 (biennial reports to Legislature), 20.445 (appropriations) and 103.06 (worker classification compliance); and Wis. Admin. Code Ch. DWD 100 -150