



WISCONSIN

Department of Workforce Development

2014

ANNUAL REPORT



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



December 29, 2014

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

Dear Governor Walker,

Under your leadership and vision, the Department of Workforce Development (DWD) remains focused on building a talent pipeline for employers in Wisconsin to grow and offer the job seekers of Wisconsin an avenue to gain the necessary skills for employment.

DWD plays a key role in implementing your comprehensive workforce development agenda, and we have risen to the challenge to help Wisconsin close the skills gap by creating a talent pipeline, supporting private-sector job creation, and grow the state's economy through in-demand customized training.

I am pleased to share with you DWD's many achievements throughout 2014. As you will see, our talented and dedicated agency staff, in collaboration with our many workforce partners, have made tremendous strides over the past 12 months. Some key highlights of these accomplishments include:

Youth Apprenticeship: Youth Apprenticeship (YA) enrollment for the 2013-14 school year reached 2,469, a 10 year high for the YA program, with apprentices at 279 school districts and at 1,639 employers. In addition, 1,418 Youth Apprenticeship State Skill Certificates were awarded, resulting in industry-recognized credentials for occupations that are in demand by Wisconsin employers.

Addressing the Skills Gap: DWD has announced nearly \$12.5 million in Wisconsin Fast Forward grants to equip almost 13,800 current and new workers with high-demand skills since the program began in 2013. DWD has also awarded Wisconsin Fast Forward – Blueprint for Prosperity funding of approximately \$2.1 million in grants for school-to-work programs across the state. The grants cover training for up to 949 high school pupils could involve employment at up to 153 employers. Additionally, more than \$600,000 in grants were awarded to train more than 200 persons with disabilities and another \$850,000 was allocated to support the expansion of the Project SEARCH program to help young people with disabilities transition from high school to the workplace. And, approximately \$28 million in grants were awarded to reduce waiting lists at all 16 technical colleges for some 4,900.

Connecting veterans with job opportunities: DWD's Office of Veterans Services was in the top ten states nationally with a 65% Entered Employment Rate for Veterans served by OVS. Wisconsin was tied for 2nd place nationally with an Employment Retention Rate of 83%. Both measurements are reflective of the state's strong commitment to help veterans find family-supporting jobs and strengthen our state's economy.

Helping Workers with Disabilities Achieve Employment Goals: 4,415 individuals with disabilities successfully reached their employment goal and entered the workforce, the highest level in 15 years. The earning of these 4,415 recent additions to Wisconsin's workforce is projected to be \$78.3 million annually, more than double the public investment made in their services. A hefty portion of these earnings will be used to purchase good and service, bolstering

Wisconsin's economy and transforming successful DVR customers into workers and taxpayers, and measurably decreasing their dependence on public assistance.

Unemployment Insurance: After inheriting a UI Trust Fund deficit of \$1.4 billion, the Trust Fund now has a positive balance this year following the enactment of historic reforms by the Legislature and Governor Walker. The Unemployment Insurance Division has progressively increased the number of weekly work search audits from 200 to 800 per week to promote increased program integrity and prevent improper payments.

DWD in fall of 2014 rolled out two major updates to its online system to file and seek information about UI claims. Both improvements are designed to promote greater self-service and reduce the need to speak directly to a UI claims specialist, allowing specialists to focus on the most complex cases. The improvements reflect the UI online systems' most dramatic improvements since 2008.

We've documented these and many more highlights from 2014 in the attached report. We will remain focused on equipping the workers of Wisconsin with the skills they need to find jobs in the modern workforce, as well as working with our workforce partners to move training initiatives forward.

Sincerely,

A handwritten signature in black ink that reads "Reggie Newson". The signature is written in a cursive style with a large, sweeping initial "R".

Reggie Newson
Secretary

Department of Workforce Development

2014 Annual Report

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Department Overview

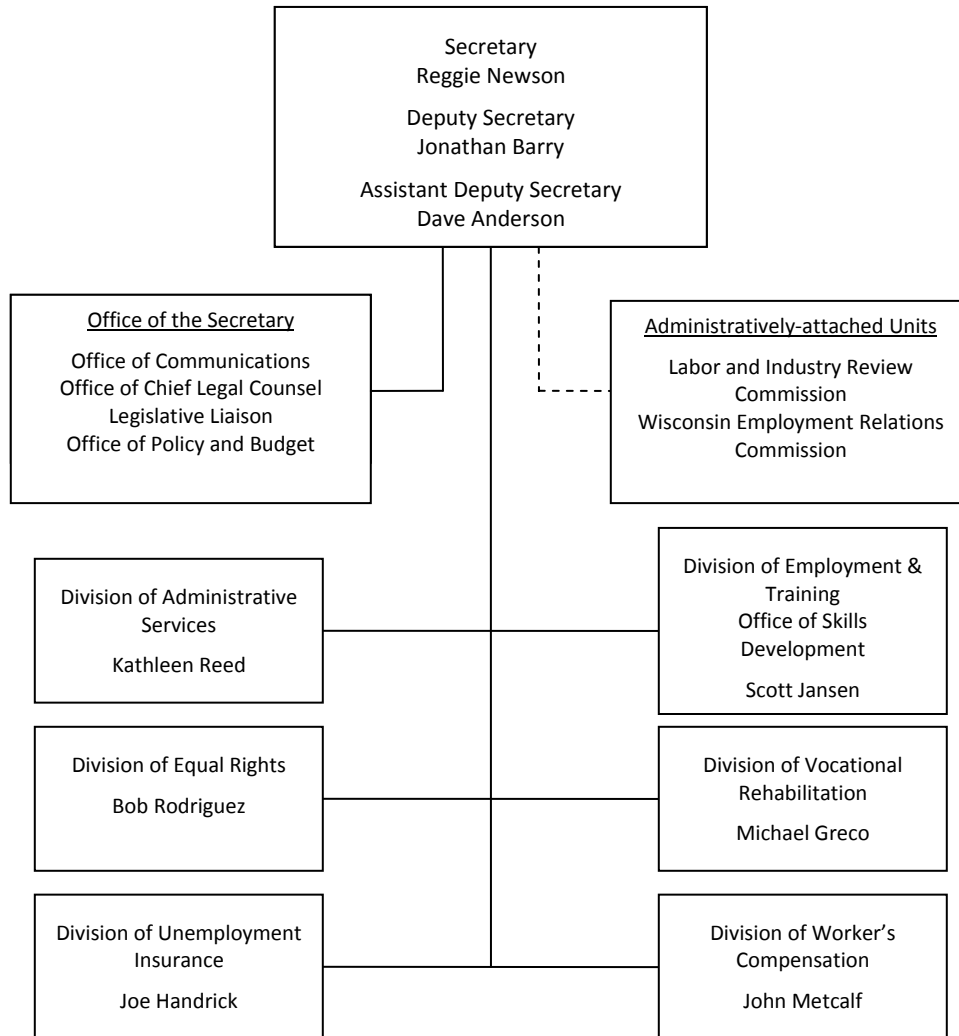
The Wisconsin Department of Workforce Development (DWD) is the state agency charged with advancing Wisconsin's economic and business climate by empowering and supporting the workforce. The department's vision, *Building the workforce to move Wisconsin forward*, is carried out by supporting Governor Walker's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

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

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

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

DWD Organization



The Office of the Secretary oversees the Department of Workforce Development (DWD), which conducts a variety of talent development and regulatory programs designed to connect people with employment opportunities in Wisconsin. DWD is responsible for the state's employment and training services, including job centers; job training and placement services provided in cooperation with private sector employers; apprenticeship programs; and employment-related services for people with disabilities. The department oversees a number of other programs, including Unemployment Insurance and Worker's Compensation programs, and is responsible for adjudicating cases involving employment discrimination, housing discrimination, and labor law. The department also analyzes and distributes labor market information.

Office of the Secretary

2014 Accomplishments

Office of Legislative Affairs





The Office of Legislative Affairs located within the Secretary's Office is responsible for responding to all legislative, executive and other inquires. In addition, the Legislative Liaison participates on Department work teams dedicated to developing, monitoring, and providing budget consultation for DWD programs and is dedicated to educating and counseling legislative members on pieces of legislation that is drafted that affects divisions within DWD.

The Legislative Liaison provided the legislative and executive branches timely responses to over 1,050 contacts regarding a number of subject matters.

Office of Policy and Budget (OPB)

The Office of Policy and Budget (OPB) located within the Secretary's Office is responsible for the Department's Operating and Biennial Budget processes. OPB staff prepares the biennial budget request document which includes the requested funding and position levels, statutory language changes, and descriptions of each budget item. OPB staff responds to inquiries and requests for additional information and analyses and present and advocate for the Department budget proposals. In addition, OPB participates on Department work teams dedicated to developing, monitoring, and providing budget consultation for DWD programs.

Highlights of OPB activities in 2014 include:






-  Timely development and submission of DWD's SFY 2015-17 biennial budget proposal, including position control of approximately 1,800 FTE, and development of white papers containing analysis of fiscal, policy, and programmatic effects of proposals.
-  Preparation and monitoring of DWD's SFY 14 operating budget and position control for all Divisions and programs.
-  Provided budget and program analysis for new legislative initiatives in SFY 14, including the Governor's Workforce Investment Initiative and Blueprint for Prosperity, which provided approximately \$50 million in new funding to DWD.
-  Completion of over 70 fiscal notes for legislative bills and Legislative Reference Bureau drafts for the 2013-14 Legislative Session.

Communications Office

The Communications Office located within the Secretary's Office is responsible for handling major communications that span the spectrum of DWD, and serves as the Department's main voice with external and internal audiences.

The Communications Office built its marketing communications plan for 2014 to strengthen DWD's brand, increase understanding of DWD services, and cement the agency's position as a cornerstone of Wisconsin's workforce development system.

The following five goals drive the DWD Marketing Communications Plan:

-  Promote DWD and its workforce partners as the centerpiece of a successful workforce delivery system.
-  Increase awareness of and utilization of DWD programs and services.
-  Establish DWD among key audiences as a dynamic, visionary thought leader in the labor market.
-  Reinforce the value of high-demand sectors to Wisconsin youths and young adults.
-  Solidify DWD brand identity and messaging both internally among DWD staff and externally with DWD partners.

Division of Employment and Training (DET)

Mission

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

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

2014 Accomplishments

Office of Skills Development

2014 Accomplishments

- Governor Walker's Wisconsin Fast Forward initiative makes up to \$15 million in customized, demand-driven worker training grants for Wisconsin employers. The Governor's *Blueprint for Prosperity*, signed in spring 2014, included another \$35.4 million in grant funding for targeted uses.
- To date, the Office of Skills Development (OSD), which administers Wisconsin Fast Forward, has issued intent letters to award nearly \$12.5 million in Wisconsin Fast Forward grants to 145 projects across Wisconsin to increase the skills capacity for almost 13,800 workers in three rounds of funding.


Program	Allocation	Applicant Request	Intent to Award	Applicant Contracted	Total Grant Awards	Total Anticipated Trainees
Round 1	\$2,700,000	\$4,071,699	\$2,604,943	\$2,599,158	32	1,920
Round 2	\$7,500,000	\$6,041,039	\$3,429,005	\$3,374,041	47	4,691
Round 3	\$8,000,000	\$11,126,041	\$6,472,005	n/a*	66	

*Intent to Award letters for Round 3 grants were issued in December 2014. Grant contracting will begin in January 2015.

- Governor Walker's Wisconsin Fast Forward – *Blueprint for Prosperity* initiative provides funding for:
 - Reduction of wait lists in the technical college system;
 - Support school-to-work programs; and
 - Provides assistance to efforts that seek to employ persons with disabilities, including veterans with service-related disabilities.



Program	Applicant Request	Intent to Award	Total Projects	Total Anticipated Trainees
Technical College Wait List	\$38,696,551	\$28,021,052	100	4,890
High School Pupil	\$3,209,451	\$2,126,240	30	949
Training Workers with Disabilities	\$1,189,112	\$622,340	11	210

Labor Market Information System





-  DWD also received funds to develop a cutting-edge labor market information system. The system is planned to be operational in 2015.

Bureau of Apprenticeship Standards (BAS)

Wisconsin's apprenticeship program continued to see strong returns in 2014, which results in employer-driven skills training for workers and is a proven solution to the state's skills gap.


-  2,943 new apprentices began training in 2014 as of 11/01/14. There are currently 9,645 total active apprentices representing 2,384 employers.
-  There are 992 active apprenticeship sponsors, representing 2,242 employers. During 2014, the number of sponsors increased by 4% over last year, with the industrial sector seeing a gain of 6%.

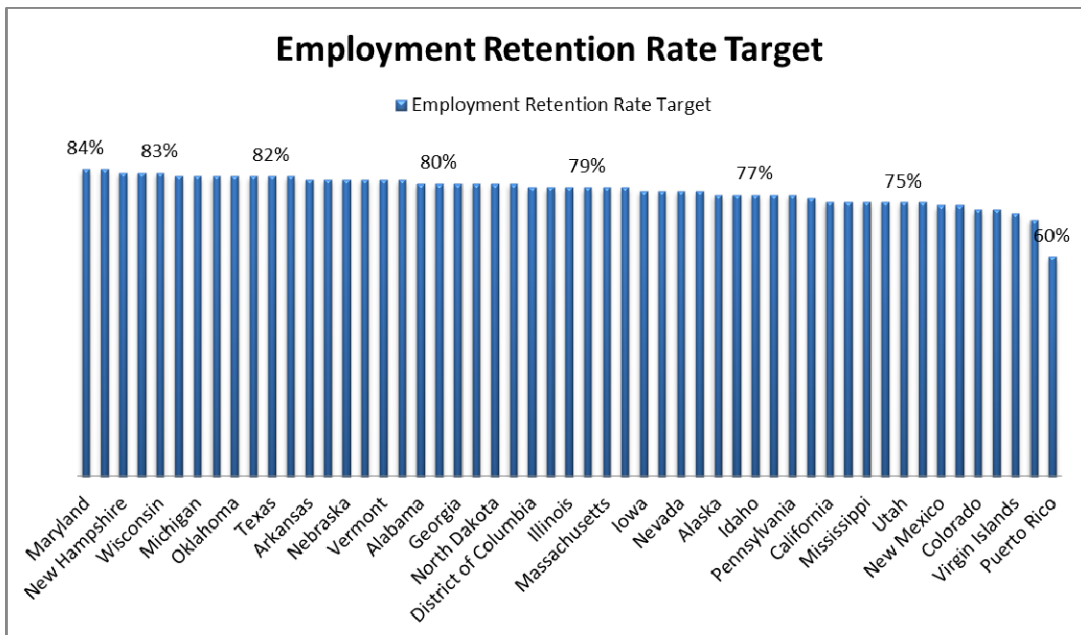
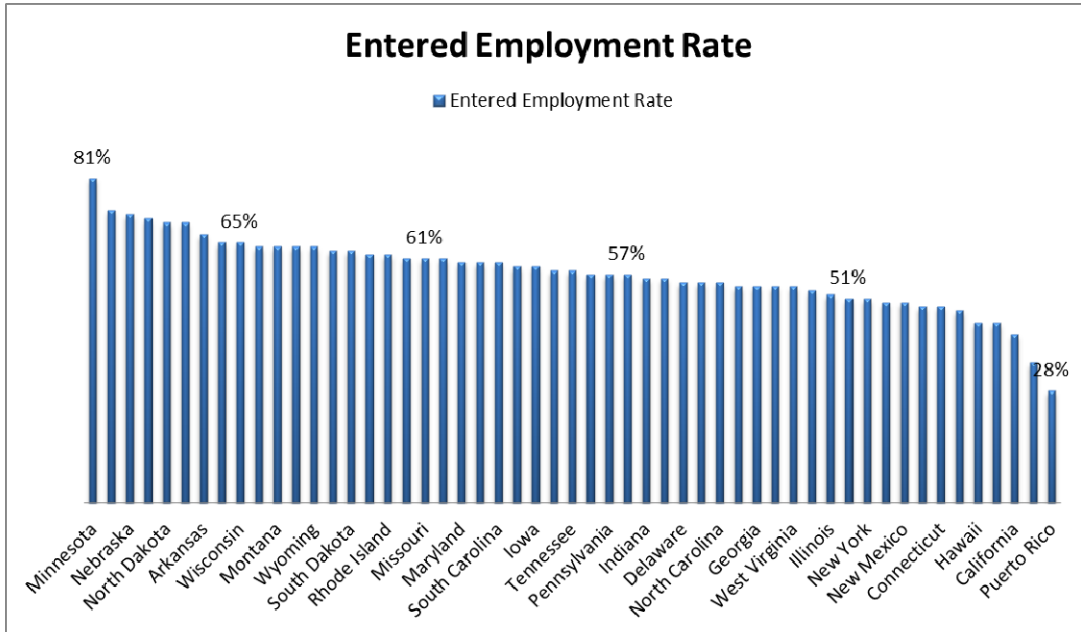
IT Coordination Section

-  In 2014, a number of IT projects were initiated and completed:
 -  JobCenterofWisconsin.com
 -  Allowing job seekers to choose which resume would be displayed to employers on the Candidate Search Results Grid, which represents one more step to solidify the website as the premier resource for Wisconsin employers to find the talent they need.
 -  JCW was made mobile-friendly, so it now displays better on smart phones, tablets, and other mobile devices, which is responsive to customers' growing usage of devices other than desktop computers.

Work continued on DWD's RES (Reemployment Services) redesign, which when complete in 2015 will more closely align services with a UI claimant's individualized need and help move claimants into new opportunities.


Office of Veterans Services (OVS)


-  OVS met or exceeded all seven of its Department of Labor (DOL) negotiated performance standards, and Wisconsin was in the top ten states nationally with a 65% Entered Employment Rate for Veterans served by OVS. Wisconsin was tied for 2nd place nationally with an Employment Retention Rate of 83%. Both measurements are reflective of the state's strong commitment to help veterans find family-supporting jobs and strengthen our state's economy.




📍 OVS staff provided initial assessment and employment services to 6,010 newly registered veterans.


- 1,847 were post 9/11 Veterans
- 1,690 were veterans with disabilities
- 1,029 were "special disabled veterans"
- 788 were female veterans
- 140 were homeless veterans


-  Of the veterans receiving services from OVS staff at Job Centers:
 - 58 percent who received assisted services from OVS staff at job centers were placed in jobs.
 - 59 percent who received intensive services from OVS staff at job centers were placed in jobs.
 - The average annual earnings for veterans entering employment following OVS services is \$31,092 – an increase of \$2,420 from the previous year.


-  Seven veterans-only job fairs drew a total of 714 veterans and 296 employers; 54 percent of attendees were offered employment or follow-up interviews with employers.

-  **WiscJobs for Vets** website was launched in coordination with the DWD Bureau of Human Resource Services and the state Office of Employment Relations to provide a more systematic means of recruiting and referring veterans with a service-connected disability of at least 30 percent on a non-competitive basis to hiring supervisors in state government with positions available.

Bureau of Workforce Information and Technical Support (BWITS)

-  BWITS gathers and reports on monthly job and employment data, quarterly employment and wage data, and annual occupational employment, wage, and characteristics data. The Bureau continued to build credentials as thought leaders on the labor market economy in 2014.

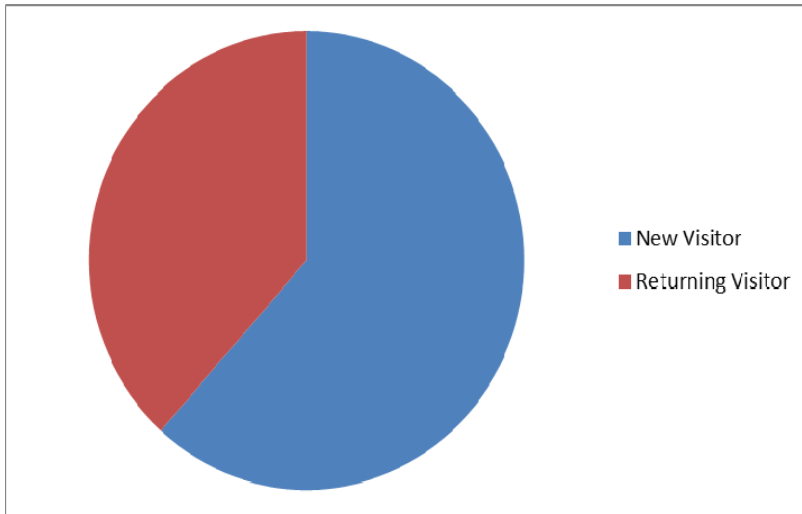
-  BWITS conducted over 100 presentations and training sessions to almost 5,000 participants on the topics of Labor Market Information (LMI) and its application of state and regional economic and workforce outlooks.

-  Skill Explorer, an innovative web-based search tool that connects job seekers to jobs and assists employer find job applicants with the right skills for their workforce needs, hosted thousands of visits in 2014. Total visits since October 2013 have been 56,751, with total page views at 368,192.

Skill Explorer Visits by New and Returning New Visitor (Oct. 2013 – Oct. 2014)

35,013 (61.70%) New Visitor

21,738 (38.30%) Returning Visitor



Skill Explorer Visits by Source (Oct. 2013 – Oct. 2014)

(direct) 26,853 (47.32%)

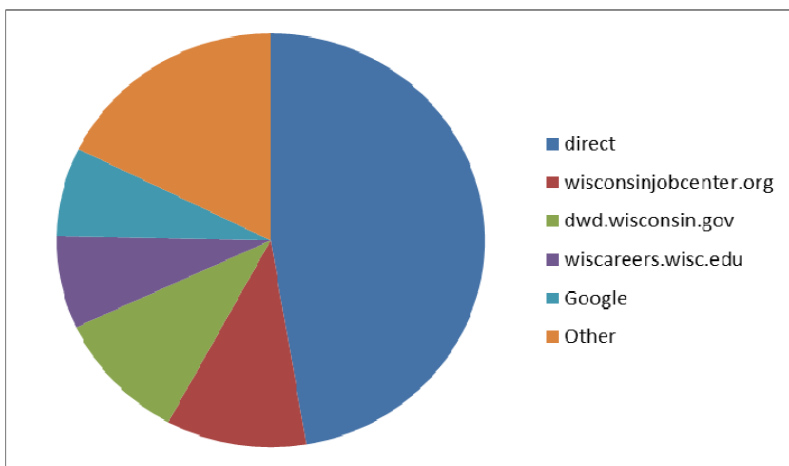
wisconsinjobcenter.org 6,027 (10.62%)

dwd.wisconsin.gov 5,769 (10.17%)

wiscareers.wisc.edu 4,099 (7.22%)

Google 3,946 (6.95%)

Other 10,057 (17.72%)



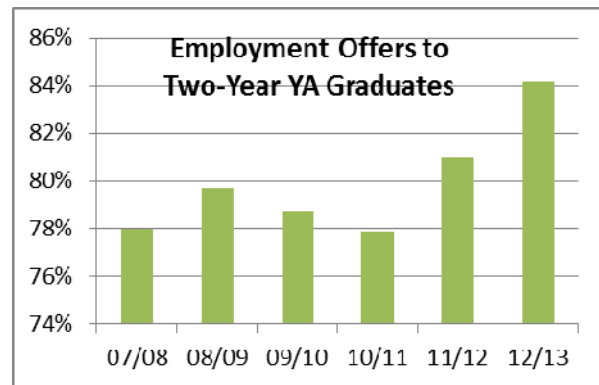
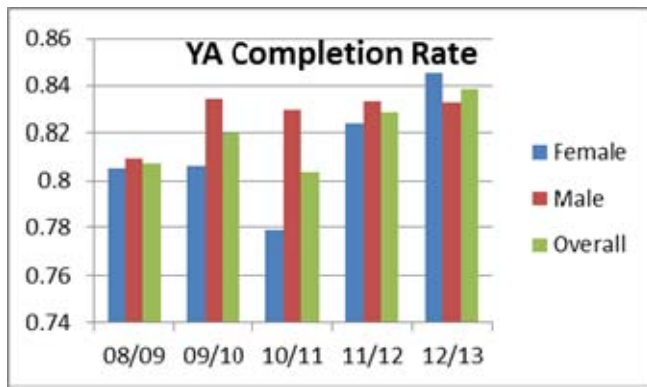
Bureau of Workforce Training

Workforce Investment Act (WIA)

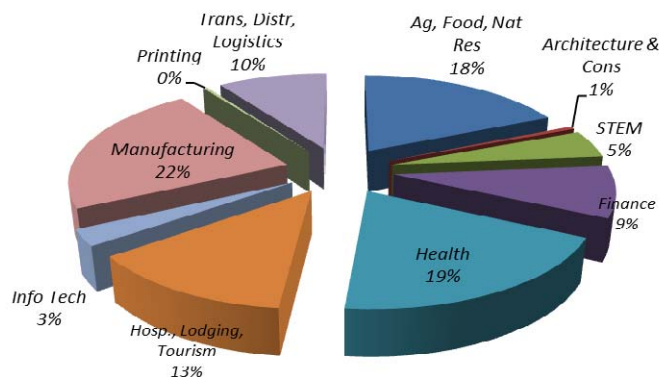
- Wisconsin's WIA performance remained strong in PY 2013. Five of the nine common WIA measures were exceeded and four were met, which translates into a strong return on taxpayers' investment to prepare workers for opportunities that employers have available.

Youth Apprenticeship (YA)

- Enrollment for the 2013-14 school year reached 2,469, a 10 year high for the YA program, with apprentices at 279 school districts and at 1,639 employers. In addition, 1,418 Youth Apprenticeship State Skill Certificates were awarded, resulting in industry-recognized credentials for occupations that are in demand by Wisconsin employers.
- 81% of youth apprentices enrolled in the program in 2012-2013 successfully completed the program and received a state skill certificate.
- At least 80% of two-year graduates in 2013-14 were offered continued employment by the employer that provides their on-the-job training.



Percentage of Students by Program Area FY 13/14



Division of Vocational Rehabilitation (DVR)

Mission

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

DVR serves:

- 👤 Individuals with disabilities, assisting them to maximize their employment opportunities by helping them develop the skills that today's businesses are seeking in the workforce of the future.; and,
- 👤 Business owners, providing the talent of qualified job seekers with disabilities and helping them achieve a better bottom line.

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

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

- ▶ Career guidance and counseling
- ▶ Disability and employment assessment
- ▶ Job search and placement assistance
- ▶ Information and referral services
- ▶ Transition to work services for students with disabilities in high school
- ▶ Employment service support for persons with severe disabilities; includes time-limited, on-the-job supports
- ▶ Vocational and other training
- ▶ Rehabilitation technology
- ▶ Occupational licenses, tools, and other equipment
- ▶ Assistance in small-business plan development

DVR’s primary services for businesses are:

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

Federal Fiscal Year 2014 Accomplishments

Serving Job-Seekers with Disabilities

- ▶ Almost 18,000 job seekers with disabilities actively engaged with DVR in an Individualized Plan for Employment.
- ▶ 4,415 individuals with disabilities successfully reached their employment goal and entered the workforce, the highest rate in 15 years.
- ▶ The earnings of these 4,415 recent additions to Wisconsin’s workforce are projected to be \$78.3 million annually, more than double the public investment made in their services. A hefty portion of these earnings will be used to purchase goods and services, bolstering Wisconsin’s economy and transforming successful DVR customers into workers and taxpayers, and measurably decreasing their dependence on public assistance.

	FFY 11	FFY 12	FFY 13	FFY 14
Successful Outcomes	2,972	3,250	3,840	4,415
Return on Investment	197%	210%	206%	222%

- ▶ Additional GPR funding and the creation of 9 new direct service staff by Wisconsin Act 58 along with the associated annual increase in federal funding for DVR, allowed DVR to assist additional job seekers with disabilities to achieve independence and self-sufficiency through employment.
 - The waiting list for DVR services for people with significant disabilities will be eliminated by the end of the 2014 calendar year. Prior to Act 58, the wait time for these individuals was approximately 5 months.
 - The 9 direct service staff positions are able to serve an additional 900 job seekers with disabilities.

- ▶ When a DVR consumer who receives Social Security disability benefits works above a level known as substantial gainful activity, DVR receives reimbursement from the Social Security Administration for the cost of that person's case with DVR. In Federal Fiscal year 2014, DVR received more than \$4.7 million in reimbursements from the Social Security Administration. Reimbursed funds are folded back into the program to offer additional job seeker and business services.

Meeting Business Needs

- ▶ Wisconsin DVR hired 20 new Business Services consultants in 2013. These individuals develop relationships with Wisconsin businesses and help them recruit, hire and retain people with disabilities.
- ▶ In FFY 2014, DVR Business Services Consultants have:
 - ▶ Been involved in 677 direct hires of DVR job seekers
 - ▶ Arranged 298 On-The-Job Training (OJT) experiences for DVR job seekers
 - ▶ Arranged 407 internships and temporary work experiences for DVR job seekers
 - ▶ Had contact with 4,245 businesses in Wisconsin to discuss recruiting and hiring people with disabilities
- ▶ Private-sector and state agency employers have benefited significantly from the following DVR On-the-Job Training initiatives:
 - ▶ Since February 2009, almost 2,400 OJT private-sector hires were supported by a 50% payroll cost subsidy for employers providing up to 90 days of on-the-job training following a hire. More than 85% of DVR consumers who participated in an OJT have achieved their employment goals, making the OJT-hire initiative a tremendous success and making it affordable for small employers to hire and train new employees.
 - ▶ In this same time period, DVR has invested nearly \$2.6 million for more than 180 DVR job-seekers participating in six month OJT internships with 23 state agencies. More than 60 DVR LTE employees are now part of the State's permanent workforce as a result of their successful completion of an OJT-LTE internship position. DVR has also trained state agency HR staff on how to utilize exceptional hiring procedures and increase the hiring of people with disabilities.
- ▶ As part of his Blueprint for Prosperity, Governor Walker announced more than \$600,000 in worker training grants in 2014 to assist job seekers with disabilities in developing demand-driven skills to reach their employment goals. DVR is partnering with the DWD Office of Skills Development to identify qualified job seekers with disabilities to participate in training at businesses across the state. An additional \$850,000 will help increase the number of Project SEARCH sites to over two dozen from seven, providing more opportunities for youths participating in the program.

DVR Exceeds Federal Expectations

- ▶ The Rehabilitation Services Administration (RSA), the US Department of Education agency that provides almost 80% of Wisconsin DVR's funding, establishes performance indicators that each state's vocational rehabilitation agency is required to meet. The FFY 2014 report notes:

Performance Indicator	Target	Wisconsin DVR
Those achieving an employment outcome	3,850	4,415
Those receiving services who achieved an employment outcome.	55.8%	61%
Those who achieved an employment outcome at or above minimum wage.	72.6%	100%
Those who achieved an employment outcome who have a significant disability	62.4%	99.8%
Those who achieved an employment outcome who are earning the state average hourly wage or higher	52%	57.1%
Those who achieved an employment outcome who listed "own income" as primary support when leaving DVR	53%	65.3%

DVR Innovations

- ▶ Wisconsin was selected as one of six sites for a major federal grant from the US Department of Education. The 5-year, \$32.5 million pilot called Wisconsin Promise is aimed at improving the education and career outcomes of low-income children with disabilities who receive a Supplemental Security Income benefit from the Social Security Administration. DVR is partnering with several other state agencies and other partners to coordinate services to youth and their families. Since April 2014, almost 470 youth and their families have enrolled in the PROMISE initiative, with a total enrollment goal of 2,000 during the multi-year project
- ▶ DVR partnered with the Walgreens Retail Employees with Disabilities Initiative (REDI) to provide training for individuals with disabilities in a retail setting. This national program began its pilot in Milwaukee-area Walgreens retail locations in 2012. Eighty eight DVR consumers who completed REDI training have been hired in permanent positions by Walgreens and 19 consumers have been hired by other businesses.
- ▶ Wisconsin continued its successful participation in Project SEARCH, a national program that provides real-life work experience to help youth with significant disabilities make successful transitions from school to work and adult life. There are currently 62 interns participating in the current 7 Wisconsin Project SEARCH sites during the 2014-2015 school year.
- ▶ DVR also established a Youth On-the- Job Training initiative, reimbursement to an employer for the costs associated with training a youth in a job at up to 100% of wages for up to 500 hours. DVR transition consumers can work these hours either during school or summer breaks. In FFY 2014, DVR assisted 146 transition-age youth participating in the Youth OJT experience.

Division of Unemployment Insurance (UI)

Mission

Providing economic support for unemployed workers as they transition to employment and stabilizing the economy.

2014 Accomplishments

- ▶ The Division of Unemployment Insurance implemented common sense reforms that were previously passed by the legislature and signed into law by Governor Walker. Examples include:
 - Modifying quit exceptions
 - Changing the discharge for misconduct thresholds
 - Allowing the suspension of benefits for failure to provide requested information to the department
 - Ensuring that claimants are held responsible for giving out personal information that enable another person to improperly file a claim on their behalf

Financials

- ▶ Throughout May and July the Reserve Fund balance fluctuated around zero resulting in brief periods of borrowing. The loan balance was first reduced to zero on May 3rd with borrowing beginning again on May 6, 2014. This was the first time since February 2009 there was no outstanding loan balance.
- ▶ Since all loans are now paid off and we had a positive Fund balance of \$294 million on November 9, the employers' net Federal Unemployment Tax (FUTA) tax rate will return to 0.6% for 2014. Last year's net FUTA rate was 1.5% because of the .9% credit reduction due to outstanding loan balances. The change will save Wisconsin businesses thousands of dollars.
- ▶ The state paid the UI Reserve Fund loan's interest of \$5.9 million on September 30, 2014, down from \$18.9 million in 2013. The interest was paid from General Purpose Revenue, saving employers from the Special Assessment for Interest (SAFI) experienced in the past.
- ▶ Year to date, 2014, through November 5, the Federal Tax Offset Program (TOP) collected \$11.1 million in benefit overpayments from federal tax refunds. Since the program began in 2011, UI has intercepted \$39.3 million. Likewise, the State Tax Offset program collected \$5.2 million from tax refunds year to date, 2014, and a total of \$23.0 million from state tax refunds since 2011. The UI Division success with TOP is reflected in its ongoing commitment to improve program integrity of the UI system.
- ▶ In July of 2013 UI introduced the option to receive UI benefit payments via pre-paid debit. The program has successfully reduced checks from 56% of the transactions in 2009 to 2% of the transactions year to date in 2014. Without requiring claimants to choose electronic payments, 31% of 2014 transactions are on pre-paid debit cards, 67% direct deposit, and only 2% checks, dramatically reducing printing costs for the taxpayer.

Improved Customer Service

- ▶ In July 2014, the Bureaus of Benefit Operations and Tax and Accounting joined to present employer education sessions across Wisconsin. The sessions were free for small employers and offered valuable information including, but not limited to the employer's role in the process, eligibility issues, and how tax rates are calculated. In total, eight sessions were conducted in 2014.
- ▶ DWD dramatically improved online filing through its online application (IIQ) and an improved Internet Initial Claim application (ICR).
- ▶ UI has developed a staffing plan to rapidly respond to call peaks with a mix of permanent call center staff, limited term employees, and temporary reassignment of other internal staff.
 - Voluntary call leveling also targets days claimants are requested to call in based on their SSN, use of virtual hold for call backs, and extended call center hours are also aimed at improving customer service.

Program Integrity

- ▶ UI claimants who are required to search for work and file their weekly claim online now provide information on their work search as part of the online weekly claim process.
- ▶ UI has progressively increased the number of weekly work search audits from 200 to 800 per week to promote increased program integrity and prevent improper payments.

Worker's Compensation Division (WC)

Mission

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

2014 Highlights

- ▶ Five active wrap-up projects are being monitored. Wrap-up projects are large construction projects with a single policy covering all contractors. Wrap-up projects are designed to provide a coordinated project safety program.
- ▶ In 2014, the Bureau of Legal Services staff resolved 3,788 health care service fee and necessity of treatment dispute cases through alternative dispute resolution, preventing the need for costly continuing litigation and administrative processes for all parties.
- ▶ From January 1, 2014 to October 31, 2014, 271 initial Alternative Dispute Resolution cases were addressed, of those, 201 cases were resolved without a formal hearing.
- ▶ The average time to schedule hearings on ready cases is about 45 days, down from nearly 200 days in 2007, which saves time for all parties.
- ▶ Just over 27,840 fax batches have been electronically processed by the Bureau of Claims Management Services staff out of the Kofax Fax Importation application. Prior to April 4, 2011 these batches would have been processed on paper. They are now processed electronically, which is quicker and less costly to the taxpayer than previous processes.

Equal Rights Division (ERD)

Mission

- To protect the rights of all people in Wisconsin under civil rights and labor standards laws we administer;
- To achieve compliance through education, outreach, and enforcement; and,
- To create a positive and healthy business and work climate in Wisconsin through consistent, fair, and efficient enforcement of the law.

2014 Highlights

- Administrative Law Judge Mediators continue to have an excellent success rate of more than 70 percent of the more than 200 mediations completed annually. Mitigation helps prevent the need for costly litigation for all parties.
- Continued use of the online Project Determination application has allowed those doing public works projects to issue their own project determinations. Through September 2014, users have issued 2,305 determinations of the total 2,398 issued this year – now over 96 percent. The use of this application has resulted in greater staff utilization and saves taxpayers and application users' time and money.
- The Civil Rights Bureau is in the middle of a redesign of the Civil Rights Information System (CRIS), with an eye to move to reduce paper, keep better data, and decrease staff processing times. These efforts help to streamline operations and save money for the taxpayer.

Administrative Services Division (ASD)

2014 Highlights

- ▶ All of DWD's Mission Essential Functions (MEFs) were maintained following the May 16, 2014 fire at DWD's headquarters (GEF-1). The fire was ruled accidental by the Madison Fire Department. The fire prompted the activation of DWD's Continuity of Operations (COOP) Plan. At the time of the fire, DWD had a total personnel count of 945 employees and contractors.
- ▶ A DWD Grant SharePoint site was developed, serving as a repository for official records of grant application and funding notices; provides paperless process for approval and signature of applications and modifications; provides grant teams with resources, including shared workspace. This has resulted in greater operational efficiency which saves operational costs for the taxpayer.
- ▶ The Bureau of Finance completed the year with no financial findings by the Legislative Audit Bureau's Single Audit Report, which demonstrates DWD's commitment to financial transparency, accountability and high-quality operations.
- ▶ Facilities:
 - Opened new office in Waukesha & West Allis for DVR staff to support the PROMISE Grant implementation and improve service delivery for regional customers.
 - Opened new Job Center in La Crosse allowing for co-location of DET and DVR staff along with partners to provide one stop services for job seekers improving service delivery and efficiency for area customers.

Bureau of Human Resource Services:

- ▶ Filled 568 positions during State Fiscal Year 2014 (357 permanent, 56 project, and 155 limited term employment), which allows DWD to provide critical services to taxpayers effectively and efficiently.
- ▶ In support of the Year of a Better Bottom Line, DWD had provided 30 Division of Vocational Rehabilitation (DVR) On-Job-Training (OJT) Interns with internship opportunities at DWD as of November 19, 2014. These opportunities provide valuable job experience and put DVR interns on the path to independence. In addition, two interns were hired into permanent and/or project DWD positions after their internships.
- ▶ Coordinated a total of 145 training, Brown Bag, and Employee Assistance Program (EAP) sessions with 2,644 participants, and delivered online training in over 30 courses to 2,465 enrollees. Well trained employees lead to more efficient and effective service delivery which allows DWD to better serve taxpayers.

Web Team:

- Developed a Responsive Design on the DWD Internet website which provides an optimal viewing and usability experience for customers using mobile devices.
- Developed a multitude of marketing materials for various DWD programs and initiatives. The web, print and video assets continue to support and advance the DWD brand.
- Continued to find new ways to leverage the power of the Google Search Appliance developing web applications which allow customers, both internal and external, to quickly and easily find the resources they need.



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