



**WISCONSIN**

**Department of Workforce  
Development**

***BIENNIAL REPORT***  
**2009 - 2011**



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





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October 14, 2011

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

Members of the Wisconsin State Legislature  
State Capitol Building  
Madison, WI 53702

Dear Governor Walker and Members of the Legislature:

I am pleased to provide you with this report on the Department of Workforce Development (DWD) for the biennium ending June 30, 2011.

As you are well aware, the period includes a change in administration on January 3, 2011. Under your leadership, Governor Walker, DWD has acted quickly to move the state's workforce system in a new direction, one that supports your goal of promoting a business climate that helps the private sector create 250,000 jobs in four years.

Our mission at DWD is advancing Wisconsin's economy and business climate by empowering and supporting the workforce, and our vision is to make Wisconsin the workforce of choice.

This report spans two years of workforce development efforts, but I want to note briefly some of our accomplishments so far this year:

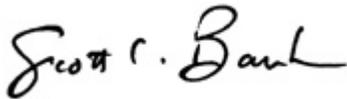
- **2011-13 Budget** – The fiscally responsible budget required tough decisions to get Wisconsin moving in the right direction. The budget included a one-week waiting period for initial payment of Unemployment Insurance benefits, saving \$45.2 million a year when the measure takes effect next year. The budget also included \$15 million a year in state funding for vocational rehabilitation services to serve people with disabilities.
- **New website** – One of my top priorities was to work with staff to identify ways we can better serve the public and communicate the many things we do every day to serve the people of Wisconsin. On June 20<sup>th</sup>, we launched a redesigned agency website at <http://dwd.wisconsin.gov/>, making it easier for job seekers, employers and the public to find information about our programs and services. This project was done in house with existing staff and resources.
- **[www.JobCenterofWisconsin.com](http://www.JobCenterofWisconsin.com)** – Our overall objective is to get Wisconsin working again, whether in new jobs we help create or existing positions that are vacant. At every opportunity, we promote this free, user-friendly employment site. Job postings by employers have set records, exceeding 34,000 on a given day and topping 100,000 in early September, surpassing the 75,000 total postings for all of last year.
- **Governor's Council on Workforce Investment** – In step with efforts to create a more business friendly environment, the Governor's Council on Workforce Investment now has greater private sector representation. The council will play an important role as we work with our partners and all stakeholders to align resources, target funding more effectively and achieve the best results. At DWD, we are working closely with the new Wisconsin Economic Development Corporation to advance the economy.
- **Unemployment Insurance** – Working in consultation with the Unemployment Insurance Advisory Council, we are setting forth a plan to restore solvency in the UI trust fund, repay funds borrowed from the federal government and strengthen program integrity. As noted, Wisconsin now has a one-week waiting period for

benefits. We are working with the UI Advisory Council on other steps to balance the fund. Program integrity efforts have been ongoing.

The year also included centennial celebrations of the two programs that started in Wisconsin and served as models to the nation, the Wisconsin Apprenticeship Program and Worker's Compensation. The apprenticeship program remains one of our best training programs and will serve us well in meeting the needs of employers for skilled workers. With its focus on safety, the worker's compensation program will help employers maintain safe, productive worksites and control costs. Much as we are working to move Wisconsin in a new direction and seek innovation, we also are committed to maintaining effective programs and services, improving them as needed.

We are pleased to be a part of your efforts to advance Wisconsin's economy and create new employment opportunities for the people of Wisconsin, and we look forward to continued success.

Sincerely,

A handwritten signature in black ink that reads "Scott C. Baumbach". The signature is written in a cursive style with a large, stylized "S" and "B".

Scott C. Baumbach  
Secretary

# Department of Workforce Development

## Biennial Report 2009-2011

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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 the workforce. The department's vision is to make Wisconsin the workforce of choice 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.

DWD supports a broad spectrum of employment programs and services available throughout the state at numerous service locations (including 22 Comprehensive Job Centers) and on the internet at <http://dwd.wisconsin.gov>. These programs and services provide specialized training, recruitment and retention assistance to private-sector businesses and to potential employees. DWD is also responsible for administering the state's unemployment insurance program, investigating complaints of workplace discrimination, and supporting worker's compensation insurance.

At DWD, there is a commitment to ensuring that training and employment opportunities are aligned toward high-wage, high-growth jobs and that the private sector is an active and engaged participant in matching the current workforce with current and future labor demands.

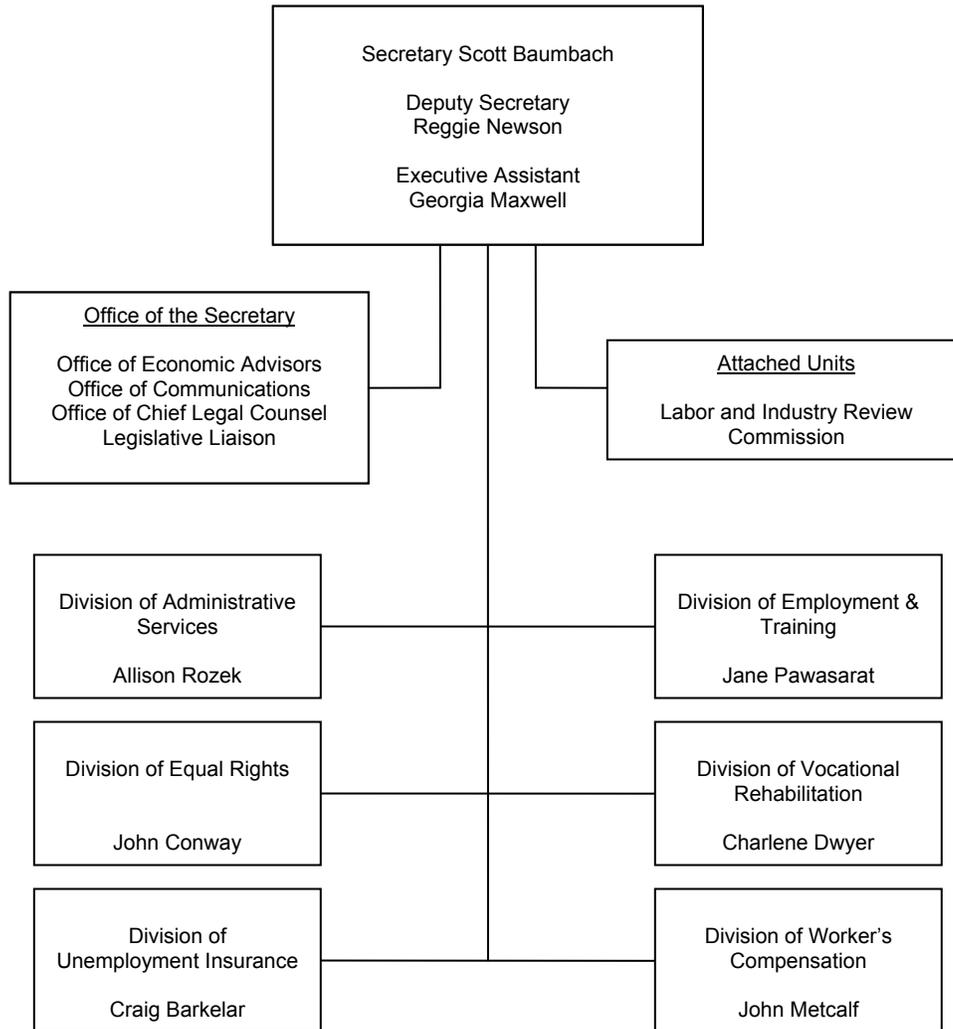
The department is led by Secretary Scott Baumbach, appointed by Governor Scott Walker in June 2011. The annual operating budget for DWD is over \$400 million, and its staff totals approximately 1,600 full-time equivalent positions. DWD currently consists of five program divisions, an administrative services division and one administratively-attached entity, the Labor and Industry Review Commission (LIRC).

The department's achievements since Governor Walker took office are significant. Of special note, the department:

- ◆ Celebrated the centennial of our Worker's Compensation and Apprenticeship programs.
- ◆ Convened a new Council on Workforce Investment and provided the Governor with a list of key workforce priorities.
- ◆ Promoted JobCenterofWisconsin.com, which has seen record usage this biennium, including over 100,000 jobs posted so far in 2011, 44,633 resumes posted by job-seekers and over 5,200 new employers registered.
- ◆ Served over 308,000 customers through Job Center resource rooms, including 5,100 workshops for over 31,000 job-seekers.
- ◆ Conducted and/or participated in over 1,439 specialized recruitment activities with 5,467 employers and 69,756 job-seekers, including 72 job fairs with 2,087 participating employers and 39,367 attendees.
- ◆ Implemented the National Career Readiness Certificate statewide. Since the beginning of the year, Wisconsin has awarded a total of 1,637 certificates.
- ◆ Achieved 2,273 successful employment outcomes for consumers of our vocational rehabilitation program this year, with projected annual earnings of \$37,993,063.
- ◆ Increased the number of consumers on an employment plan through the Department of Vocational Rehabilitation this year from 15,878 to 16,399.

- ◆ Launched a video-conference meeting plan for statewide workgroups in our Department of Vocational Rehabilitation through the Governor Waste, Fraud and Abuse initiative that will save an estimated \$30,000 annually.
- ◆ Distributed more than \$6.29 billion in Unemployment Insurance (UI) benefits to approximately 1,097,189 claimants.
- ◆ For the first time, a majority of UI claimants were able to complete a weekly claim on-line, saving valuable resources to address benefit discrepancies.
- ◆ Procured new federal grant funding totaling \$1.4 million for program integrity efforts to reduce improper payments and educate UI constituents.
- ◆ Conducted 2,345 Worker's Compensation pre-hearing and settlement conferences to resolve contested cases.
- ◆ Monitored and processed over 73,000 non-litigated Worker's Compensation claims for accuracy, actions and prompt payments of over \$456 million.
- ◆ Resolved 5,990 unpaid wage complaints and recovered almost \$3.84 million for workers.
- ◆ Resolved 219 construction wage complaints and recovered \$775,500 for construction workers.
- ◆ As of July 2011, Wisconsin had 9,030 apprentices and 2,543 employers sponsoring apprenticeship programs.
- ◆ Trained a total of 3,726 apprentices during the biennium, with 4,288 new apprentices registered during that period.
- ◆ Certified 270 new employers during the biennium who became active sponsors in training apprentices, trained apprentices in approximately 200 occupations and added 18 new occupations.
- ◆ Expanded the joint apprenticeship-Department of Corrections partnership to 23 occupations in 16 institutions.
- ◆ Provided rapid response assistance to over 17,300 dislocated workers from 152 employers.
- ◆ Secured \$20.39 million in new National Emergency Grant funding from the U.S. Department of Labor. This includes five grants totaling \$16.79 million to assist dislocated workers affected by specific dislocation events, including the Bay Area Multi Company Grant, a statewide grant, Chrysler Kenosha Engine Plant and NewPage Whiting Paper Mill. Additional National Emergency Grants include a Formula Funds Replenishment to provide continuing assistance to dislocated workers in training programs and an On-the-Job Training Grant to assist long-term unemployed dislocated workers to re-enter the labor market.
- ◆ Provided employment services to 3,793 migrant and seasonal farmworkers including assistance with resolution of complaints.

# 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 has responsibility 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.

# 2011 – 2013 Executive Budget Programs, Goals, Objectives and Activities

## PROGRAMS, GOALS, OBJECTIVES AND ACTIVITIES

**Program 1: Workforce Development**

Goal: Job applicants who use job centers will gain wider 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 openings listed on Job Center of Wisconsin.

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

Objective/Activity: First payment promptness for paying intrastate worker claims for unemployment insurance will 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 not on the order of selection waiting list.

### PERFORMANCE MEASURES

Prog. No.	Performance Measure	Goal 2009	Actual 2009	Goal 2010	Actual 2010
1.	Number of job openings listed on Job Center of Wisconsin.	98,500	107,518	101,000	97,441
1.	Exceed the 87 percent U.S. Department of Labor standard for intrastate promptness of first pays by 6 percent, or a minimum of 93 percent.	93%	88.7%	93%	86.5%
5.	Number of individuals achieving an employment outcome will increase over prior year.	2,375	2,683	2,390	2,684

Prog. No.	Performance Measure	Goal 2011	Goal 2012	Goal 2013
1.	Number of job openings listed on Job Center of Wisconsin.	105,000	108,000	111,000
1.	Meet the 87 percent U.S. Department of Labor standard for intrastate promptness of first pays.	93%	87%	87%
5.	Number of individuals achieving an employment outcome will increase over prior year.	2,685	2,700	2,800

## **REPORT ON DEVELOPMENT AND IMPLEMENTATION OF NONSTANDARD AND/OR FLEXTIME WORK HOURS SCHEDULES**

The Department continues to support creating flexible-time work schedules and alternative work schedules. The Payroll Office indicates approximately 70% of the employees work outside a standard work schedule.

In June 2011, the department surveyed DWD supervisors to obtain detailed information about work at home arrangements. Eighty-one supervisors responded with information. The Department will further analyze this data.

The current Telecommuting Policy (431) was last updated on May 15, 2009. This policy addresses “working outside the employee's normal worksite” on both an on-going basis and an ad hoc basis.

## Division Summaries

### Division of Employment and Training

The Division of Employment and Training (DET) oversees all workforce services administered by the department. Programs include, but are not limited to, those funded under Refugee Act, Wagner-Peyser Act, and the Workforce Investment Act (WIA). The division manages the state labor exchange system, 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 job centers.

### Division of Vocational Rehabilitation

The Division of Vocational Rehabilitation (DVR) provides employment services to people with disabilities. The goal of DVR is to maximize the employment and earning potential of people with disabilities who experience disability-related barriers to work. DVR counselors and case coordinators, located in 63 offices around the state, work in partnership with qualified individuals who want to obtain, retain, regain or improve their employment. DVR serves over 14,000 people with disabilities each month and works closely with employers to assist them in including people with disabilities in their workforce and diversity plans.

### Division of Unemployment Insurance

The Division of Unemployment Insurance (UI) 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. The division also collects employment information for national and Wisconsin New Hire Directory databases and quarterly wage information on Wisconsin's three million workers.

### Worker's Compensation Division

The Worker's Compensation Division (WCD) administers programs designed to ensure that injured workers receive prompt payment of required benefits from private insurance companies or self-insured employers, encourage rehabilitation and reemployment for injured workers, and promote the reduction of work-related injuries, illnesses, and deaths. The division resolves appeals regarding claims and ensures compliance with the provisions of the Wisconsin Worker's Compensation Act.

### Equal Rights Division

The Equal Rights Division (ERD) enforces state laws that prohibit discrimination and regulate labor standards in the workplace. These laws impact all of Wisconsin's five million citizens. The division administers these laws by setting guidelines, educating the public and managing a complaint-driven investigative process. Specific laws administered by the division include wage payment and collection, minimum wage, prevailing wage, family and medical leave and anti-discrimination laws regarding housing, public accommodations and employment.

Administrative Services Division

The Administrative Services Division (ASD) ensures that departmental administrative and program support issues are identified and analyzed and that recommendations and actions are appropriate, coordinated and consistent with departmental goals and objectives. The division also provides centralized human resource, payroll, budgeting, financial accounting, purchasing, facilities management, fleet coordination, mail processing and imaging services, training, health and safety, information technology, incident management and administrative support services.

## Attached Units

### Labor and Industry Review Commission

The three-member Labor and Industry Review Commission (LIRC) is a quasi-judicial body created by Chapter 29, Laws of 1977, which handles petitions seeking review of the decisions of the Department of Workforce Development related to unemployment insurance, worker's compensation, worker misclassification, fair employment and public accommodations. It also hears appeals about discrimination in post-secondary education involving a person's physical condition or developmental disability.

Commission decisions may be appealed to the circuit court. Commission decisions are enforced by the Department of Justice or the commission's legal staff. Commission members serve fulltime for staggered six-year terms and they elect a chairperson from their membership to serve for a two-year period.

## Internal Structure and Department Management

### **Office of the Secretary**

The Office of the Secretary is responsible for day-to-day management of the entire 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 forward Governor Walker's vision to develop an economic strategy that focuses on creating high-end, family-supporting jobs, ensuring our children are prepared for success in schools and throughout their lives, and making government more responsive to the needs of our citizens and businesses.

The Office of the Secretary includes:

#### Secretary

Appointed by Governor Walker, Secretary Scott Baumbach 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 Reggie Newson serves as a surrogate for Secretary Baumbach 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.

#### Executive Assistant

Executive Assistant Georgia Maxwell serves as a surrogate for Secretary Baumbach and is the agency's primary contact for the state's 132 legislators, as well as Wisconsin's Congressional delegation. She oversees external relations for the agency and is the chief policy advisor to the Secretary.

#### Legislative Liaison

Legislative Liaison Connie Schulze responds to legislative inquiries made on behalf of citizens from Wisconsin. She tracks legislation that has the potential to impact the agency and she meets with lawmakers to educate them as to DWD's mission and core services.

#### Office of Economic Advisors (OEA)

The Office of Economic Advisors, headed by Dennis Winters, utilizes the expertise of economists throughout state agencies to advise Governor Walker and other executive branch agencies on economic trends and labor forecasting. The office assists in the development of metrics that measure and report on the progress of Governor Walker's economic development initiatives.

#### Office of Communications

The responsibility of the Office of Communications, run by Communications Director John Dipko, is 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 publicize the many programs, innovations, achievements and issues for DWD.

*Office of Chief Legal Counsel*

DWD Chief Legal Counsel Howard Bernstein provides legal advice to the department's program managers and supervises litigation handled on behalf of DWD by the Department of Justice and county attorneys. He also provides legal representation in individual cases and coordinates DWD's rulemaking activities.

## Division of Employment and Training

The Division of Employment and Training (DET) focuses on key workforce issues including responding to projected workforce shortages, building a skilled workforce, integrating workforce issues with economic development issues, and redesigning the workforce development system and programs to advance Wisconsin's goal of helping low-wage workers through training and skills advancement to find a higher-paying job.

On July 1, 2009, Refugee Services moved from the DWD Migrant, Labor and Refugee Services Bureau to the Department of Children and Families. Following this move, the Division of Employment and Training underwent further changes in June of 2010 to incorporate the remaining Migrant and Labor Service programs into the Bureau of Program Management and Information Technology.

### 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 workers they need.
- ◆ Individuals and families achieve economic self-sufficiency by accessing job search, training and related services, making sound employment decisions and maximizing their workforce potential.

### Programs and Services

- ◆ Apprenticeship
- ◆ Civil Rights Compliance
- ◆ Council on Workforce Investment
- ◆ Dislocated Worker Services
- ◆ Job Service and Job Center of Wisconsin
- ◆ Migrant and Seasonal Farmworker Services
- ◆ Labor Market Research and Data Analysis
- ◆ Project Management and IT Services
- ◆ Regional Industry Skills Education
- ◆ Veterans Services
- ◆ Workforce Investment Act (WIA)
- ◆ Youth Apprenticeship

### Apprenticeship

#### **Program Summary**

Started in 1911, the Wisconsin Apprenticeship Program is the oldest such program in the United States. Wisconsin has deliberately shaped its laws to include apprenticeship as part of the educational structure of the state. DWD's Bureau of Apprenticeship Standards is responsible for administering the program. The Bureau administers the program through its strong partnerships with industry, labor, education and government with the goal to produce highly-skilled and trained apprenticeship graduates.

## Accomplishments 2009-2011

- ◆ A total of 3,726 apprentices graduated or completed their apprenticeship program. During that same period, 4,288 new apprentices were registered. As of July 2011, Wisconsin had 9,030 apprentices and 2,543 employers sponsoring apprenticeship programs. As of July 1, 2010 Wisconsin had 7,627 apprentices sponsored by 2,345 employers. Employer participation in the apprenticeship program increases and decreases with economic demand.
- ◆ Certified over 270 new employers during the SFY 2009-2011 biennium who became active sponsors in training apprentices. Trained apprentices in approximately 200 occupations, and added 18 new occupations in the 2009-2011 biennium.
- ◆ Hosted the 100th Anniversary of Wisconsin's Apprenticeship program in Madison from June 12-14, 2011 that highlighted both traditional apprenticeship programming and emerging trends and innovations. Participants included employers, labor, employer association members, technical college instructors and other apprenticeship partners and stakeholders. In conjunction with the conference, an Apprentice Expo with pictures, memorabilia and artifacts from the past century were on display, highlighting that the past century of apprenticeship's tradition has firmly positioned the program to meet skilled training needs of the next century. Eleven new members were added to the 74 existing members of the Wisconsin Apprenticeship Program Hall of Fame during the conference. The Hall of Fame was created to honor individuals who made an exceptional contribution to the success of the Wisconsin apprenticeship system during their working lifetime.
- ◆ On January 20, 2010, DWD and the Wisconsin Council on Workforce Investment received a \$6 million federal State Energy Sector Partnership (SESP) grant from the U.S. Department of Labor under the federal American Recovery and Reinvestment Act (ARRA) of 2009. The grant funds are to expand and upgrade apprenticeship training to incorporate skill requirements related to renewable energy and energy efficiency. The grant award provides curriculum, equipment and instructor training to organizations associated with new and existing statewide apprenticeship programs for specific trades participating in the Wisconsin Sector Alliance for the Green Economy (SAGE) project. The U.S. Department of Labor approved the grant in order to establish a training partnership system to green construction, manufacturing and utility occupations in energy efficiency, renewable energy, green manufacturing and smart grid utility skills. SAGE is a three year grant that will conclude December 31, 2012.
- ◆ In 2011 five new apprentice programs were established: Wastewater Treatment Plant Operator; Dairy Grazier; Welding & Fabrication; Maintenance Technician; and Coating Application Specialist.
- ◆ Wisconsin's apprenticeship program policies and procedures were updated to comply with rules identified in the Catalog of Federal Domestic Assistance 29.29.
- ◆ The apprenticeship and Department of Corrections partnership has continued to flourish. With the beginning of the cook/chef program in one institution during the 2003-2005 biennium, the apprenticeship program has now grown to 23 occupations in 67 different institutions. In addition, apprenticeship staff work with correctional re-entry staff to place the apprentices with employers upon release from the institutions. Sixteen inmates who have been released have been placed as apprentices through this program.

- ◆ The apprenticeship program incorporated Transition to Trainer requirements for all apprenticeable occupations in Wisconsin. The Transition to Trainer training provides the newly completed apprentice tools the apprentice needs for their new responsibility as a journey worker/trainer; including creating a positive work environment, how to deliver hands-on training and processes for providing useful feedback to apprentices.

### **Upcoming Initiatives**

- ◆ Expand the number of employers who use apprenticeship to train their skilled workforce both in traditional high growth, high wage and non-traditional industries.
- ◆ Continue outreach initiatives to include recruiting and retaining women and minorities in the apprentice trades by implementing two discretionary grants.
- ◆ Continue and expand the division's successful Veterans in Piping (VIP) program. The VIP program is an 18 week training program. Successful graduates receive welding and rigging certifications and qualify as a second year pipefitter apprentice. Successful completion of a registered apprenticeship program in the pipe trades translates into journey worker status and a substantial wage that averages more than \$50 per hour with benefits.

### **Civil Rights**

#### **Program Summary**

All employment and training contracts must meet civil rights and Affirmative Action /Equal Employment Opportunity (AA/EEO) requirements. The DET Civil Rights program assures these criteria are met through contract planning, monitoring and evaluation and defining performance standards that must be met.

#### **Accomplishments 2009-2011**

- ◆ Submitted Methods of Administration to the U.S. Department of Labor Civil Rights Center (CVC) for re-certification of compliance with civil rights requirements under the Workforce Investment Act on April 11, 2011. The approval period will run approximately two years from whenever CVC recertifies the department until 2013.
- ◆ Completed 5 of 11 on-site Civil Rights compliance monitoring reviews for Workforce Development Boards (WDBs): NWCEP, West Central, Southwestern, Western and Southeast.
- ◆ Revised and issued the DET Limited English Proficiency Plan, including an updated inventory of DET's Vital Documents.

### **Upcoming Initiatives**

- ◆ Transmit draft Civil Rights compliance monitoring reports for the five WDBs reviewed.
- ◆ Simplify the Civil Rights Plan Requirements which are jointly issued by the DET and the Wisconsin Departments of Health Services (DHS) and Children and Families (DCF).

## Council on Workforce Investment

### **Program Summary**

The Council on Workforce Investment (CWI) is the federally required state-level workforce investment board mandated by the Workforce Investment Act (WIA). It is an advisory council to the Governor, responsible for developing the WIA state plan and continuously improving the statewide workforce system.

### **Accomplishments 2009 - 2011**

- ◆ The CWI moved to regional sector approaches within the workforce system:
  - ◆ CWI members participated in a year-long process with the National Governor's Association Policy Academy on Regional Sector Strategies that provided groundwork to develop industry sector activities. The initial multi-faceted activities were industry-driven regional efforts to engage all of the key players in understanding common industry needs, and aligning resources to meet them. WIA state set-aside funds provided convening and training grants to target skill gaps.
  - ◆ CWI subcommittees were restructured to support sector strategy activities, avoid duplication of effort and ensure coordination with existing policy-making bodies and advisory groups who provide input to DWD on industry needs. The three subcommittees were expanded to include non-CWI public and private-sector representatives in priority industry sectors: health care, energy and advanced manufacturing.
- ◆ The CWI has invested in statewide skill assessment tools, work readiness certification and career information efforts:
  - ◆ Recommended the statewide use of WorkKeys, an on-line skill assessment which forms the foundation for the National Career Readiness Certificate (NCRC). The NCRC is a nationally recognized certificate benchmarking an individual's career proficiency in reading, simple math and locating information.
  - ◆ Recommended WIA Title I DOL waivers, including Common Measures for Performance and employer financial incentives for on-the-job training and customized training.
  - ◆ The CWI's Executive Committee also reviewed a variety of options for programmatic evaluation and reporting activities, including "dashboard reports" that reflect workforce development spending and training outcomes at the State and WDB levels in order to design a comprehensive annual "report card" on workforce programs that would be used to determine future workforce funding priorities.
- ◆ Increased Bridge and Career Pathway Programs:
  - ◆ The CWI endorsed, and has overseen, the Regional Industry Skills Education (RISE) Bridge and Career Pathways program. The Bridge

programs provide Basic Education/equivalencies, English as a Second Language, and occupational training concurrently. The program prepares adults for entry into post-secondary education that leads to a certification, diploma or associate degree. With a private grant from the Joyce Foundation, DWD and the Wisconsin Technical College System partnered to implement the RISE project.

- ◆ The CWI supported pilot programs for improved career information and career pathway outreach in the K-12 systems and technical college districts.
- ◆ The CWI petitioned the Wisconsin Congressional delegation for continued federal funding of the Summer Youth Employment Program, based on the success employers have had with the program and with encouraging youth to learn transferable job skills and a wage.

### **Upcoming Initiatives**

- ◆ Establishing a Youth Committee to help connect young people to work, to rebrand manufacturing in schools and to improve program quality of youth-related workforce programs.
- ◆ Increasing alignment between workforce programs offered and employer needs, especially as identified by the Wisconsin Economic Development Corporation.
- ◆ Improving the state-local partnership within the workforce system to address economic needs of Wisconsin.

### **Dislocated Worker Services**

#### **Program Summary**

The Dislocated Worker program provides services to workers who lose their jobs due to a layoff or business closure. The goal of this program is to help workers transition to new employment. Services include career counseling, skills assessment, job search assistance and training opportunities to prepare individuals for a new occupation.

#### **Accomplishments 2009-2011**

- ◆ Provided rapid response assistance to over 17,300 dislocated workers from 152 employers.
- ◆ UI claimants attended nine job fairs at which 82 employers were represented.
- ◆ Secured \$20.39 million in new National Emergency Grant funding from the U.S. Department of Labor. This includes four grants totaling \$16.79 million:
  - ◆ Bay Area Multi-Company Grant (16 manufacturers) - \$5.59 million;
  - ◆ Statewide Grant (89 companies) - \$9.04 million;
  - ◆ Chrysler Kenosha Engine Plant - \$1.2 million; and
  - ◆ NewPage Whiting Paper Mill - \$918,000.

- ◆ Additional National Emergency Grants include Formula Funds Replenishment to provide continuing assistance to dislocated workers in training programs - \$1.37 million and an On-the-Job Training Grant to assist long-term unemployed dislocated workers to re-enter the labor market - \$2.27 million.
- ◆ The Workforce Investment Act Title 1 Dislocated Worker Program (including National Emergency and Rapid Response Grants) provided services to 19,017 individuals in FY2009 and to 18,079 individuals in FY2010.
- ◆ Expanded services and reach of the Trade Adjustment Assistance program as a result of amendments to TAA which expanded the target population beyond the manufacturing sector to include all service sectors. The Trade Adjustment Assistance Program provided services to 8,198 individuals in FY2009 and to 10,824 individuals in FY2010.

### **Upcoming Initiatives**

- ◆ Continue to seek additional federal funding to respond to the needs of dislocated workers.
- ◆ Develop a more robust dislocation events tracking system.
- ◆ Implement a statewide dislocated worker survey and data analysis system.
- ◆ Partner with the Wisconsin Economic Development Corporation in the exploration of layoff aversion strategies.

### **Job Service**

#### **Program Summary**

The Job Service 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 Job Centers located throughout the state;
- ◆ Over the Internet via JobCenterofWisconsin.com;
- ◆ Via a locally staffed, statewide, toll-free call center with agents staffing five service areas (Job seeker, Employer, WorkKeys, Re-employment Services and Trade Act/TAA);
- ◆ Through outreach services in other locations throughout the state, including schools and libraries; and
- ◆ Through social media tools such as Facebook, LinkedIn and Twitter.

Major Job Service programs include:

- ◆ Wagner-Peyser (the public labor exchange):
  - ◆ Resource room and workshops.
  - ◆ Career Counseling and Development.

- ◆ Assessment Testing and Skills Analysis (including hard skill testing through WorkKeys and work readiness certification through the National Career Readiness Certificate (NCRC)).
- ◆ Business Services (including specialized recruitment assistance, job order assistance, call center based assistance and job fairs).
- ◆ Other services such as Migrant Seasonal Farm Worker (MSFW) outreach and the statewide career counseling program.
- ◆ Re-employment Services (RES) and Re-employment Eligibility Assessments (REA):
  - ◆ Specialized services for unemployment insurance (UI) claimants to help them more quickly return to work.
- ◆ Trade Adjustment Act/Assistance:
  - ◆ Re-employment and training services specifically for workers who have been dislocated due to foreign competition.

## **Accomplishments 2009-2011**

### **Business Services**

- ◆ Specialized Recruitment Assistance
  - ◆ Job Service is working closely with Wisconsin Economic Development Corporation (WEDC) and the 11 regional Workforce Development Boards (WDBs) to enhance business services and improve coordination between service providers.
  - ◆ Job Service has conducted and/or participated in 1,439 specialized recruitment activities, with 5,467 participating employers and 69,756 jobseekers. This includes 72 job fairs that served 2,087 employers and 39,367 jobseekers.
- ◆ Job Center of Wisconsin (JCW)
  - ◆ At any given time, JobCenterofWisconsin.com (JCW) contains approximately 33,000 job openings. In an average week, JCW receives 1,084 new job orders representing 2,311 new job openings. During 2009-10, 112,775 job orders were posted, representing 240,349 job openings.
  - ◆ Job Service has also utilized JCW to send targeted emails to customers regarding upcoming recruitments and/or job fairs in their area. During the biennium, Job Service has sent 25 emails to 561 employers and 92,629 (non-unique) jobseekers.
- ◆ Employer Call Center
  - ◆ In an average week, 141 new employers register with JCW. In 2009-10, 9,068 new employers registered with the system.
  - ◆ In addition to processing job orders, the Job Service Call Center (JSCC) also responded to over 1,000 employer emails and 12,448 employer-initiated phone calls.

## **Jobseeker Services**

- ◆ Job Center of Wisconsin (JCW):
  - ◆ At any given time, JobCenterofWisconsin.com (JCW) has approximately 27,000 resumes posted.
  - ◆ In an average week, 851 new jobseekers register with JCW. In 2009-10, over 70,000 jobseekers registered with JCW.
  
- ◆ Jobseeker Call Center:
  - ◆ Responded to 1,321 jobseeker emails.
  - ◆ Processed / handled 15,402 IVR calls (average 157 / week), 10,597 English jobseeker calls (average 102 / week), and 2,118 Hmong / Spanish jobseeker calls (average 20 / week)
  
- ◆ Migrant Seasonal Farmworker:
  - ◆ MSFW staff conducted 90 outreach days worth of outreach visits in 2009-10, received and processed 19 complaints and provided services to 3,793 migrant farmworkers.
  - ◆ Developed new MOU with United Migrant Opportunity Services (UMOS) and DET Migrant Inspection Unit, creating a statewide committee to coordinate and streamline services to migrant seasonal farmworkers.
  
- ◆ Other Services:
  - ◆ Job Service staff conducted 2,871 non-RES outreach visits during 2009-10, serving 15,633 customers.
  - ◆ Job Service staff provided significant resource room services to 380,333 customers in 2009-10.
  - ◆ Job Service staff conducted over 5,100 workshops for 31,000 jobseekers. Workshops include writing a resume, interviewing, social media, job clubs / networking, KeyTrain and basic computer skills, among others.

## **Social Media**

- ◆ Job Service maintains four Facebook pages with over 900 active users and 1,360 “likes,” 21 LinkedIn connections and 50 Twitter followers.
- ◆ Job Service conducted 157 social media workshops for 1,132 jobseekers.

- ◆ Job Service is also introducing social media strategies to partners and jobseekers and as a networking tool between workers. We will continue to conduct presentations and training statewide on how to use these tools.

### **Trade Adjustment Assistance (TAA)**

- ◆ In the last two years, Job Service has worked very closely with UI (TRA program), DET/ BWT (Dislocated Worker and Rapid Response programs), and the local workforce boards to improve coordination, training, communications, reporting, and co-enrollment.
- ◆ During 2009-10, 104 new companies were certified as trade-eligible. In an average week, Job Service staff assist customers affected by 178 trade-certified companies.
- ◆ Early in 2010, total workers affected ranged from 7,000-9,000 at any given time. By late summer, that number had gone up to 11,000. There are currently 14,738 workers affected by trade.
- ◆ Customers enrolled in the trade program mirrored that trend. Early in 2010, caseload was under 6,000. It hit 7,000 for the first time in July. Caseload currently sits at approximately 7,113 customers.
- ◆ TAA call center handled 869 TAA-related phone calls.

### **Reemployment Services (RES) Program:**

- ◆ Since July 2009, Job Service has held 9,714 RES sessions throughout the state. 123,000 UI claimants have been scheduled; 67,041 have been served. Of these, about 80 percent (40,785 customers) came prepared with resume, assessment survey, or both.
- ◆ Of the 67,041 UI claimants served, 8,926 were referred to counseling, 33,610 designated as work ready, and 53,678 referred to partner services (customers could be referred down multiple paths).
- ◆ Of the 53,678 partner referrals, 16,107 were to WIA Title I for training.
- ◆ Of the 55,184 customers no longer claiming benefits between July 1<sup>st</sup>, 2009 and December 31<sup>st</sup>, 2010 (the only time period with available data), Job Service provided services to 23,096 claimants. UI duration was 12.52 weeks lower on average for claimants served, resulting in \$69,469,376 in UI benefits savings. The exhaustion rate was 10.17 percent compared to 22.76 percent for those not served. Quarterly wages were \$1,072 or 14 percent higher for those receiving services.
- ◆ Job Service Call Center (JSCC) staff rescheduled 35,857 customers during 2009-10.

### **Reemployment Eligibility Assessment (REA) Program:**

- ◆ Implemented in April of 2010, REA has scheduled 11,660 claimants with 10,882 having been served. Of these, 3,156 customers were scheduled for follow-up and met with staff on an individual basis.

- ◆ Of the total served, 1,756 customers have been referred to counseling, 5,469 have been designated as work ready and 11,906 have been referred to partner services.
- ◆ Of the 11,906 partner referrals, 3,075 were referred to WIA Title I for training.
- ◆ REA customer satisfaction: 80% indicated they would recommend REA to another person.

### **Career Counseling Services**

- ◆ Career counselors have held 1,645 counseling sessions in 2009-10 specifically for the RES program, serving 7,753 UI claimants.
- ◆ Career counselors have held 998 additional counseling sessions during that time period, serving 3,330 customers. Additionally, counselors have provided one-on-one counseling assistance to 8,641 customers.

### **Assessment Testing**

- ◆ KeyTrain / WorkKeys / NCRC
  - ◆ Developed WorkKeys partnerships with Southeast (1), Milwaukee (2), WOW (3), and North Central (6) Workforce Development Boards, with Milwaukee Area and Lakeshore Technical Colleges, the Racine School District and over a dozen employers. Additional partnerships with the Fox Valley Workforce Development Board and the Madison Metropolitan School District are in final stages.
  - ◆ Conduct regular weekly testing for several employers throughout Wisconsin.
  - ◆ Performed intensive job profile analyses for four Wisconsin companies.
  - ◆ Created integrated programming with Thinking Media (KeyTrain) and ACT (WorkKeys) so that Wisconsin customer user data can be transferred via batch file transfer into Wisconsin's data reporting / case management system (ASSET).
  - ◆ WorkKeys Call Center handled 2,546 WorkKeys scheduling calls.
  - ◆ 18,721 customers were granted access to KeyTrain, a pre-assessment online learning tool, an average of 156 unique users a week. These customers have passed 42,143 pretests and 15,917 skill lessons.
  - ◆ Scheduled, proctored, and monitored 11,105 WorkKeys tests in 2009-10, including 3,154 Reading, 3,083 Math, 3,203 Locating Information, and 117 Other WorkKeys Tests.
- ◆ National Career Readiness Certificates (NCRC): Job Service awarded 3,263 work readiness NCRCs in 2009-10, including 442 Bronze, 1,517 Silver, 1,229 Gold, and 75 Platinum.
- ◆ Other Testing / Assessments
  - ◆ Ability Profiler: Job Service Career Counselors proctored and scored 760 ability profiler assessments.

- ◆ Typing Test: Job Service staff administered 2,144 typing tests.
- ◆ Career Cruising: 5,200 logins and over 304,000 page views by Job Service customers.
- ◆ WisCareers: Approximately 32,000 accounts created with approximately 100,000 active users. Just under 10,000 interest assessments and 5,000 values and skills assessments taken.

## **Elevate America**

- ◆ Job Service and DET's Bureau of Workforce Training (BWT) took the lead on implementing Microsoft's Elevate America program in Wisconsin. The program was utilized using the Job Service Call Center (JSCC).
- ◆ The JSCC issued 6,231 Training Vouchers (5,998 E-Learning and 233 IT Professional) and 1,493 Exam Vouchers (373 MS Office 2003 and 1,120 MS Office 2007).

## **Staff Development**

- ◆ Job Service staff planned and conducted numerous trainings and spoke at many conferences geared toward jobseekers, employers and workforce system staff.
- ◆ Some staff training in the past year includes business services, KeyTrain, WorkKeys Proctoring, Promoting and Using Social Media, WorkKeys 101, TAA, RES/REA, numerous Call Center trainings and more.

## **Upcoming Initiatives**

- ◆ ***UI / RES Integration / Enhancements:*** Wisconsin Job Service is working closely with Unemployment Insurance to better integrate the two programs. There are several integration initiatives currently being planned that would better connect UI claimants with Job Service and re-employment services. This includes application for a NASWA innovation grant of \$2.70 million to create integrated customer registration, expand on social media tools for workforce development, create a real time triage process and better match skills with available employment opportunities. Notification of grant awards will occur in the next few weeks. It also includes policy and programmatic changes to the way UI claimants in general, and Re-employment Service claimants in particular, are served.
- ◆ ***Business Services:*** Job Service is looking to transform the way business services are provided in Wisconsin by partnering with Wisconsin Economic Development Corporation (WEDC) and the 11 regional Workforce Development Boards. Goals include increased coordination, rapid response assistance to help new or expanding businesses address recruiting needs, more specialized recruitment assistance, enhanced use of JCW, the NCRC and other tools and more targeted outreach activities.

- ◆ **Job Center of Wisconsin Enhancements:** Job Service is looking to make substantial enhancements to the JCW website, including mandatory registration, skills matching, a “My JCW” feature, workshop scheduling, resume upload and barrier assessment / analysis / triage processes.
- ◆ **WorkKeys / NCRC Enhancements:** Job Service is looking to continue building on the WorkKeys initiative. In addition to those already created, Job Service is working to create more partnerships with regional Workforce Development Boards, the statewide Corrections and Public Instruction (high school) programs, employers and the technical college system. Other initiatives include long term funding methodologies and better use of the system as an economic development tool.
- ◆ **Promotion / Outreach:** Job Service will continue to build on the new promotional materials to increase brand identification to more employers and partners throughout the state. This will include presentations, mailings, web-based promotion, press releases and other techniques as well.
- ◆ **Social Media:** Job Service is already working to build upon its growing social media presence throughout the state. This includes not only a statewide network of social media sites, but also enhanced ways of communicating information to customers. Possible initiatives include social media for employers, more enhanced integration between job sites and social media feeds, more workshops about the use of social media in job searches (for jobseekers) and a stronger focus on using social media as a networking / virtual job club tool.
- ◆ **Translation:** Job Service is committed to ensuring equal access to services to clients with limited English proficiency. In addition to bilingual and bicultural services, and a trilingual call center (English, Hmong and Spanish) additional translated information will be available through JCW. The language accessibility enhancements to JCW will include a Spanish language registration and a translation widget to provide machine translation of job orders in JCW.
- ◆ **Computer Training.** Job Service is in the midst of rolling out 10 new mobile computer labs throughout the state. With these labs, Job Service will be able to conduct WorkKeys assessment testing, assist customers with JCW job searches and use new open source tools (such as the Khan Academy) and paid training tools (such as Typing Test and WisCareers) to teach basic computer and/or job search skills to customers.
- ◆ **Soft Skills Testing.** The division is exploring an initiative to develop a statewide program (funding, proctoring, training, communications, etc.) that offers a soft skills assessment tool.
- ◆ **Service Delivery / Technology:** In the last two years, Job Service focused on increasing access through the call centers, JCW and coordinated outreach throughout the state. In addition to building upon these successes, Job Service looks to utilize technology to better serve customers. Initiatives currently under review include video conferencing technology, online resume critiques, social media enhancements and chat functionality.

## Labor Market Information

### **Program Summary**

The Labor Market Information (LMI) Section produces detailed, objective information on employment, unemployment, mass layoffs, job creation, wages and occupational wages. Fully funded by the federal government through the Employment and Training Administration and the Bureau of Labor Statistics, LMI provides information critical to the allocation of federal funds nationwide and provides the baseline information necessary to evaluate program outcomes in terms of job creation and a living wage. LMI also provides access to information on job creation, unemployment and wage information to the public, other governmental agencies and academic researchers. In the last two years, the LMI Section focused on improving the accuracy and timeliness of its data collection, added analytical capabilities and began outreach activities to enhance access to labor market information.

### **Accomplishments 2009-2011**

- ◆ The LMI Section completed the U.S. Department of Labor contract deliverables.
- ◆ On a quarterly basis, establishments in Wisconsin report their employment. This information is then compiled and reported. In the first quarter of 2011, information from over 156,000 organizations has been compiled and made available.

### **Upcoming Initiatives**

- ◆ We are reviewing our products in light of business needs and job seekers to help them in their efforts understand the availability of labor pools and job vacancies.
- ◆ Retooling LMI staff to increase analytical skills and statistical capability to improve accuracy of Labor Market Information and decrease response time to citizen inquiries.
- ◆ Recently updated our ability to work with large files and use a variety of technologies to create new products and refresh those that desired by our customers.

## Migrant and Seasonal Farmworker Program

### **Program Summary**

Through the Migrant Seasonal Farmworker (MSFW) program, DET provides a wide range of services and protections to Wisconsin's agricultural community. The MSFW program assists agricultural employers to address labor shortages for seasonal planting and harvesting through [jobcenterofwisconsin.com](http://jobcenterofwisconsin.com), the agricultural recruitment system and through the federal foreign labor certification programs. Farmworkers and jobseekers receive assistance in job placement in agricultural and non-agricultural jobs and to access training and other available resources. The MSFW program also oversees protections for migrant seasonal farmworkers under Wisconsin statutes.

## **Accomplishments 2009-2011**

- ◆ Provided 3,793 migrant and seasonal farmworkers with employment services including and assistance with resolution of complaints.
- ◆ Renewed an MOU with United Migrant Opportunity Services (UMOS) which created a statewide committee to coordinate and streamline services to migrant seasonal farmworkers.
- ◆ Provided technical assistance and support to 60 employers using the federal H-2A and H-2B foreign labor certification programs.
- ◆ Issued more than 1,200 prevailing wage determinations for Wisconsin employers.
- ◆ Ensured that 7,819 migrant farmworkers had safe housing conditions, adequate field sanitation facilities, an appropriate wage, and were paid according to contracts.
- ◆ Assisted Lakeside Foods in developing construction plans for new housing facilities for migrant seasonal farmworker families in Belgium, WI.
- ◆ Provided technical assistance to employers and recruiters of migrant seasonal farmworkers through conferences featuring presentations on compliance with a wide range of federal and state laws.
- ◆ Developed a collaborative partnership of the migrant seasonal farmworker programs in the Bureau of Job Service and the Bureau of Program Management and Special Populations to coordinate services to migrant seasonal farm workers and employers.
- ◆ Created a prevailing wage database to track and ensure consistency of determinations and to increase the efficiency and decrease processing times.
- ◆ Documented, investigated and resolved all complaints received regarding wages, recruitment and living conditions of migrant seasonal farmworkers in the state.

## **Upcoming Initiatives**

- ◆ We will seek out new potential employers in the agriculture, horticulture and food processing industries.

## **Program Management and IT Services**

### **Program Summary**

The Bureau manages the financial and technical services of division contracts and grants, including development, issuance, signature and reporting processes; financial monitoring requirements and on-site compliance reviews; financial policy development; single agency audit reviews; request for proposal processes; provision of technical services and equipment; web design and publishing; forms development and coordination; and compliance with related division, department, state and federal reporting requirements.

## **Accomplishments 2009 - 2011**

- ◆ Updated the WIA Financial Monitoring Plan.

- ◆ Conducted on-site monitoring of all WIA local areas as well as a Pre-Award review of the Wisconsin Center for Nursing prior to awarding their grant.
- ◆ Prepared numerous grant actions. With the ARRA funding and multitude of WIA discretionary projects, the actions totaled as follows:
  - ◆ ARRA – 35 grant actions for 144 grants
  - ◆ ARRA SAGE – 4 grant actions for 15 grants
  - ◆ WIA – 94 grant actions for 304 grants
  - ◆ RISE, WIRED and DPN grants – 21 grant actions for 44 grants
  - ◆ GPR – 20 grant actions for 146 grants
  - ◆ Other funds – 7 grant actions for 7 grants
- ◆ Implemented programming to remove Social Security verification information from all records, as required by the Social Security Administration.
- ◆ Connected with Unemployment Insurance Division on an initiative to mandate all Unemployment claimants who are required to look for work to also register with JCW, and to capture the number of claimants who actually did as instructed.
- ◆ The updated DET web inventory now has 1,656 web pages. In the past two years, approximately 620 pages were removed from the internet.
- ◆ The following three web sites were reviewed and redesigned.
  - ◆ Youth Apprenticeship – 2009
  - ◆ WIA – 2010
  - ◆ Office of Veterans Services (currently under review).
- ◆ 73 new forms created and 81 forms updated since July 1<sup>st</sup>, 2009.
- ◆ Updated the division's Continuity of Operations Plan (COOP) and conducted team reviews of the revised plans.

### **Upcoming Initiatives**

- ◆ Work to further integration between the Unemployment Division and the Employment and Training Division.
- ◆ Make JCW available for smart phones and other hand-held devices.

### **Regional Industry Skills Education (RISE)**

#### **Program Summary**

Wisconsin's effort to respond to workforce strategies has received support beyond state and federal funds. Wisconsin was awarded a Joyce Foundation grant that focuses on systems changes and innovative collaboration called Regional Industry Skills Education (RISE). RISE is a joint initiative of DWD and the Wisconsin Technical College System. This effort focuses on low-skill working adults, who could benefit from career advancement opportunities that lead to better wages and individual economic stability. Critical to its

success, the business community is engaged at both the state and regional levels to address the skill needs of major industry sectors. Ultimately, RISE participants will have higher skills and better jobs through a more accessible and navigable training and career advancement system, and employers will have a reliable supply of workers whose skills are geared to industry needs.

### **Accomplishments**

- ◆ RISE co-chairs from DWD and WTCS met with the Joyce Foundation, Department of Labor Office of Vocational Adult Education (OVAE) and Employment and Training Administration (ETA) leaders in Washington, DC, December 2009 to share information about Wisconsin's Career Pathway and Bridge program success.
- ◆ CWI Executive Committee launched Sector Subcommittees in healthcare, energy and advanced manufacturing supporting the connection between Industry Partnerships and Career Pathways.
- ◆ Removed Career Pathways disincentives by securing a WIA waiver on credential requirements in order to align common measures with Career Pathway modules.
- ◆ Grants were awarded to technical colleges for eight projects in the second round of RISE curriculum development funding.
- ◆ Skills Jump Start grants were awarded to WDBs to introduce RISE Bridge programs to WIA eligible participants in health care, manufacturing, welding, green construction, IT and business occupations.
- ◆ Introduced Pipeline Data to demonstrate positive outcomes for Career Pathway and Bridge program participation.

### **Upcoming Initiatives**

- ◆ Update and expand pipeline baseline data to identify and track the impact of career pathway education to explore how momentum points can be integrated into existing performance measurement systems. Measure results against Unemployment Insurance wage data to identify whether course completion results in increased wages.
- ◆ Build capacity for career pathway and bridge program offerings by developing cross collaborations with other employment and training programs.
- ◆ Build operational Curriculum Development Webtool and User Guide.
- ◆ Issue mini grants to workforce development boards and technical colleges to initiate local business champions to support career pathway and bridge training.

### **Office of Veterans Services**

#### **Program Summary**

In Wisconsin, veterans are provided services by a Local Veteran Employment Representative (LVER) or Disabled Veteran Outreach Program (DVOP), but can be dually enrolled in state and federal programs, such as WIA and Veterans Employment and Training programs. Job Centers have agreements with each local veteran partner to ensure that veterans have access to the resources they qualify for, regardless of how they initially enroll in an employment program. Through the GI Bill, benefits for apprenticeship training are available to veterans. Currently, DWD contracts with 197 employers who have

one or more veteran apprentices on site. There are 293 veterans actively engaged statewide in all trades in the apprenticeship program.

### **Accomplishments**

- ◆ In the first six months of 2011, there have been over 5,000 new veterans registering for services, thus projecting us to serve 10,000 veterans.
- ◆ In the last three months of 2011, April – June, 48,062 personnel have registered in the job centers. Of those, 2,743 were veterans, or 6 percent.
- ◆ Job placement for veterans who receive services from the OVS staff at the job centers is averaging 49 percent.
- ◆ State of Wisconsin Non-competitive Appointment for Veterans
  - ◆ Wisconsin Civil Service law provides for the non-competitive appointment of disabled veterans, with a 30 percent or greater service connected disability, to permanent state positions provided he/she meets minimum qualifying criteria.
  - ◆ From March 2009 through December 2010, DWD hired 124 veterans of which 114 were disabled veterans.
  - ◆ DWD received a National Award from the American Legion for this effort.
- ◆ Veterans in Piping Apprenticeship Program (VIP)
  - ◆ The United Association of Plumbers and Pipefitters (UAPP) has partnered with DWD (OVS) and the WI National Guard to create a campus facility at Camp Williams and offer a 20 week welding and rigging pre-apprentice program to veterans, National Guard & Reservists.
  - ◆ Each student who passed two welding certifications is then considered a second-year apprentice and guaranteed employment by the UAPP somewhere in the United States.
  - ◆ The first class started in January 2011 with 16 students; 14 graduated and were placed in apprenticeship jobs in ND, SD, MN and WI. The second class has started and currently has 13 students who are expected to graduate in December 2011.
  - ◆ Wisconsin is the third state in the nation and the first in the Midwest to implement this new program for veterans. Minnesota plans to start this program in November 2011.
- ◆ National Emergency Grant On-the Job Training Program (OJT)
  - ◆ OVS received \$324,000 of this DOL federal grant in September 2010. Each veteran enrolled in an OJT by an employer can be placed in training up to 400 hours. Employers are reimbursed from 50-90 percent of the wage for the veteran during this training period.
  - ◆ OVS is the only veterans program in the nation to apply and receive this separate funding.
  - ◆ Through August 2011, OVS has created 31 OJT contracts with employers and expects to initiate another 15 contracts.
- ◆ Demobilization of Military Units and Reintegration Events

- ◆ OVS provides employment related services to all military members that are demobilizing from active duty at Fort McCoy or other locations in the state. In addition, each unit that returns from war is required to conduct three phases of reintegration in order to have their service members and families decompress from the deployments.
- ◆ OVS provides employment related services and a Transition Assistance Program Workshop for those service personnel seeking employment.
- ◆ During 2010, 23 sessions of this TAP workshop were conducted with 413 members of the Army and Air National Guard attending. Through July 2011, 295 additional service members have completed the workshops.
- ◆ Veteran Job Fairs
  - ◆ During 2010, OVS conducted 21 veteran job fairs across the state that 2,855 veterans and 502 employers attended. As a result, 316 veterans or 11 percent were offered jobs either at the job fairs or soon after.
  - ◆ For 2011, 14 veteran job fairs have been scheduled. Through August, 11 job fairs have been conducted, with 1,800 veterans attending, 45 percent of whom were offered employment or job interviews with employers.

### **Upcoming Initiatives**

- ◆ Assisted the Wisconsin National Guard with providing employment and training services to the 3,200 guard members returning from Iraq in the spring of 2010.
- ◆ Offer a Career Transition Assistance Program (C-TAP) for Wisconsin Guard and Reserve units. This three- to six-hour training program will be tailored to employment and training assistance to further assist veterans with obtaining employment.
- ◆ Increasing efforts to partner with the Wisconsin National Guard and other organizations to hold job fairs at Nation.

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

#### **Program Summary**

WIA was implemented in July 2000 upon the U.S. Department of Labor (DOL) approval of a five-year strategic plan to operate unified One-Stop Job Service/Job Center systems monitored by local Workforce Development Boards (WDBs). WIA provides employment and training services for low-income adults, dislocated workers and youth.

#### **Accomplishments 2009-2011**

- ◆ Met or exceeded seven of nine U.S. DOL Performance Standards for WIA service and program delivery in Program Years 2009 and 2010.
- ◆ Issued the state's WIA Strategic Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act, which was approved by the Governor's Council on Workforce Investment (CWI).

- ◆ Implemented the Workforce Investment Act provisions of the American Recovery and Reinvestment Act (ARRA) of 2009 (P.L. 111-5).
- ◆ Implemented the ARRA Summer Youth Employment Program to provide employment and training opportunities to over 4,800 WIA-eligible youth (ages 14 – 24).
- ◆ Provided “Opportunity Grants” to hundreds of underemployed Wisconsin workers so they could attend skill training at the Wisconsin technical colleges to improve their promotional opportunities
- ◆ Piloted an Entrepreneurial Training program in three workforce areas to increase business expansion.
- ◆ Established sector partnerships in all workforce areas. These partnerships bring together businesses within the same industrial sector so that common training and workforce needs can be defined and incorporated in the workforce delivery system.
- ◆ In conjunction with the Wisconsin Technical College System, provided thousands of Wisconsin workers and job seekers access to Manufacturing Skill Standards Certification.
- ◆ Conducted onsite management and monitoring to ensure compliance and quality of services for a wide variety of workforce development programs and activities including Workforce Investment Act (WIA), National Emergency Grants (NEG), American Recovery and Reinvestment Act (ARRA), Milwaukee Corrections Pilot Project, summer youth employment programs, annual data validation required by U.S. Department of Labor and industry sector grants.

### **Upcoming Initiatives**

- ◆ Institutionalize the sector partnership initiative and the career pathways delivery model into the local Workforce Development Board programs.
- ◆ Increase emphasis on the collection of quality program data for state and local program analysis and evaluation to ensure transparency and accountability.

### *Work Opportunity Tax Credit Program (WOTC)*

#### **Program Summary**

This is a federal program that offers businesses tax incentives to hire individuals with barriers to employment.

#### **Accomplishments 2009 – 2011**

- ◆ The WOTC tax credit backlog has been eliminated.
- ◆ Wisconsin WOTC is now one of the most up to date in the country.
- ◆ New system enhancements have been completed for the WOTC Program.

### **Upcoming Initiatives**

- ◆ Continually promote WOTC to employers and partner agencies throughout the state.

### Youth Apprenticeship

#### **Program Summary**

The Wisconsin Youth Apprenticeship (YA) program, first authorized in 1991 by the Wisconsin Legislature, provides high school juniors and seniors the opportunity to explore their chosen career while still in high school. Students receive occupational instruction and on-the-job training as part of their regular high school schedule. With successful demonstration of occupational competencies, YA students leave high school with a state skill certificate and valuable career-related work experience. The program prepares students for an array of options after high school, from successfully transitioning directly into the workforce to pursuing higher educational training at a technical college or university. Since its inception in 1991, over 16,000 Wisconsin students have successfully completed the YA program.

#### **Accomplishments 2009-11**

- ◆ Updated and revised skill standard competencies and all associated materials for 8 of 15 YA programs, taking additional steps to align the programs according Career Clusters and their relevant pathways to success. Career Cluster pathways are recognized nationally by education and workforce programs. Those revised included Biotechnology, Drafting & Design/Architecture, Drafting & Design/Mechanical, Drafting and Design/Engineering, Information Technology, Information Technology/Networking, Production Agriculture/Animal Science, and Production Agriculture/Crops and Soils.
- ◆ Enrolled more than 3,300 students, representing 180 public and private school districts; over 1,300 employers participated in the program.
- ◆ Issued annual Request for Proposals for 2009-10 and 2010-11 for \$2.2 million and \$2.07 million to 36 (2009 – 10) and 35 (2010 – 11) partnerships for the two years.
- ◆ Implemented Credit for Prior Learning model for YA graduates' post-secondary credits that are transferable to the Wisconsin Technical College System and the UW System.
- ◆ Revised and enhanced the YA website, providing additional Internet-based trainings for Youth Apprenticeship Coordinators, supplemental links to related information elsewhere, testimonial statements from employers and students who recently participated in the program, and a student video.

#### **Upcoming initiatives**

- ◆ Revise and update the skill standard competencies and all associated materials for the Graphic Design/Printing Program, with additional updates planned for Manufacturing, Welding and Health Services.
- ◆ Conduct analysis to demonstrate the costs and benefits of the program through the use of UI employment and wage data, database searches, employer surveys, etc. This information will provide valuable information to both state and national employment and

training and education fields about local and state 'returns' on our investment in this program.

- ◆ Facilitate expansion of the Credit for Prior Learning to YA graduates within the UW system.
- ◆ Revision and publication of the DWD Equal Rights Child Labor Guide. The guide will be enhanced to include aspects on Risk Assessment for work-based learning programs and Worker's Compensation for minors. This is a collaborative effort between internal DWD divisions as well as external partners including Department of Public Instruction, U.S. Department of Labor Wage and Hour Division, and independent risk assessment professionals.
- ◆ Development of a comprehensive report outlining new development options for consideration of future program expansion in employer driven demand occupations.

## Division of Vocational Rehabilitation

### Mission

To obtain, maintain, and improve employment for people with disabilities by working with Division of Vocational Rehabilitation (DVR) consumers, employers, and other partners.

***(Find a job, keep a job; get a better job)***

DVR's primary services in support of an employment goal 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

### Program Summary

#### **Collaborative partnerships with persons with disabilities seeking employment**

More than 188 DVR licensed vocational rehabilitation counselors provide services in partnership with 69 consumer case coordinators. DVR services are located in 19 Job Center hubs and 23 additional service locations throughout Wisconsin. DVR's key services include vocational counseling and the purchase of employment and training services and assistive technology. All services are developed in collaboration with the job seeker with a disability and written into an Individualized Plan for Employment. Each year, more than 30,000 individuals with disabilities participate in a plan for employment with 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 with a disability.

#### **Collaborative partnerships with state and county agencies serving persons with disabilities seeking employment**

DVR works closely with the Department of Health Services (DHS), the Department of Public Instruction (DPI) and county human services agencies to coordinate services to common customers.

- ◆ *Family Care* – DVR is collaborating with DHS to support Wisconsin’s Family Care program expansion and the effort to maximize community-based work options for persons with disabilities who need long-term employment supports.
- ◆ *Supported Employment* – For those areas of the state that are not yet involved in Family Care services, DVR collaborates with county human service agencies to increase employment opportunities for people with severe disabilities by working with the job applicant and an employer to find a job suited to the applicant’s specific skills and abilities. DVR collaborates with county partners to provide the longer-term supports that may be required to maintain employment.
- ◆ *High School Transition Services* – In partnership with DPI and DHS, DVR works with high school students who are transitioning from high school to post-secondary education and employment. Our joint goal is to work collaboratively with the student and community resources to provide a smooth transition from school to the world of work.
- ◆ *Wisconsin Works (W-2)* – DVR collaborates with Wisconsin Department of Children and Families (DCF) to maximize the employability of DVR/TANF participants by increasing service collaboration and reducing duplicative efforts. DVR’s agreement with DCF establishes communication and a common understanding regarding the roles, policies and procedures of each agency to improve services to common customers.
- ◆ *Corrections* – A pilot project in Racine County allowed for the identification of individuals with disabilities who were scheduled for community release. The partnership allowed inmates with disabilities to determine if they were eligible for DVR services, and if so, helped them prepare for successful employment as a component of their community transition.
- ◆ On a statewide scale, the DVR, the Department of Workforce Development’s Division of Employment and Training, the Department of Corrections, and other agency partners participated in the Workforce Pipeline Summit in 2010. The Summit provided a forum for those involved in various pilot projects designed to promote successful employment upon community re-entry of incarcerated individuals. Participants presented their initiatives and outcomes, as well as discussed how agencies in each workforce development area could work together to sustain the initiatives.
- ◆ *Native Americans with Disabilities* – DVR works closely with the Great Lakes Intertribal Council (GLITC) to improve employment outcomes for Native Americans with disabilities. The partnership focuses on addressing cross-cultural needs and increasing coordination between DVR and tribal VR agencies common customers.
- ◆ *Institutions of Higher Education* – Agreements with the University of Wisconsin System and the Wisconsin Technical College Systems Board allow DVR and Wisconsin’s Institutions of Higher Education (IHE) to share information regarding financial aid so that individuals are able to make maximum effort to secure financial aids.

### **Supporting employers who recruit, hire, and retain persons with disabilities**

DVR provides a variety of services to Wisconsin employers to assist them to effectively recruit, hire, and retain workers with disabilities.

- ◆ DVR is focusing on employers who are establishing or expanding their business operations in Wisconsin. Through a 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.

- ◆ DVR staff are a part of employer services teams in all of Wisconsin's 11 Comprehensive Job Centers. Along with DVR staff, these teams include partner agencies who work toward the common goal of connecting employers with qualified job candidates.

Accomplishments 2009-2011

- ◆ Thousands of job-seekers with disabilities in Wisconsin became employed as a result of DVR services and thousands more applied for DVR services.

	SFY 2010	SFY 2011
Successful Employment outcomes	2,266	3,212
Wages per hour of those employed	\$12.73	\$12.22
Applicants for services	16,624	16,518

- ◆ Wisconsin realizes an incredible return on DVR's taxpayer investment when a person with a disability joins our state's workforce. In state fiscal year 2011, DVR invested \$26.7 million in the 3,212 DVR participants who successfully reached their employment goal. The estimated annual earning for that group was \$54.5 million. The following table shows, by county, the investment made in DVR services alongside the estimated annual earnings of the people with disabilities who were successful in reaching their employment goal in state fiscal year 2011.

**State Fiscal Year 2011**

County	Cost of DVR Services	Annual Income of DVR Successes	Successful employment outcomes
Adams	\$20,740	\$102,180	4
Ashland	\$238,286	\$736,640	32
Barron	\$246,307	\$448,110	33
Bayfield	\$85,847	\$221,156	8
Brown	\$750,017	\$2,171,713	141
Buffalo	\$8,117	\$12,532	2
Burnett	\$37,689	\$111,748	7
Calumet	\$361,313	\$565,212	35
Chippewa	\$283,254	\$477,152	33
Clark	\$263,199	\$202,046	15
Columbia	\$188,939	\$255,296	22
Crawford	\$299,772	\$278,980	12
Dane	\$2,782,915	\$4,510,625	291
Dodge	\$358,233	\$675,629	44
Door	\$174,332	\$175,032	12
Douglas	\$133,981	\$414,492	30

<i>County</i>	<i>Cost of DVR Services</i>	<i>Annual Income of DVR Successes</i>	<i>Successful employment outcomes</i>
Dunn	\$291,930	\$605,384	25
Eau Claire	\$579,132	\$1,147,432	78
Florence	\$23,445	\$37,856	2
Fond du Lac	\$458,551	\$1,012,193	80
Forest	\$1,709	\$8,840	1
Grant	\$52,535	\$240,890	18
Green	\$194,920	\$327,398	17
Green Lake	\$30,462	\$146,650	6
Iowa	\$74,572	\$140,491	10
Iron	\$20,936	\$90,480	3
Jackson	\$125,746	\$148,730	12
Jefferson	\$354,715	\$597,831	40
Juneau	\$95,656	\$196,911	14
Kenosha	\$527,038	\$1,228,304	84
Kewaunee	\$30,712	\$62,764	6
La Crosse	\$347,454	\$829,160	68
Lafayette	\$4,123	\$16,640	1
Langlade	\$33,173	\$106,808	6
Lincoln	\$57,648	\$154,024	11
Manitowoc	\$263,098	\$661,241	47
Marathon	\$1,359,277	\$1,987,963	84
Marinette	\$179,478	\$420,824	25
Marquette	\$171,457	\$183,319	10
Menominee	\$8,133	\$95,888	4
Milwaukee	\$3,147,455	\$7,539,956	419
Monroe	\$653,796	\$1,022,102	30
Oconto	\$153,514	\$391,989	28
Oneida	\$117,867	\$279,773	20
Outagamie	\$117,616	\$235,456	7
Ozaukee	\$443,177	\$1,005,258	45
Pepin	\$54,124	\$57,096	5
Pierce	\$266,365	\$382,876	12
Polk	\$442,828	\$651,196	36
Portage	\$215,610	\$242,687	27
Price	\$117,861	\$135,512	10
Racine	\$903,884	\$1,874,743	147
Richland	\$203,814	\$259,896	16
Rock	\$1,028,152	\$1,599,356	109
Rusk	\$108,042	\$323,648	14
St Croix	\$368,651	\$672,620	28
Sauk	\$251,467	\$868,641	32
Sawyer	\$216,043	\$366,912	22
Shawano	\$356,012	\$614,322	21
Sheboygan	\$468,034	\$984,094	93
Taylor	\$154,679	\$248,820	18
Trempealeau	\$197,277	\$246,610	12
Vernon	\$229,321	\$642,070	17
Vilas	\$40,517	\$32,916	2
Walworth	\$453,948	\$1,112,707	56
Washburn	\$148,508	\$300,924	14
Washington	\$558,049	\$1,377,825	75

<i>County</i>	<i>Cost of DVR Services</i>	<i>Annual Income of DVR Successes</i>	<i>Successful employment outcomes</i>
<b>Waukesha</b>	\$1,827,875	\$5,169,900	257
<b>Waupaca</b>	\$252,827	\$409,760	25
<b>Waushara</b>	\$120,363	\$322,802	22
<b>Winnebago</b>	\$692,958	\$1,606,188	95
<b>Wood</b>	\$325,952	\$596,210	48
<b>Wisconsin Total</b>	<b>\$26,155,427</b>	<b>\$53,381,429</b>	<b>3,135</b>
<b>Out of state employment</b>	\$592,407	\$1,090,385	77

- ◆ DVR staff provide vocational rehabilitation services to people with disabilities through a system of team-based service delivery. This approach allows DVR to serve job seekers with disabilities more efficiently by utilizing the strengths and talents of all team members.

#### Upcoming Initiatives

- ◆ In SFY 2012, DVR anticipates maintaining for a fifth consecutive year, no wait for employment plan services for eligible applicants with the most significant disabilities (Order of Selection Category 1), a wait period of no longer than six months for those with significant disabilities (OOS Category 2), and an indeterminate wait for services for individuals determined to have non-significant disabilities (OOS Category 3).
- ◆ DVR developed a statewide Business Services Team (BST) in 2011. The team includes DVR representatives from each Workforce Development Area and senior leadership. The role of the BST is to identify successful strategies that connect DVR job seekers to employers and meet employers' needs specific to recruiting, hiring, and retaining persons with disabilities in their workforce. The group anticipates the rollout of written materials and web-based content that will be available to employers to support them in their efforts to attract, hire and retain individuals with disabilities.

## Division of Unemployment Insurance

### Mission

Providing economic support for unemployed workers and stabilizing of the economy.

### Program Summary

- ◆ Determines eligibility and pays benefits to claimants under state and federal programs and requirements.
- ◆ Manages the Unemployment Insurance (UI) Trust Fund.
- ◆ Collects Unemployment Insurance taxes from approximately 135,000 state employers.
- ◆ Assures integrity of benefit payments and tax collections.
- ◆ Manages the department's labor law clinic program, providing employers with information about the laws administered by the department.
- ◆ Takes an active role in influencing federal UI policy decisions.
- ◆ Provides continuing outreach to employers and potential claimants, explaining the Unemployment Insurance law and describing administrative procedures.
- ◆ Works with the Unemployment Insurance Advisory Council to update state Unemployment Insurance statutes every two years.

### Accomplishments 2009-2011

- ◆ Distributed more than \$6.29 billion in UI benefits to 1,097,189 claimants over two years.

	CY 2009	CY 2010
Number of Claimants Paid	566,353	530,836
Amount of Benefits Paid	\$3,166,852,114	\$3,118,412,271
Number of UI Initial Applications	397,663	1,055,706
Number of weekly claims processed	11,838,083	11,836,699
Number of disputed issues resolved	294,823	321,106

- ◆ Achieved 87 percent first payment promptness for intrastate worker claims for UI for the period July 2009 through June 2011. This meets the U.S. Department of Labor standard of 87 percent.
- ◆ Issued 763,805 written initial determinations of benefit eligibility during the biennium.
- ◆ Enhanced the Internet Initial Claims application to allow more people to complete their application online and eliminate the need to speak with a claims specialist. In 2010, 55.7 percent of the claimants starting a claim on the Internet were able to complete their claim online. This is a 16 percent increase since system and workflow changes were implemented in 2008.
- ◆ Implemented federal Emergency Unemployment Compensation (EUC08) program in July 2008. This provided, in addition to state UI benefits, 13 weeks of benefits to eligible claimants. EUC08 was expanded in November 2008 to add 7 weeks of benefits, called Tier 1, to eligible claimants who had exhausted regular EUC08

benefits. In addition, 20 weeks of benefits were made available to eligible claimants if certain unemployment triggers were met. The added weeks of benefits are called EUC Tier 2 and triggered on in January 2009. Continued the administration of EUC Tiers 1 through 4.

- ◆ Managed the UI Extended Benefits program, which triggered in February 2009, the first time the program triggered on since the early 1980s, necessitating an extensive computer system upgrade. The Extended Benefits provide an additional 13 weeks of benefits to eligible claimants.
- ◆ Implemented the federal American Recovery and Reinvestment Act (ARRA) High Extended Benefits program after passage of Wisconsin Act 11 to have program trigger on when the Total Unemployment Rate reaches eight percent for three months. High Extended Benefits made seven additional weeks of benefits available to qualified claimants.
- ◆ Procured new federal grant funding totaling \$1.4 million for program integrity efforts to reduce improper payments and educating UI constituents.
- ◆ Secured a renewal of a federal grant to continue, in partnership with DET, to conduct Reviews of Eligibility Assessments (REAs) for UI claimants.
- ◆ Participated in a Federal initiative for "high impact states" to develop strategies to reduce improper payments. Wisconsin began the implementation of some strategies focused on reducing errors due to improper reporting of benefit year earnings.
- ◆ Continued to explore alternative ways of assigning adjudication work as well as having adjudicators specialize in certain eligibility issue families in an effort to more effectively manage the high workload at the four adjudication centers.
- ◆ Hired a new supervisor and project staff to handle the increased fraud workload.
- ◆ Hired four former law enforcement officers to help investigate identity theft cases and work as field investigators and liaisons to District Attorneys working on fraud cases referred for prosecution.
- ◆ Held 17 labor law clinics and 18 Friday Fundamentals to teach employers about their rights and responsibilities under Wisconsin law. Clinics are offered in all areas of the state and average more than 100 employers attending each clinic.
- ◆ Participated in rapid response sessions and provided speakers to 270 employer groups, human resource groups, and business associations upon request. The four adjudication centers gave 336 presentations to 13,581 participants.
- ◆ Presented information at the Jail Administrators conference in fall 2010 on how to help detect and prevent fraud in UI.
- ◆ Prepared and issued the *2010 Report on Detection and Prosecution of Fraud* to the UI Advisory Council, including details on recovery of \$35 million in overpayments in 2010.
- ◆ Established \$78,838,662 in overpayments in 2010; including \$37,458,161 due to fraudulent activities.
- ◆ Recovered \$35,336,560 in overpayments in 2010; including \$9,023,810 due to fraudulent activities.
- ◆ Established \$51,053,897 in overpayments in 2009; of which was \$30,978,880 (61 percent) was recovered.

- ◆ Assessed \$18,364,360 in penalties for fraudulent claims in 2009 and collected \$10,243,779.
- ◆ Assessed \$40,509,958 in penalties for fraudulent claims in 2010 and collected \$11,088,453.
- ◆ Referred 31 cases for prosecution and received 11 convictions in 2010.

### **Bureau of Legal Affairs**

- ◆ Issued 23,978 appeal tribunal decisions in unemployment benefit cases in 2009 and 30,261 in 2010.
- ◆ Maintained quality of hearings at a high level, as indicated by consistently obtaining scores exceeding 90 percent in United States Department of Labor annual evaluations and DWD quarterly evaluations of hearing quality, despite stress of greater work load.
- ◆ Reduced the average case age of pending benefit appeals to 25 days as of August 2011 to the lowest level in more than 24 months, despite departure of administrative law judges and substantial numbers of appeals filed during 2009, 2010 and 2011.
- ◆ Implemented various improvements in receiving and scheduling appeals hearings, increasing staff productivity and output.
- ◆ Led passage of the UI Bill, 2009 Wisconsin Act 287, with testimony, technical legal and fiscal analysis and other support before legislative committees. Provisions of the bill include:
  - ◆ Harmonizing “regular” approved training eligibility and extended training eligibility.
  - ◆ Allocating lump sum pension distributions to a single week for benefit purposes, limiting benefit reductions for claimants taking lump sum pensions.
  - ◆ Defining bonus payments as “earned” when paid, easing administration and providing predictability to benefit reductions.
  - ◆ Defining “full-time” work as thirty-two hours or more per week for certain benefit purposes.
  - ◆ Clarifying that the department is an “adverse party” in employers’ circuit court actions to review tax decisions, reducing confusion and injustice in employer appeals.
- ◆ Authorized the department to intercept federal tax refunds for unemployment insurance fraud.
- ◆ Strengthened protection of claimants and witnesses in unemployment insurance cases from retaliation and threats.
- ◆ Modified limits on voluntary contributions to allow reduction of tax rate for employers sustaining catastrophic physical damage to business resulting in layoffs; and established a firm due date for voluntary contributions.

- ◆ Amended the Special Assessment For Interest on federal loans to the reserve fund to cause unused balance to revert to the reserve fund.
- ◆ Repealed statutory provisions requiring Indian tribes to provide financial assurance.
- ◆ Required professional employer organizations to register with the Wisconsin Department of Regulation and Licensing for purposes of treatment of PEO as employer under UI law.
- ◆ Excluded from UI coverage individuals providing personal care or companionship for an ill or disabled family member when the family member directly employs the individual providing the services.
- ◆ Improved the definition of “employee” by:
  - ◆ Restoring a balance between the two basic elements of the test for “employee”: freedom from control and direction and independently established business.
  - ◆ Eliminating and modifying several factors that have made the test less effective, encouraged manipulation and confused the public and the agencies and courts administering the law.
  - ◆ Amending six factors to improve clarity, predictability and fairness, by using simpler and clearer language.
  - ◆ Importing four factors that have been sound indicators of proper employee classification in other statutes.
  - ◆ Retaining three factors that have worked well and are well understood.
  - ◆ Maintaining the flexibility and predictability of outcomes that application of the seven-of-ten design affords.
- ◆ Led passage of 2009 Wisconsin Act 292 authorizing the department to enforce proper classification of employees by orders to stop work in construction and penalties for misclassification.
- ◆ In 2009 obtained Legislature approval for rule changes:
  - ◆ Exemptions of poverty-level wages from levy (DWD §136)
  - ◆ Protection from disclosure of confidential unemployment insurance records (DWD §§140 and 149)
- ◆ In 2010 obtained Legislature approval of rule changes:
  - ◆ Revised criteria for determining ability to work and availability for work (DWD §128).
  - ◆ Revised procedural requirements for timeliness in filing unemployment benefit claims (DWD §129).
- ◆ Conducted public hearings by the UI Advisory Council and solicited and obtained public input on the UI program.

- ◆ Conducted 17 meetings of the UI Advisory Council in 2009, 4 meetings in 2010 and 8 meetings in 2011, obtaining agreements on legislative proposals and receiving and analyzing comments of the public and legislators on the UI program.
- ◆ Prepared and issued the 2011 biennial report to the Governor and Legislature, the *UI Financial Outlook*, reporting the UI reserve fund status and financial projections of UI operations.
- ◆ Prepared and issued the 2011 biennial *Report of Activities of the UI Advisory Council for 2009–2010*.

## **Bureau of Tax & Accounting**

Implemented the United States Treasury Tax Offset Program (TOP). Wisconsin Act 287 updated legislation to enable the intercept of Federal Tax Refunds for UI Fraud. Wisconsin State Statute 108.22(8) was amended to enable the intercept of federal tax refunds to collect UI benefit overpayments in fraud cases and permit the U.S. Department of Treasury to deduct fees from intercepted amounts to cover the administrative costs of the intercept program.

Through September 18, 2011, Wisconsin has collected \$3,027,814 in overdue fraudulent overpayments through the program and the state Department of Revenue has recouped funding \$4,543,406 for a total of \$7,571,220.

### General Accounting

- ◆ SUITES projects implemented include new applications for electronic payment system, Special Assessment For Interest (SAFI), TOP federal tax intercepts, file format changes from DOR and USBank, and portal enhancements for downloading benefit charges and adjustments.
- ◆ Accounting has provided extensive analysis for Trust Fund solvency with fiscal estimates.

### Employer Service Team

- ◆ Employer Service Team new status determinations for FY2011: 12,315.
- ◆ Business transfer determinations for FY2011: 1,749.
- ◆ Telephone calls answered during FY2011: 57,061.

### Collections

- ◆ Benefit Overpayment collections in FY2011: \$37,464,781.
- ◆ Employer delinquent taxes collected in FY2011: \$32,561,115.
- ◆ Claimant benefit overpayment collections telephone calls answered for FY2011: 56,451.
- ◆ Employer collections telephone calls answered for FY2011: 25,454.

### Audit

- ◆ Additional taxes assessed by BTA audit in 2010 were \$1,678,238, and additional taxes assessed by BTA audit in 2011 year to date are \$1,130,182.
- ◆ Number of new workers identified in 2010 was 7,222, and number of new workers identified in 2011 year to date is 5,214.
- ◆ Total audits completed in CY2010 were 2,213, and total 2011 audits completed in 2011 to date through August were 1,286.

### Upcoming Initiatives

- ◆ Modernize Unemployment Insurance Benefits, Appeals, and Program Integrity Automated System to improve functionality, increase efficiencies, reduce support costs, and decrease risk and vulnerabilities
- ◆ Connect UI claimants to DET services.
- ◆ Create a common registration for UI and DET customers.
- ◆ Recurring ACH payments for delinquent taxes and claimant overpayment delinquencies.
- ◆ Work with the IRS Governmental Liaison Data Exchange Program (GLDEP) to receive additional extracts which will help our collection efforts in the future. Extracts such as Corporate Affiliations will allow us to identify non-filers and potential transfers. The Federal Employer Identification Number extract will allow us to gather bank account information for collection purposes.
- ◆ DWD will support the Unemployment Insurance Advisory Council in its role in advising the legislature and the department regarding changes in UI law.
- ◆ DWD has been granted an SBR for \$1,450,536 to fund various program integrity initiatives including the implementation and maintenance for SIDES and the phase one development of a claimant portal.
- ◆ Convert legacy mainframe database to modern relational database platform.
- ◆ Implement a data exchange system to communicate with large employers and employer agents electronically.

## Worker's Compensation Division

### Mission

The mission of the Division of Worker's Compensation (WCD) 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 ensure 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 resolves appeals regarding claims and ensures compliance with the provisions of the Wisconsin Worker's Compensation Act.

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 conduct formal administrative hearings to resolve disputed claims between claimants and employers.

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.

### Accomplishments 2009-2011

#### **Bureau of Insurance Programs**

The Bureau of Insurance Programs reports the Uninsured Employer Fund (UEF) remains strong with a \$11.4 million balance as of June 30, 2011. Accomplishments from July 1, 2009 to June 30, 2011 include:

- ◆ Completed 40,152 Wisconsin employer investigations.
- ◆ Assessed penalties on 3,171 employers for operating without worker's compensation insurance.
- ◆ Collected penalty assessments of \$5.1 million from illegally uninsured employers.
- ◆ Estimated new insurance coverage resulted for 90,000 Wisconsin employees based on these efforts.
- ◆ Investigated and processed 100 claims for the Uninsured Employers Fund (UEF).
- ◆ Paid \$5.5 million through the UEF to or on behalf of workers injured while working for illegally uninsured employers.
- ◆ Monitored 55 private and 54 public self-insured Wisconsin employers as a part of our self-insurance program.
- ◆ Completed seven wrap-up projects. One new project was approved. Currently there are three active wrap-up projects 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. To qualify as a wrap-up project, the estimated project cost of completion must equal at least \$25 million and the estimated standard worker's compensation manual premium must be \$250,000 or more.

### **Bureau of Claims Management**

The Bureau of Claims Management used information technology to improve customer service and streamline claims processing, as well as ensure prompt and accurate payment of benefits due and compliance with department reporting requirements. Accomplishments from July 1, 2009, to June 30, 2011, include:

- ◆ Monitored and processed over 73,000 non-litigated claims for accuracy, actions and prompt payments of over \$456 million.
- ◆ Created over 4,800 claims for applications, third parties, and hearing loss.
- ◆ Calculated Permanent Partial Disability (PPD) estimates for over 22,700 litigated and non-litigated claims.
- ◆ Verified and processed over 12,800 litigated and non-litigated claims for wage information.
- ◆ Processed over 200,000 pieces of litigated mail, paper reports and claim-related emails.
- ◆ Processed and verified over 11,000 claims for compromise and finding of fact orders.
- ◆ Received over 343,000 electronic transmissions of claim-related information by users of the division's secure Internet system for both viewing of claims and submission of required reports.
- ◆ Provided training and customer support to over 540 distinct insurance companies, self-insured employers, and their third-party administrators, by correspondence, telephone, email, and division-maintained web pages.
- ◆ Published Indicators quarterly to help insurance companies and self-insured employers view their performance in eight various areas of compliance. Of the eight indicators, five of them are at or above the standard and three of them are holding steady or improving.
- ◆ Issued over \$8 million per year in special work injury benefits, including a biennium total of \$528,000 in death benefits to dependents of fatally-injured workers, and over \$455,000 in benefits paid to injured workers with permanent total disability.
- ◆ Implemented the internal processes necessary to meet the federal Medicare Secondary Payer Mandatory Reporting Provisions as required in Section 111 of the Medicare, Medicaid, and SCHIP Extension Act (MMSEA) of 2007. Our client liaison at Gould & Lamb confirmed that WI WCD was the first of their clients to submit a production Claim Input file and have it accepted by the Centers for Medicare & Medicaid Services. WI WCD was up and running with production reporting a full three quarters before the mandatory deadline.
- ◆ Implemented of the Kofax Fax Importation application in order to affect a significant decrease in the number of documents the WC Division scanned. Documents that were

previously hard copy, needed to be associated with a specific claim in the WCD database and then scanned now remain electronic throughout the entire process, obviating the need to have them scanned.

### **Bureau of Legal Services**

The Bureau of Legal Services has assisted the division in having one of the lowest cost per claim litigation rates in the country as noted by the Wisconsin Legislative Audit Bureau and the Worker's Compensation Research Institute. Accomplishments include:

- ◆ Scheduled 10,920 hearings, and conducted 1,441 formal hearings.
- ◆ Issued 14,463 judicial orders to resolve injury claim disputes.
- ◆ Processed 11,445 hearing requests.
- ◆ Conducted 2,345 pre-hearing and settlement conferences to resolve contested cases.
- ◆ Approved 10,437 settlements to resolve contested cases.
- ◆ Resolved 8,969 health care service fee and necessity of treatment dispute cases through alternative dispute resolution.

### Initiatives Accomplished

- ◆ Modified the process and procedures for making claims against the Work Injury Supplemental Benefit Fund.
- ◆ In cooperation with the Wisconsin Department of Justice, developed a systematic process for estimating claims exposure data to assist with monitoring payments and estimating the value of known claims against the Work Injury Supplemental Benefit Fund.
- ◆ Implemented a reporting process to the Centers for Medicare and Medicaid Services (CMS) for claims against the Self-Insured Employers Liability Fund, Uninsured Employers Fund and Work Injury Supplemental Benefit Fund, to comply with Federal law.

### Upcoming Initiatives

- ◆ Provide assistance and staff support for the Worker's Compensation Advisory Council to finalize the "Agreed Upon Bill" for this biennium.
- ◆ Work with DWD Human Resources to fill critical vacancies as soon as possible in the Worker's Compensation Division with qualified candidates.
- ◆ Maintain dialogue with Wisconsin Department of Justice about providing funding for Worker's Compensation Dispute Resolution Officers to handle claims with the Work Injury Supplemental Benefit Fund.
- ◆ Work with the Worker's Compensation Advisory Council and other stakeholders to strengthen the solvency of the Work Injury Supplemental Benefit Fund.
- ◆ Meet with the Health Care Provider Advisory Committee to explore developing parameters for the use of opioids and narcotics for the treatment of injured employees.

## Equal Rights Division

### Mission

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

### Program Summary

The Equal Rights Division is responsible for enforcing the Fair Employment, Fair Housing, Public Accommodations, Whistleblower, and Family and Medical Leave laws in the Bureau of Civil Rights. The Bureau of Labor Standards enforces all Labor Standards Laws, including Hours of Work and Overtime, Minimum Wage, Wage Payment and Collection, Child Labor, and Business Closing, as well as setting and enforcing the Prevailing Wage rates for state, local, and municipal building projects. The division also sets the prevailing wage rates for all state highway construction projects.

The Equal Rights Division is committed to using education as a means to eliminate discrimination and inadvertent violations of laws enforced by the division. Division personnel participate in over 50 presentations and seminars each year in support of this effort.

### Accomplishments 2009-2011

- ◆ Investigated 7,908 civil rights cases.
- ◆ Resolved 5,990 unpaid wage complaints and recovered over \$3.84 million for workers.
- ◆ Resolved 219 construction wage complaints and recovered over \$775,500 for construction workers.
- ◆ Implemented an Early Referral Mediation Program in the Civil Rights Bureau to allow parties to reach early resolution of discrimination complaints *prior to* investigation. This saves the parties the costs associated with investigations and administrative hearings.
- ◆ Updated and revised the civil rights training manual to capture the expertise and knowledge of retiring staff.
- ◆ Provided an online application that allows project owners to complete their own prevailing wage project determinations without requiring division staff involvement.
- ◆ Continued to successfully employ a diverse workforce while absorbing many retirements.
- ◆ Implemented an electronic payroll reporting system for contractors who perform work on public works projects to report payroll information to the department for the work done on the project.
- ◆ Updated the administrative rules in DWD 290 to reflect changes to the state prevailing wage laws contained in 2009 Act 28 (the biennial budget).

## Case Data

<u>Civil Rights Cases</u>	<u>SFY 2010</u>	<u>SFY 2011</u>
Number of cases received	4,191	3,855
Cases completed	3,896	4,021
Cases sent to Hearing Section	1,059	1,008
Appeals to the Wisconsin Labor and Industry Review Commission	107	105
Decisions appealed to Circuit Court, as well as FMLA cases that go directly to court	20	26
<u>Equal Rights Cases</u>	<u>FFY 2010</u>	<u>FFY 2011</u>
Equal Employment Opportunity Commission (EEOC) cases processed	1,640	1,550
\$\$ paid by EEOC for cases processed	\$902,000	\$930,000
<u>Labor Standards Cases</u>		
Unpaid wage complaints received	3,289	3,087
Complaints resolved	2,925	3,065
\$\$ recovered for claimants	\$1,970,436	\$1,871,779
<u>Construction Wage Cases</u>		
Construction wage complaints received	102	112
Complaints resolved	87	132
\$\$ recovered for workers	\$454,262	\$321,393
Wage Determinations (the wage rates, by trade, to be paid for a construction project)	3,350	3,799

### Upcoming Initiatives

- ◆ Explore changes that will allow for the most effective and efficient processing of large numbers of Fair Employment Law cases.
- ◆ Collaborate with the Division of Vocational Rehabilitation to use Equal Rights Division staff as impartial hearing officers.
- ◆ Continue to increase accessibility of services and information to individuals with Limited English Proficiency (LEP) through handouts and Internet access.
- ◆ Strengthen the existing partnership with the U.S. Equal Employment Opportunity Commission (EEOC).
- ◆ Update the administrative rules in Wis. Admin. Code §§ DWD 270, 271, and 290 to reflect the recently passed changes to child labor and prevailing wage laws contained in 20011 Act 32 (the biennial budget).
- ◆ Update the administrative rules in Wis. Admin. Code §§ DWD 272 and 274 to modernize minimum wage and overtime regulations to bring them in line with federal regulations.
- ◆ Use ERD's website to communicate new laws, new applications, and revised publications about civil rights and labor standards laws.

## Administrative Services Division

### Mission

Reduce department costs and improve service delivery by providing responsive, efficient, transparent, and high quality administrative support services.

### Business Services

The Administrative Services Division (ASD) provides a wide variety of customer-focused, central support services to the Office of the Secretary, DWD programs, staff, and partner agencies. The division's role is vital to the successful operation of the department.

The division is organized into the following bureaus:

#### Financial Services

- ◆ Procurement
- ◆ Accounts Payable
- ◆ Budgeting
- ◆ Auditing

#### Human Resources

- ◆ Classification and Compensation
- ◆ Staffing
- ◆ Payroll
- ◆ Benefits
- ◆ EO/AA

#### Information Technology

- ◆ Office of Chief Information Officer
- ◆ Application Development
- ◆ System Support Services
- ◆ Workstation Support
- ◆ Network Management
- ◆ Base Infrastructure Services
- ◆ Service Desk

#### ◆ Computer Production Services General Services

- ◆ Facilities Management
- ◆ Telecommunications Services
- ◆ Central Support Services

#### Administrative Support

- ◆ Division Management and Planning
- ◆ Continuity of Government Operations
- ◆ Health and Safety Program Management
- ◆ Intranet and Internet Websites  
Web Accessibility and Usability
- ◆ DWD Policy Manual and Organization Charts

### Accomplishments 2009-2011

- ◆ Reported a 12 percent Minority Business Enterprise (MBE) spend for SFY 2011, exceeding the State goal of 5 percent.
- ◆ Reported 9.3 percent minority representation among DWD Management Information Professionals and Supervisors.
- ◆ Reported 11.2 percent of staff have self-identified with a disability which includes 47 veterans with service-connected disabilities.
- ◆ Developed and implemented a new Enterprise Level Request to Staff Position process to streamline the service and increase transparency. Subsequently secured approval from DOA assuring adequate internal HR controls exist eliminating the need for DOA to review all position requests.
- ◆ Worked with OSER to develop, implement and share with other state agencies a method for making application materials available to raters electronically for recruitments with large numbers of applicants.

- ◆ Hosted the National Association of State Workforce Agencies (NASWA) 74<sup>th</sup> Annual Conference, in Madison, for 177 attendees from 43 states, the District of Columbia and Puerto Rico. The conference was deemed as one of the best ever by NASWA Board Members and attendees, and DWD was called upon to assist Puerto Rico with planning the 75<sup>th</sup> Annual Conference and California with planning the 76<sup>th</sup> Annual Conference.
- ◆ Worked with UI to develop and implement numerous changes to the Unemployment Insurance program extensions and stimulus initiatives.
- ◆ Worked with DVR to enhance the DWD Data Warehouse (WISARD) to include DVR case management data creating ability for DVR to report on Authorization for Services, Tags, and Applicant Work History.
- ◆ Developed and implemented changes to mainframe system for Uninsured Employer Fund (UEF) to allow past due processing.
- ◆ Developed and implemented system for United States Treasury Offset Program to intercept IRS tax refunds for recovery of fraudulent overpayment debts.
- ◆ Developed and implemented Electronic Funds Transfer (EFT) as an additional option for UI Voluntary Contributions.
- ◆ Enhanced Apprenticeship system to generate Assessment Appointment Notices and Assessment Outcome Notices.
- ◆ Completed the server co-location project in support of DOA initiative to consolidate IT resources.
- ◆ Completed the conversion of the Unemployment Compensation database in October 2011 – this creates a foundation for modernizing UI applications.
- ◆ Collaborated with DATCP to share DWD-developed system for Time Distribution system which includes the ability to calculate Fringe Benefits and create system generated reports.
- ◆ Collaborated with DCF to share DWD-developed system for Cost Allocation (CAL) and Transaction Editor (TEd).
- ◆ Upgraded the DWD Cost Allocation system, Procurement Card system, and TED Transaction Editor to supported programming language.
- ◆ Developed a purchasing system (RAPIDS) release that provides review functionality for DVR vendors.
- ◆ Developed and implemented a paperless Travel Authorization Request process and system.
- ◆ Implemented a new component of WISARD that reduces the response time of report generation for Accounts Receivable, General Ledger, Balance Sheet and Budget to Actual Year to Date reporting.
- ◆ Scanned and created electronic archives of DWD grants and Memoranda of Understanding (MOUs).
- ◆ Authorized grants and gained funding approval of \$86 million in American Recovery and Reinvestment Act funds.

- ◆ Coordinated 214 employee training sessions with 1,840 participants.
- ◆ Processed approximately 8.2 million pieces of outgoing mail, 1.1 million pieces of incoming mail, and 7,000 UPS packages in the central office annually.
- ◆ Processed 220 retirements.
- ◆ Established a process for collecting, developing recommendations, implementing and tracking cost savings of waste, fraud, abuse, and administrative efficiencies suggestions.

### Upcoming Initiatives

- ◆ Establish a DWD Waste, Fraud, and Abuse (WFA) Task Force to continue identifying and implementing Agency efficiencies.
- ◆ Re-establish DWD internal audit function and conduct financial reviews of all 11 workforce development boards.
- ◆ Establish an enhanced IT access control review process.
- ◆ Implement paperless P-card invoice approval process.
- ◆ Create an agency policy on internal transfer and web-based system for transfer requests.
- ◆ Target recruitment and hiring of qualified minority attorneys.
- ◆ Improve compatibility, connectivity & functionality between DWD IT systems.
- ◆ Automate manual processes and increase the use of imaging technologies to further eliminate paper files.
- ◆ Implement a paperless certification process within Human Resources System.
- ◆ Implement an enterprise wide data warehouse strategy while maintaining division control of program data and reports.
- ◆ Work with DOA to replace DWD's procurement system (RAPIDS).
- ◆ Further develop and enhance the CIO Office responsibilities and IT Management Board (ITMB) IT investments planning, prioritizing, and management processes.
- ◆ Increase Business Analysis skills department-wide.







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