

WISCONSIN

Workforce Investment Act

ANNUAL REPORT

Program Year
July 1, 2012 - June 30, 2013



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



Wisconsin Workforce Investment Act Annual Report

November 15, 2013

November 12, 2013

Enclosed is the Wisconsin Workforce Investment Act (WIA) Annual Report for Program Year 2012.

Working under the direction of Governor Walker, and in close collaboration with the Governor's Council on Workforce Investment, the Wisconsin Technical College System, the Wisconsin Economic Development Corporation and other partners, significant contributions have been made to bolster workforce and economic development throughout our state.

Under Governor Walker's leadership, Wisconsin has made progress on a variety of fronts, such as strengthening fiscal controls and accountability; advancing regulatory and tax reform to remove unnecessary burdens and encourage job creation; and implementing innovative workforce and talent development strategies.

One of the Governor's key goals is to help Wisconsin workers become among the most prosperous and innovative in the country. To this end, Governor Walker and his partners in the Legislature have invested over \$100 million in workforce development aimed at equipping workers with the skills they need to find jobs in the modern workforce.

Part of this investment includes the **Wisconsin Fast Forward** initiative, which the Legislature passed by a near unanimous margin and the Governor signed into law.

Highlights of the **Wisconsin Fast Forward** legislation include:

- \$15 million in state-funded workforce training grants. The grants may require matching funds from businesses that request the training.
- New Office of Skills Development at DWD to administer the worker training grants.
- New Labor Market Information System (LMIS) to track job vacancies and link unemployed workers to openings they are qualified to fill or to training to help them become qualified.

Wisconsin Fast Forward will augment our WIA funding and further support strategies already in place with our Workforce Development Board partners, the Wisconsin Technical College System, the Wisconsin Economic Development Corporation, and many other workforce partners. As this report indicates, WIA has been a critical funding source to help us meet our workforce development goals.

We look forward to implementing the innovative strategies we have in place to develop Wisconsin's workforce and equip workers with the skills needed to fill jobs available today and in the years to come.

Sincerely



Reggie Newson
Secretary

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Introduction

When Governor Scott Walker took office in January 2011, he declared the State of Wisconsin open for business. Under the Governor's leadership, the state's business climate is improving, private sector jobs are increasing, and previously discouraged job seekers are returning to the labor market, eager to find employment. Governor Walker is focused on closing the skills gap, creating jobs, and growing the Wisconsin economy now and into the future. Governor Walker recognizes that an effective workforce development system, including Workforce Investment Act (WIA) investments, is essential for economic growth and raising Wisconsin's standard of living.

This report fulfills the WIA Title 1-B, Section 136(d) requirement to submit an annual report on the performance progress for WIA Title I-B programs (Adult, Dislocated Worker and Youth) to the United States Department of Labor (USDOL) Secretary. This report covers activities for the Program Year covering July 1, 2012 to June 30, 2013.

The state of Wisconsin assures the U.S. Department of Labor that all required elements of the PY 2012 WIA Annual Report have been reported accurately and uniformly to permit state-by-state comparisons across WIA programs. Additionally, the state assures DOL that the WIA Annual Report complies with the act and federal regulations.

This report provides a description of performance measures for the Program Year and then discusses statewide strategies that will improve services for all job seeking customers.

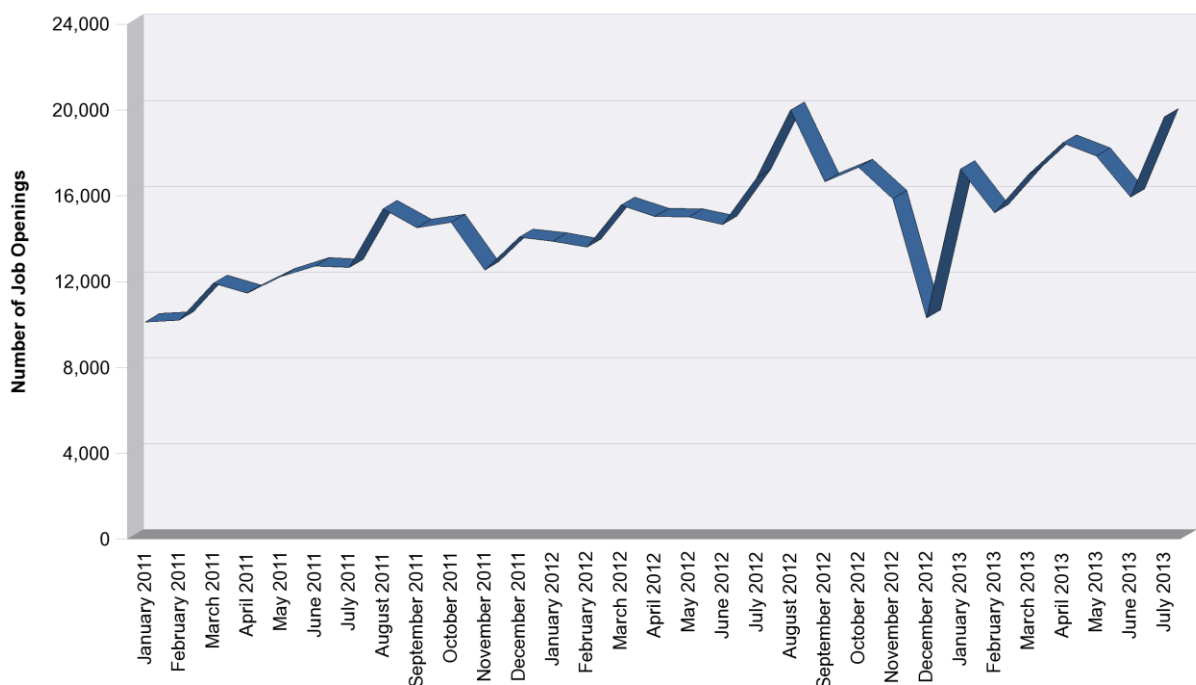
Report data has been generated by the Workforce Investment Act Standardized Record Data (WIASRD) file. Required by DOL, WIASRD is an electronic reporting file that combines data about each client's activities and outcomes in various programs. Data from across programs are reported to DOL in a single record. A detailed breakdown of state and local performance results is included. All state performance results and local performance results are included in the Performance Results section, beginning on page 59.

Wisconsin has 26 comprehensive Job Centers that provide WIA core and service-related support to Wisconsin's job seekers across 11 workforce development areas (WDAs). Within each WDA is a local workforce development board (WDB) that governs each area's priorities and operations. The WDBs are key stakeholders in the service delivery of Adult, Dislocated Worker and Youth WIA programs.

Economic Environment

Wisconsin's economy continues to show slow improvement as thousands of private sector jobs have been created under Governor Walker's message that "Wisconsin is Open for Business."

While employment continues to rise, job postings on Wisconsin's labor exchange system, www.JobCenterofWisconsin.com, have also risen. The following chart reports the job openings since January 2011.



As the chart depicts, employers are increasing their workforce, albeit slowly. There are over 2.6 million jobs in the state (QCEW first quarter 2013). Of these, approximately 85 percent work in the private sector. Wisconsin has more people employed in the provision of services than the production of goods, which represents a changing skill set of employees and a change in demand for occupations. In 2001, approximately 25 percent of the workforce was employed in goods-producing industries, but by 2009, that percentage had fallen to 21 percent.

While this pattern was consistent with the nation, by the first quarter of 2013 the state's industrial mix had reverted to the pattern found in 2001, indicating a strong recovery in the goods-producing sector, which includes, Natural Resources and Mining, Construction and Manufacturing. The growth has been remarkable in two of these industries: Mining and Manufacturing. While the growth in Mining has been impressive, the growth in Manufacturing is remarkable in part because the growth in this industry is counter to the national pattern.

This growth, coupled with the aging workforce, has employers concerned that they will be unable to find capable workers with the appropriate skills. The 2010-2020 projections indicated that most jobs openings in the future will be replacement jobs, meaning someone had held that position and the position is now vacant. This pattern is also present in our short-term projections as well.

The population of Wisconsin is aging. According to the 2010 Census, the median age of Wisconsin is 38.5 as compared to the 37.2 for the nation. Because the number of people who are working after the age of 65 is relatively small, the number of individuals with relevant experience that can fill existing positions is in decline. This is critical for several industries as employers need individuals with experience and well-developed skill sets. The following chart shows the age composition by industry.

Age Distribution by Industry (2012)						
Industry	14-24	25-34	35-44	45-54	55-64	65+
Agriculture, Forestry, Fishing and Hunting	19.9%	20.9%	16.3%	19.9%	13.7%	9.3%
Mining, Quarrying, and Oil and Gas Extraction	7.8%	22.7%	22.0%	26.7%	17.0%	3.7%
Utilities	2.4%	13.8%	20.2%	34.8%	26.9%	1.9%
Construction	7.7%	25.8%	25.2%	25.9%	12.9%	2.5%
Manufacturing	7.4%	18.7%	21.8%	29.7%	19.6%	2.8%
Wholesale Trade	7.2%	20.2%	22.5%	27.9%	17.7%	4.5%
Retail Trade	27.1%	20.3%	14.1%	18.1%	14.5%	5.9%
Transportation and Warehousing	7.6%	16.8%	20.4%	28.1%	20.5%	6.5%
Information	13.1%	27.6%	22.2%	21.5%	12.9%	2.7%
Finance and Insurance	6.2%	23.3%	23.5%	26.9%	17.1%	3.0%
Real Estate and Rental and Leasing	10.8%	20.6%	18.7%	23.4%	17.9%	8.6%
Professional, Scientific, and Technical Services	8.1%	25.8%	23.3%	23.2%	15.3%	4.3%
Management of Companies and Enterprises	8.6%	22.0%	22.8%	26.6%	17.3%	2.7%
Administrative and Support and Waste Management and Remediation Services	17.1%	25.8%	19.9%	20.3%	12.6%	4.3%
Educational Services	11.0%	23.3%	21.3%	20.8%	18.1%	5.5%
Health Care and Social Assistance	11.0%	23.1%	20.2%	23.6%	18.1%	4.1%
Arts, Entertainment, and Recreation	28.4%	22.8%	16.3%	16.6%	10.9%	5.0%
Accommodation and Food Services	43.1%	22.9%	12.3%	11.9%	6.6%	3.1%
Other Services (except Public Administration)	18.4%	22.2%	18.1%	20.8%	15.0%	5.5%
<i>Source: Local Employment Database, US Census Bureau</i>						
<i>Note: Highlighted cells identify the median</i>						

There are two industries where younger workers are more prevalent: Arts, Entertainment, and Recreation and Accommodation and Food Services. However, there are several industries, including Utilities, Manufacturing, Whole Trade, Transportation and Warehousing, that are critical to the state's economy in which the workforce is much older. Consequently, there is considerable need for skilled workers.

Another factor in developing a skilled workforce is the training and staff development that takes place on the job. Most employers in the state are relatively small. Approximately 95 percent of employers have less than 50 employees. However, as a group, these employers account for less than 40 percent of the workforce. The staffing patterns and needs of smaller firms is different from the larger firms and in many cases smaller firms need staff who have broader skill sets than those of larger ones (due in part to efficiencies found with division of labor) and also have limited human resources available to develop needed skills. The following table reports the cumulative percentage of employment by size class in Wisconsin.

Distribution of Employers and Employees by Size Class All Industries (Private)						
Size	Number	Cumulative Units		Number	Cumulative Employment	
		Number	Percentage		Number	Percentage
0	20,882	20,882	13.6%	0	0	0.0%
1-4	65,554	86,436	56.4%	135,195	135,195	5.1%
5-9	26,069	112,505	73.5%	181,092	316,287	11.9%
10-19	19,053	131,558	85.9%	271,505	587,792	22.1%
20-49	13,255	144,813	94.6%	440,856	1,028,648	38.6%
50-99	4,650	149,463	97.6%	394,197	1,422,845	53.4%
100-249	2,647	152,110	99.3%	464,591	1,887,436	70.8%
250-499	667	152,777	99.8%	268,002	2,155,438	80.9%
500-999	250	153,027	99.9%	217,501	2,372,939	89.0%
1000+	100	153,127	100.0%	291,824	2,664,763	100.0%
<i>Source: DWD-DET QCEW 2013(1)</i>						

In order to address the needs of both employers and job seekers it is necessary to develop the skills and experience needed. Reviewing the proportion of new hires to the total employed over time indicates approximately 13 percent of the workforce are new. While this proportion is subject to seasonal variations, it has stabilized when reviewing the changes for the same quarter. In the third quarter of 2012, the most recent data available, approximately 1 out of 7 employees had not worked in the previous quarter. This proportion underscores the needs of the business community for well-trained and experienced workers.

The job market is becoming further complicated by individuals needing to take time away from the labor force to develop additional skills. Since the 2007-2008 school year,

the Wisconsin Technical College System has reported that the percentage of students who are 25 and older has continued to rise ([Wisconsin Technical College System 2013 Factbook](#)).

Governor Walker's Workforce Initiatives

Governor Scott Walker signed [2013 Act 9](#), also known as [Wisconsin Fast Forward](#), into law in March of 2013 with strong bipartisan support from both houses of the Wisconsin legislature. The Wisconsin Fast Forward program includes funding to develop a cutting-edge labor market information system, \$15 million to provide employer-focused worker training grants, and establishes the Office of Skills Development (OSD) at DWD to manage the grant program. These two critical strategies are fundamental to Wisconsin's WIA program success and will enhance existing programs and services. This WIA Annual Report provides information about how existing programs and services are enhanced by this work.

The OSD will champion a supplemental approach to workforce development training programs driven by employer-defined skilled labor needs. In collaboration with partners that will include workforce development boards, regional economic development organizations, technical colleges, and others, businesses will define training programs and outcomes through grant applications. Grants that are funded will meet an employer-identified workforce need supported by labor market information. Businesses, educators and service providers will partner to define, develop and deliver the training programs. OSD will leverage resources within DWD and elsewhere to maximize the impact of grants awarded and to support the growth of sustainable skilled and semi-skilled labor pipelines in Wisconsin.

In addition, Wisconsin Fast Forward provides funding to create a new Labor Market Information System (LMIS) to track job vacancies and link unemployed workers to openings they are qualified to fill or to training to help them become qualified. Furthermore, it will provide high school students and guidance counselors the latest labor market data to help them make informed decisions about career opportunities and the training they would need for in-demand jobs.

The 2013-2015 Biennial Wisconsin Budget invests over \$100 million in workforce development, including \$15 million in worker training grants as part of the Wisconsin Fast Forward initiative, as well as permanent state funding for Wisconsin's adult apprenticeship program, \$5 million in additional funds for Wisconsin's technical colleges, funds for academic and career planning in K-12 schools, and a host of other workforce development activities.

Labor Market Information

The Department of Workforce Development has improved the underlying infrastructure of posting and providing labor market information, improving outreach to both internal and external stakeholders, and developing new products. The notable activities include:

- Consolidated the Office of Economic Advisors and the LMI Section to enhance products and efficiencies;
- Posted long-term projections for sub areas of the state on WIDb; and short term projections;
- Updated information concerning occupational licenses required in the state;
- Using the Estimated Delivery System (EDS) provided local employment and wages for all counties, workforce development areas, communities and labor market areas across the state;
- Development and deployment of [JCWMetrics](#), a monthly report of job postings by workforce development area received by the Department;
- Assisted the Division of Vocational Rehabilitation by training vocational counselors on the use of tools that can advise their clients on economic conditions in their area;
- Presented to business groups about how they can use labor market information to assist themselves and their customers;
- Presented a data driven approach to assist job counselors serving veterans so they are able to use O*Net, MySkillsMyFuture, and other products to maximize their job opportunities and connection to gainful employment. Developed and trained Division staff, including Local Veterans Employment Representatives (LVER's) and Disabled Veterans Outreach Program (DVOP) staff, on the use of shift-share analysis to identify industries that are likely experiencing skill shortages;
- Wrote and presented a paper that identifies how to create skill clusters with knowledge, work setting and skills as identified by O*Net. This paper was used to develop Skill Explorer, a web-based tool to help job seekers and employers match skill sets to traditional job titles. Continued to update the industry/occupation matrix on WORKnet, enabling job seekers, community colleges, and others to identify potential avenues of work beyond the industries, in accordance with the Workforce Information Grant;
- Updated "in-demand" occupations by annual openings for each of the eight education and training levels and the top ten industries with the most growth with 2010-2020 projection;
- Actively collaborated with the Career Counseling Services through the University of Wisconsin as they updated "[WisCareers](#)," a product that assists students and job seekers with career planning
- In conjunction with the Career Counseling Services of the University of Wisconsin, DWD presented the distribution of educational attainment for STEM (Scientific, Technical Engineering and Mathematical) occupations, showing school counselors that a number of STEM occupations do not require a baccalaureate degree.

Waiver Usage

Wisconsin requested and was granted an extension of several WIA waivers by the federal Department of Labor for Program Year 2012. Implementation of the following waivers continued statewide:

- Common performance measures, WIA Section 136(b). The CWI requested this waiver to increase accountability across programs with more comparable data for evaluation and continuous improvement strategies. DET staff continue to provide technical assistance related to the common performance measures on an as-needed basis. In PY12, Wisconsin exceeded performance goals for seven of the nine common performance measures, while meeting the goals for the other two.
- On-the-Job Training and Customized Training, WIA Section 101(31)(B), WIA Section 101(8)(C). The CWI requested these two waivers that would increase the employer reimbursement for on-the-job training with small and medium-sized businesses, and lower the employer requirement to pay for not less than fifty percent of the cost of the training. These waivers expand employers' participation to better provide upgraded skills needed by businesses, and offers a fuller array of training choices particularly for adult participants who have previously been in the workforce and long since out of classroom settings. There are Administrative Memos detailing both training strategies for WDB implementation. The WDBs using these training modalities continue to take advantage of these waivers as incentives to hire, particularly for small businesses. As noted earlier, 95% of employers in Wisconsin have less than 50 employees.
- Extending the period of initial eligibility of training providers, 20 CFR § 663.530. The State requested this waiver in 2001 primarily due to the ambiguity of the regulations that established performance eligibility for training providers to continue on the WIA-required State Individual Training Account list. This waiver avoids duplication of the providers' regular accreditation reviews by other State and national entities and facilitates more customer choice for eligible participants.

The following are waivers that were available to WDBs with waiver plans approved by the Division of Employment and Training (DET):

- Transfer authority up to 50% between the Adult and Dislocated Worker funding streams allocated to a local area, WIA Section 133(b)(4). The waiver gives WDBs the ability to respond to on-going changes, and significantly increase their flexibility over program delivery to best address the specific geographic,

demographic and industry needs that change from community to community. The Northwest Wisconsin Workforce Investment Board (NWWIB) is the only workforce development board that requested this local waiver during PY12. Having experienced few significant dislocations, the NWWIB used the waiver to transfer funds from their Dislocated Worker Program to the Adult Program in order to serve those in the WDA in need of training through the Adult Program.

- The use of up to 10% of local Adult funds and up to 10% of local Dislocated Worker funds for incumbent worker training solely as a lay-off aversion strategy serving only low-income or economically disadvantaged adults, along with other DOL conditions such as training restricted to skill attainment activities, WIA Section 134. The purpose is to allow for greater flexibility of the WDBs to address the skill upgrade needs of job seekers to meet the requisite skills for current employers and anticipated emerging industries. There was no waiver activity for this target population during PY12.

Wisconsin Council on Workforce Investment

The Council on Workforce Investment (CWI) is the federally mandated State body responsible for assisting the Governor in the development and continuous improvement of the statewide workforce system. The Governor appoints the members of the Council to meet the requirements of Sec. 111(b)(1)(B – C) of WIA.

The Executive Committee is the standing committee overseeing the subcommittees for cross-aligning State strategies and coordination and effective use of resources. The Chair or Vice-Chair of each subcommittee provides a report at each CWI meeting. Below is a summary of the subcommittees.

Subcommittees:

Strategic Planning Committee

The Council Chair is establishing a Strategic Planning Committee and subgroup(s) that will address metrics and other performance indicators with the shift to industry/sectors being the primary driver of the workforce system and the development of continuous improvements.

Dislocated Worker (DW) Subcommittee

Advises the CWI and DWD on WIA Rapid Response funding and DW program policy.

Task Force on Minority Unemployment

The Governor created this Task Force as a Subcommittee to the CWI to coordinate efforts across agencies and programs with the ultimate goal of reducing minority

unemployment in the Milwaukee area. Lieutenant Governor Kleefisch serves as the Chair.

The goal of the task force is to increase minority participation in the workforce using the following strategies:

1. Provide relevant training to produce skilled workers that meet employers' needs in filling positions with family-sustaining wages.
2. Expand transitional employment to allow employers to mentor candidates prior to permanent employment.
3. Assist individuals in accessing work opportunities by breaking down transportation barriers.
4. Focus on ex-offenders by providing employer education on the myths and benefits of hiring individuals with criminal backgrounds. Provide offenders opportunities to gain skills and access to job prospects.
5. Encouraging entrepreneurship opportunities.
6. State government: Demonstrating leadership in hiring minorities and contracting with minority-owned enterprises.

Since the inception of the Task Force, swift action has been taken to develop and execute solutions to Wisconsin's minority unemployment problem. The results have already impacted lives:

- The innovative *My Life! My Plan!* program served more than 1,800 Milwaukee-area students from 2012-2013, providing valuable assistance that prepares students to make informed decisions about career choices after high school.
- DWD joined with a number of local and state stakeholders to host a driver's license recovery event that enabled pre-screened Milwaukee residents to recover their driver's licenses, a valuable credential for job seekers and for workers to have a consistent way to get to work.
- The Wisconsin Flexible Workforce Coalition, previously known as the Seasonal Workforce Coalition, has provided a mechanism for those with no work history to access temporary employment leading to family-supporting jobs.
- The Minority Task Force is working with partners to increase job placement and promote employment opportunities for ex-offenders.
- The Task Force has partnered with Schneider National, the nation's largest privately-held trucking company, to increase opportunities for minorities in the transportation industry.

The task force remains dedicated to increasing opportunities for minority residents of the Milwaukee area by supporting economic development, entrepreneurship, workforce training, personal responsibility, and family-strengthening initiatives in Milwaukee.

In addition, the following subcommittees advised the Council of Workforce Investment on industry sector strategy initiatives in 2012:

- Advanced Manufacturing Sector Subcommittee Advised the CWI and DWD on meeting the employment and training needs of the Manufacturing sector through partnerships with other public and private entities, including Job Corps.
- Energy Sector Subcommittee Advised the CWI and DWD on employment and training needs of the energy sector, green-related occupations in Wisconsin, and implementation of Wisconsin's Sector Alliance for a Green Economy (SAGE).
- Health Care Sector Subcommittee Advised the CWI and DWD on labor and training needs in the Health Care industry.

WDA Re-configuration

A re-configuration occurred to the 1999 WDA designations in October of 2012. On April 13, 2012, the Outagamie County Executive notified the Governor that the Outagamie County Board voted 32-0 in favor of re-designation from the Fox Valley WDA to the Bay Area WDA. Per the WIA requirements, DWD staff conducted substantial analyses to meet those provisions as well as other potential ramifications from this re-designation. DWD also garnered input and published public notices in both WDAs. Finally, the DWD Deputy Secretary, staff and the Administrators of both WDBs met with the Chief Local Elected Officials of the Fox Valley WDA on June 29, 2012, and the Bay Area on July 13, 2012, for discussions on issues and possible resolutions.

An issue paper on the Outagamie County Board request was included for the CWI's discussion at their July 26, 2012 meeting. The recommendation to the Governor to support the Outagamie County Board's request was unanimously approved with the following motion: "To approve the Outagamie County Board request to leave the Fox Valley WDA and be included in the Bay Area WDA. The re-designation of both areas should be implemented by October 1, 2012." The Governor issued his decision on August 15, 2012, to have Outagamie County as a member County of the Bay Area WDA, and reconstituted the Fox Valley and Bay Area WDAs.

State Evaluations

Evaluation of Wisconsin's Industry Partnership Project

In June of 2013, the Center on Wisconsin Strategy (COWS) issued an evaluative report on the Wisconsin Industry Partnership (WIP), a four-year, \$6 million dollar project that invested in Wisconsin's workforce by implementing sector strategies across the state. The initiative provided training grants to workforce development boards, who worked closely with industry partners and local employers, to provide instruction that would prepare participants for work in high-demand sectors.

The COWS evaluation recommended continued coordination between WDBs, technical colleges and other workforce system leaders in future training initiatives, as well as broadening the potential base of recipients of future training funds. The report further suggested that refined reporting and outcome measurement processes would enhance the state's capacity to make policy and funding decisions based on data. Wisconsin Fast Forward's employer-focused trainings and DWD's enhancements, described in this report, to reporting and outcome measurements for WIA programs demonstrate Wisconsin's responsiveness to the evaluation's recommendations.

Evaluations of One-Stop Operations

In addition to the annual WIA Program Monitoring, Fiscal Monitoring and data validation undertaken during Program Year 2012, DWD's Division of Employment and Training evaluated the state's One-Stop Operators. The Workforce Investment Act (WIA) requires the establishment of a One-Stop delivery system which includes required partners and at least one comprehensive One-Stop Center in each local workforce area (WIA Final Rules, Part 662). In Wisconsin, the "Comprehensive Job Center (CJC) Standards: One-Stop Job Center Requirements and Standards of Service" establish the requirements for Comprehensive Job Centers. These requirements include that a Comprehensive One-Stop Job Center provides access to intensive and training services and access to other programs and activities carried out by the One-Stop partners. CJs are identified by the Workforce Development Board (WDB) in the Local WIA Plan.

DET staff developed a new evaluation tool in the fall of 2012 and conducted an onsite review of a Comprehensive Job Center in ten of the eleven Workforce Development Areas (WDAs), from December 2012 through February 2013. Each review included a desk review of the self-assessment submitted by the WDB, the Job Center website, the PY2011 Local WIA Plan, the Job Center Memorandum of Understanding (MOU) and the One-Stop Operator (OSO) Agreement. The onsite review was a combination of oral interviews with staff and customers and first hand observations. Topics covered in the onsite review included the Job Center System, Job Center Access, Business Services, Job Seeker Services, Quality Improvement and Physical Observations. Interviews with front desk/resource room staff and a resource room customer were also conducted. A report of the evaluation was issued to each workforce development board. The results of the evaluations were compiled into a statewide report that includes summaries of best practices and recommendations for revisions to Wisconsin's "Comprehensive Job Center (CJC) Standards: One-Stop Job Center Requirements and Standards of Service." The final statewide report will be released in late 2013 to stakeholders for a discussion of next steps.

Assessment Instruments Analysis

In 2012, DET evaluated currently available assessment instruments used to assess job seekers in the areas of math, reading, problem solving, validation of work skills, and soft skills. The evaluation process was to determine WI's assessment and testing needs statewide. The project developed an evaluation process that compared the products

against criteria established by a cross-functional team. Cross functional team members were drawn from members of the WDA business services staff, WIB leadership, Job Services staff, Labor Market Information personnel, representatives from the technical colleges, and employers.

During the evaluation's course, approximately 30 professionals were interviewed to gather information about their needs and strategies being used to meet clients' assessment needs. In addition, research documents and current resources on assessment instruments were reviewed and analyzed. A thorough review of approximately 25 instruments was completed. The project team has recommended two different assessment tools. Final verification of the usefulness of these tools and implementation is pending.

These tools may be added to Wisconsin's existing variety of assessment tools, including WISCareers, Career Cruising, WorkKeys, DOL products (my skills/my future, My Next Move, etc.). During Program Year 2012, the WorkKeys Call Center handled 5,113 scheduling calls. 7,186 WorkKeys tests were scheduled, proctored, and monitored during this timeframe. 2,097 National Career Readiness Certificates were awarded.

Statewide Improvement Strategies

Unemployment Insurance to Employment (U2E) Projects

In the fall of 2011, DWD initiated several projects called the Unemployment Insurance to Employment (U2E) effort. Through these projects, DWD is dramatically changing the way it delivers employment and training and Unemployment Insurance services.

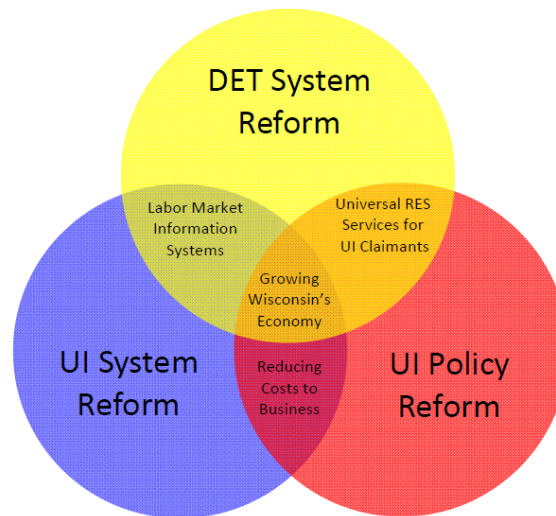
Currently, DWD's business model for services to jobseekers and UI claimants is heavily reliant on the interactions with internal and external staff, including calls from the UI call center staff to in-person Reemployment Services (RES) workshops.

Going forward, DWD's business model will be:

The Department of Workforce Development will implement and sustain a streamlined user experience that is customer focused so that internal program boundaries are invisible to the customer. To do this, the agency will utilize systems which facilitate self-service and personal responsibility whenever possible, including robust assessment tools to identify the appropriate level of service intervention. Non-critical projects and policies that do not move the Unemployment Insurance and Employment and Training programs toward this vision will be deferred or assigned to a lower priority.

The Department of Workforce Development will move toward this vision by:

- Strengthening Services Provided (with tools)
- Strengthening Compliance and Enforcement (the motivation)



The U2E project includes the following elements:

- Labor Market Information System (LMIS) – An improved self-service job search tool, analytics for determining the next logical career move, automated referral to external training, automated job referrals, automated referral to other services, reflection of services on a jobseeker dashboard within JCW (My JCW), and provisions of information about compliance.
- RES Service Redesign – Job seekers who are Unemployment Insurance claimants will be triaged online or in person to determine service needs. They will be then referred to the appropriate next service.
- Visual Integration – Provide a seamless online experience for the UI claimant to move from filing their initial claim through the job seeker functionality of JCW so that internal program boundaries are invisible to the customer.
- Skill Explorer – A tool that will provide information to users about jobs/occupations that share similar skills.
- UI Compliance, Monitoring, and Enforcement – To support personal responsibility and encourage participation in the online training opportunities, DWD is pursuing statutory and administrative law changes to mandate claimants who are not waived from work search requirements to complete the online assessment and required training modules as a condition of on-going eligibility. This project ensures that the UI technical systems monitor and enforce compliance of the RES requirements.
- UI Initial Claims Redesign – UI Modernization will improve the ability for claimants to initiate and complete claims online, and provide a seamless transition between the UI Claims and JCW webpages.

Youth to Adult Apprenticeship Program Alignment

In a continued effort to address the workforce skill shortage needs of Wisconsin manufacturers, DWD will build upon the Youth to Adult Apprenticeships in the Manufacturing Program that was previously piloted (PY12) in multiple counties: Calumet, Fond du Lac, Manitowoc, Sheboygan, Dodge, Ozaukee, and Washington counties.

The youth apprentices who successfully complete the two-year Manufacturing Youth Apprenticeship Program receive credit toward the registered Adult Machine Tool Trades Apprenticeship.

In addition, industry-recognized and nationally portable skill credentialing and certification opportunities will be integrated into the Youth to Adult Apprenticeship program, such as the National Association of Manufacturing (NAM) endorsed skills certifications system. Included in the NAM advanced manufacturing competency model is the Manufacturing Skill Standards Certification (MSSC) System with five credential modules: Safety, Quality Practices & Measurements, Manufacturing Processes and Production, Maintenance Awareness, and Green Production. Candidates who earn the first four credentials become an MSSC Certified Production Technician (CPT). Credentialing and certification offerings would depend upon the interest of the apprentices and their employers.

Wisconsin intends to align and leverage Youth Apprenticeship funding authorized under Wis. Stats. Chapter 106.13(3)(6)(c) with Bureau of Apprenticeship Standards and WIA Youth Program funding as appropriate. Plans are underway to expand the program statewide. A major component of this alignment's success will depend upon communication between all partners of the student apprentice Employment Training Agreement. The partnership roles and responsibilities lay the foundation for transitioning youth apprentices to registered apprenticeship.

Business Services Activities

In support of the Governor's promise to create a more business-friendly state and advance the state's job market in 2012, three programs were initiated to enhance connections between the business community and job seekers. Those three programs are to:

- complete an analysis of available assessment instruments,
- develop a best practice website for business services, and
- begin to establish 17 metrics for use in conjunction with the rollout of the Skills Wisconsin program.

Skills Wisconsin was funded through a Workforce Investment Fund grant that developed a common platform to support the state's business community. In conjunction with that effort, the state's business service operations were able to include 17 activities into the system's measurement and evaluation system. Those items are highlighted below.

**Business Services Team Success Story:
Collaboratively Serving Business Customers, WDA #11**

The Southwest Wisconsin Workforce Development Board (SWWDB) offers employers a comprehensive array of cost-effective methods to connect to the region's dynamic and motivated job-seekers. Some services are provided free of charge, while others are available at affordable and negotiable rates. The SWWDB's main goal is to assist businesses to improve their bottom line by providing competent, well-skilled employees.

"Southwest Tech partners with the SWWDB to meet the needs of our employers," said *Dr. Joyce Czajkowski*, Southwest Wisconsin Technical College's Dean of Business, Agriculture and General Studies. "SWWDB connects us to employers and assists us in identifying current business service needs. This collaboration leads to the development of industry-specific basic skills training, certificates, diplomas and degree programs that create career pathways for job seekers and fills specific employers' needs."

Business Services Best Practice Website In support of Governor Walker's vision for a Wisconsin workforce system that anticipates employers' labor needs, Business Services established a website for the 11 WDAs to share and exchange best practice activities. The Business Services website was officially launched in April 2013. It has enabled broader communication among the 11 WDA business service teams. In addition to sharing detailed information, business service reps are able to conduct statewide discussions on a host of common issues. A key point about the site is that it is only accessible to the statewide business services teams and the site is connected to SharePoint which provides the opportunity to expand discussions. SharePoint has archived the information so that members can continue to have access to the discussion as well as the material shared for up to six months.

Skills Wisconsin

The Wisconsin Workforce Development Association received funding through the Workforce Investment Fund to reform Wisconsin's system for matching workers looking for a job with businesses looking for workers. DWD Business Services has been included as a partner in the Skills Wisconsin statewide rollout.

The project has five key strategies:

- **Demand-driven system:** Reform the workforce system to view business as the customer
- **Process reengineering:** Reengineer workflow resulting in improved business outreach, assessment, and coordinated business client management
- **Tools:** To better serve businesses, implement a customized Salesforce platform
- **Partnerships:** Increase collaboration between workforce and economic development professionals; and develop and expand Industry Sector Partnerships
- **Skill training:** Develop new curricula in conjunction with WTCS and deliver customized skills

Disability Employment Initiative

DWD responded to a Department of Labor Request For Proposals with a proposal for the Wisconsin Disability Employment Initiative (DEI). Wisconsin received a three year grant award of \$2.5 million. DEI focuses on expanding services for people with disabilities through the Job Center system. Wisconsin completed year two of the grant on September 30, 2013.

The primary goal of the DEI is to improve education, training, and employment opportunities for adults with disabilities who are unemployed, underemployed, and/or receiving Social Security Disability (SSDI) benefits. The initiative's aim is to help low income individuals with disabilities find a path into the middle class through service delivery in the Job Center system.

Wisconsin has six WDA pilot sites and five WDA control areas. The project utilizes 3 key strategies: Integrated Resource Teams, Partnerships and Asset Development. A major component is an evaluation piece to determine whether additional services for individuals with disabilities are effective at helping them to gainful employment. The evaluations take place in year three.

The grant provides for Disability Resource Coordinators to increase enrollment into WIA and co-enrollment with other employment programs. Through this program employer education has been provided on Mental Health in the Workplace. For Job Center staff, education regarding disability issues and challenges has been delivered. Key partnerships are in place to address the multiple barriers that people with disabilities may encounter. Corrections, TANF, Vocational Rehabilitation, WIA 166, Veterans and Community Based Organizations are included. The plan is to expand the efforts by recruiting and including Ticket Holders under SSA's Ticket to Work Program.

DEI information, including a map identifying the DEI locations, is posted at <http://www.wisconsinjobcenter.org/disability/>.

Regional Industry Skills Education (RISE) Career Pathways

RISE Career Pathways' (CP) mission is to build a skilled workforce for Wisconsin employers and secure good careers for low income Wisconsin adults by increasing the number of low skilled adults who earn post-secondary credentials related to high-demand jobs. Since 2007, DWD has received support from the Joyce Foundation to build the foundation for Career Pathways, introduce systemic changes across DWD and the Wisconsin Technical College System and coordinate the statewide employment and training partners for successful local collaboration and development.

In April of 2012, DWD received a third 2-year grant award from the Joyce Foundation to further expand Career Pathway and Bridge program offerings.

The major objectives for the current round of funding are:

1. Expand Career Pathways (CP), including Career Pathway Bridges, so that they are offered in every technical college district and cover all major sectors and occupational clusters in which there is high demand.
 - a. Document 80 to 160 Career Pathways, most with CP Bridges
 - b. Solicit 3,500 new enrollments in CP Bridges
 - c. Support 2,700 completions of a credential that are at least 12 credits
 - d. Introduce 500 more CP Bridge students at Milwaukee Area Technical College as part of their Innovative Strategies for Increasing Self-Sufficiency (ISIS) participation and 500 more at Madison College if they participate in the study.
2. Integrate ongoing Career Pathway work with sector efforts driven by Wisconsin Economic Development Corporation (WEDC), the Department of Workforce Development (DWD) and the Wisconsin Workforce Development Boards (WDBs).
3. Support Career Pathway implementation with a mix of public and private funding streams through state-level program policies and collaboration among local partners.
4. Expand the Pipeline Data System to measure outcomes related to Career Pathways and Career Pathway Bridges and continue to influence decisions on policy and program priorities.

From July 1, 2012 – June 30, 2013 the following deliverables have been achieved:

- The Workforce Development Boards are using Career Pathways as their platform for developing innovative approaches and new programs. All of the state's WDBs, for example, agreed to propose a Career Pathway-based approach as part of their joint application for DOL Incentive Funds.
- Mini-grants were awarded to ten Technical Colleges and WDBs to develop materials and stage events or communication campaigns to promote Career Pathway and Bridge strategies among businesses and partner agencies in their region.
- Career Pathways sponsored professional development events included webinars, training sessions and conferences for a variety of audiences. RISE Career Pathways Steering Committee members have made presentations at in-service meetings, state wide meetings, and conferences sponsored by other groups.

- In July of 2012, Kate Dins, Career Pathways expert from Portland Community College, led training sessions for career advisors, counselors and case managers about guiding career pathway participants in their training opportunities. In November and December of 2012 she led regional meetings focusing on challenges and strategies for Career Pathways implementation with employment and training partners from multiple programs.
- Members of the RISE Career Pathways Steering Committee provided resources and information to support development of the B Bold 2 Report that was commissioned by Competitive Wisconsin Inc. Career Pathways were identified as an important economic development strategy.
- The alignment and commitment of the DWD, the WEDC and WTCS was very evident in their mutual efforts to design and sponsor the Sector Strategies and Career Pathways Conference hosted in February 2013. The conference had a capacity crowd. Workforce Development Board staff gave showcase presentations on business involvement in developing career pathways.
- Workforce Development system professionals are engaged with regional technical colleges to develop and recruit trainees for manufacturing Career Pathways. This work is funded by a \$15 million Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant. It will serve displaced workers, veterans and other adults interested in manufacturing careers.
- Workforce Development system professionals participated in developing a strategy for a third TAACCCT grant that will focus on training IT professionals using a Career Pathway model. The award is for over \$23 million to serve displaced workers, veterans and other adults interested in careers in IT.

**Career Pathway Success Story:
Health Administration Training Program (HATP), WDA #10**

Fifteen students graduated on July 12, 2013 when the HATP sponsors held the program's commencement ceremony at St. Mary's Hospital in Madison. The HATP training prepares individuals for administrative and clerical careers in the high-demand health care sector. The 11-week training includes an 80-hour internship with local healthcare employers. Participants earn up to 11 technical college credits, including Medical Terminology, Health Care Customer Service, and Health Care Privacy. The pre-employment program also trains the participants on EPIC's electronic health system software. Participants also receive career counseling and job placement assistance upon completion of the program. The program is offered in partnership with Workforce Development Board of South Central Wisconsin, Urban League of Greater Madison, WorkSmart, Madison College, United Way and other community and healthcare organizations in South Central Wisconsin.

Sector Strategies

Sector Strategies are developed at the regional level to ensure that employers in key industry sectors can connect with one another, identify shared needs and work with partners to design new systems that will address targeted issues.

They identify:

- Employee skill needs — both present and future;
- Shared training and other industry needs;
- Modernization and other technology issues;
- Key human resource issues in the industry (cultural, disabilities, mentoring, etc.); and
- Supplier/efficiency issues.

Sector Strategies include representation from industry and trade associations, organized labor, workforce development organizations, educational institutions, training providers, economic development groups, community-based organizations, local government agencies, and private foundations. The long-term goal of Wisconsin's effort is to develop sustainable regional Industry Partnerships across the state that enhance the competitive position of key industries and enhance long-term earnings and career opportunities for employees.

In April 2012, through an application process, the Workforce Development Boards (WDB) were each awarded a \$25,000 Workforce Investment Act (WIA) State Set-aside Sector Convening grant (Bay area contract amount was \$22,500), and a \$4,000 private sector Regional Industry Skills Education grant (RISE) for continued infusion of Career Pathways into the workforce system.

The 2012-13 Sector efforts were to:

- Further the development of an existing Sector (e.g. expand stakeholder groups, build on Career Ladders or advanced opportunities, etc.) and/or
- Initiate convening activities to explore a new area Sector (e.g. explore Sector potential, perform gap analyses, form stakeholder groups, etc.) Build regional partnerships with employment and training stakeholders to align resources for expanding enrollment in Career Pathways in high demand sectors and occupations.

Grant funds were made available as of May 1, 2012, with the end date of April 30, 2013. The targeted sectors for grant activity are:

- Manufacturing
- Healthcare
- Information Technology
- Transportation and Logistics
- Food Processing Dairy

Layoff Aversion Strategic Planning

Over the past year, DWD's Division of Employment and Training (DET) and the Wisconsin Economic Development Corporation (WEDC) have been designing a layoff aversion strategy that would supplement WEDC's existing Business Retention and Expansion (BRE) efforts and DWD's Rapid Response and Re-employment Services programs, as well as the forthcoming WorkShare Program. As part of this process, the DET-WEDC team and a group of stakeholders received training and technical assistance from Tom Croft, Executive Director of the Steel Valley Authority (SVA) which administers Pennsylvania's nationally recognized layoff aversion program.

The ultimate mission of layoff aversion is to 1) save existing jobs with an employer at risk of closing or downsizing and 2) minimize the period of unemployment for a worker where layoff is unavoidable. The team is using components of the SVA layoff aversion program as a model for building Wisconsin's strategy. SVA has a 20-year history of proven success. In Program Year 2011 it provided services to 106 companies, preventing 1,097 job losses at an average cost of \$957 per job, and saved the state \$30+ million in state unemployment insurance benefits.

Wisconsin's layoff aversion vision includes four components: 1) a data dashboard for input and analysis of information that potentially forecasts an employer's likelihood of laying off workers, 2) a mechanism to communicate data dashboard output to appropriate parties alerting them of a potentially at-risk employer, 3) provision of core turnaround services (e.g., financial restructuring and ownership transition) to appropriate employers either for free or at a reduced cost and, 4) continued focus on enhanced pre-layoff services for unavoidable layoffs.



Tom Croft discusses the benefits of a successful layoff aversion program at the stakeholder training event held in April 2013. The stakeholder group is comprised of members representing employers, labor, utilities, banks, lawyers, local and regional economic development organizations, workforce development boards, as well as other state government agencies.

Performance Incentive Awards

In accordance with WIA requirements for statewide activities funding, in December of 2012, DWD Secretary Newson awarded \$300,000 to WDBs who exceeded performance measures in PY11. Six WDBs received the awards for their achievements, including the

Southwest Wisconsin Workforce Development Board, which notably exceeded all nine performance measures in every quarter of the program year. “While all of our regional workforce partners contribute significantly as a team in connecting job seekers to jobs, I am pleased to recognize those that exceeded expectations in serving dislocated workers and other job seekers of all ages,” said DWD Secretary Reggie Newson.

WIA Performance Technical Assistance

In Program Year 2012 DWD provided on-site technical training in the WIA Youth program area to three WDAs that requested assistance, and WIA Adult program area to one WDA that requested assistance. The trainings addressed youth policy and performance related concerns the WDBs requested as well as areas identified by DWD/DET staff. The following topics were covered in the trainings: 1) case management, 2) WIA policy, 3) eligibility determination and documentation, 4) performance measures, and 5) the Automated System Support for Employment and Training (ASSET) reporting system.

The Workforce Investment Act Technical Assistance Guides (TAGs) for the Adult, Dislocated Worker and Youth programs, as well as one for the WIA Performance Measures, were updated. Screen shot images from the state’s Management Information System, ASSET, were added to illustrate how performance related information is captured in the ASSET system. The new TAGs were discussed and distributed to WDAs at a WIA Performance workshop during the DWD Workforce Roundtable held in December 2012 and made available on DWD's website.

Workforce Roundtable

On December 4, 2012, the Division of Employment and Training (DET) experienced record-high attendance at the annual Workforce Programs Roundtable. Attending were 230 local area workforce program representatives and 37 DWD staff and guest presenters. DET hosts this annual event to provide local workforce development staff and managers and their partner agencies with a full day of technical assistance, networking and training.

The program consisted of five rounds of concurrent running workshops, delivered through four program tracks: Track 1: Adult and Dislocated Workers programs, Track 2: Youth programs, Track 3: Customer Service and Track 4: General.

Participants were offered a wide-variety of workshop topics on: ABC’s of Youth Apprenticeship and WIA Youth Program Partnership Development; Adult, Dislocated Workers and Youth Program: Workforce Investment Act 101; Attitude and Intention: Motivating Customers in a Tough Economy; Business Services/Employer Outreach Strategies; Career Pathways: What’s All the Fuss About?; Defining Integrated Resource Teams; Digging for Data: New Ways to Use Web Intelligence to Find What You Need;

Disability and Accessibility; Eligibility Determination and Participation File Documentation for WIA Adult and Dislocated Worker Programs; A New Model for Rapid Response Orientations; On-the-Job Training; Senior Community Services Employment Program; Social Media 201: Building Connections; Ticket to Work – Help is Here!; Today's Youth: Are They Really Ready to Work?; WIA Youth Program 101: Outreach to Follow-up; Wisconsin Child Labor Laws: An Overview; and Workforce Investment Act Performance Reporting.

A luncheon presentation was also provided on the *Workforce Development Networks in Rural Areas* by Dr. Gary Paul Green with the UW-Madison, Department of Community and Environmental Sociology. The Roundtable content, presentations, interactions and handouts were rated as “excellent” or “good” by a majority of the participants.

WIA Youth Training Day

On December 5, 2012, the Department of Workforce Development (DWD), Division of Employment and Training (DET) sponsored an all-day WIA youth training for Workforce Development Board (WDB) staff and WIA youth service providers. Ninety people attended, including WDB staff and service providers from each of the eleven Workforce Development Areas, as well as managers, supervisors and staff from DWD/DET. Charlene Mouille from Social Policy Research Associates in Oakland, CA provided training on Case Management and Diana Jackson from Youth Workforce Solutions in Columbus, OH provided training on high-quality credentials and planning and providing effective follow-up services.

Wagner-Peyser

Wisconsin's electronic labor exchange system, jobcenterofwisconsin.com, or JCW continues to be an established resource for both employers and job seekers. During this period 1,299,710 jobs were available on the website, including jobs that Wisconsin employers posted directly on our site, combined with postings downloaded through external agreements through US Jobs, America's Job Exchange and Help Wanted On Line (HWOL).

On July 30, 2012, JCW began requiring registration of customers using the site. The registration allowed DWD to collect customer information, refer job seekers to additional services, communicate with them via email or other means, connect them to possible job opportunities, and provide an overall higher level of service. In PY12, 8,337 employers and 101,540 jobseekers registered with JCW.

During 2012, JCW was enhanced to allow jobseekers to provide their contact information directly to employers (as opposed to anonymous matches which was the

previous option). JCW also added an upload feature which allows jobseekers to upload or link a resume to their profile.

Planning for the coming year includes greater reinforcement for UI claimants to register on JCW and post a resume or job profile.

Utilizing JCW, Job Service has sent targeted emails to customers about upcoming recruitments and job fairs in their area. During PY 2012, 51 email blasts were sent to 12,021 employers and 679,706 (non-unique) jobseekers.

Through Wagner Peyser funding, staff continue to work in One Stop Job Center resource rooms to serve job seekers. A variety of job seeking workshops are provided, and Career Counselors are available in each of our Workforce Development Areas.

Re-Employment Services (RES)

Wisconsin Job Service has been providing Re-employment Services (RES) for almost two decades throughout Wisconsin. The program is a partnership between Job Service and Unemployment Insurance (UI) where claimants are profiled and selected for services that help facilitate more rapid re-employment. Wisconsin currently provides RES in-person workshops in over 50 locations across the state. During Program Year 2012, 41,808 RES participants were served.

During the summer of 2012, Job Service implemented a change to the RES program to make it more effective. A triage process is now used to determine a participant's work readiness and identifies whether or not they qualify for additional services. However, claimants that are non-work ready are mandated to participate in additional services such as career counseling or services provided by Job Center partners.

Job Service is working with UI on several RES program changes, many of which will be implemented in 2014. DWD is enhancing RES for UI claimants by pairing online workshops with claimant self-assessments to identify areas of training need, including the potential need for more intensive RES services. The state of Utah already has a similar system in place. DWD is adopting much of Utah's design and navigation features. Follow-up analysis of the system's effectiveness is planned for 18 months after implementation.

Re-employment Eligibility Assessment (REA) Program

The REA program is funded through a grant received from the US Department of Labor. Wisconsin is currently in its fourth year of REA funding and requires a very close partnership between UI and Job Service. The program is administered in six Wisconsin cities (Milwaukee, Menasha, Green Bay, Eau Claire, Madison, and Janesville). In PY12, Wisconsin completed over 12,000 total REAs. All REA participants attend RES and are triaged before they are referred to additional services such as career counseling, training, or other one-stop services.

Employer Recruitments

From July 1, 2012 to June 30, 2013, Job Service hosted 346 employer recruitment events, including job fairs, career fairs and recruitments for individual companies. In attendance were 23,086 job seekers and 2,008 employers.

Last year Job Service introduced two new sector webpages on JCW targeting trucking and manufacturing. This year Job Service added a new sector webpage to JCW focusing on agriculture careers and employers.

Lt Governor Kleefisch developed a video for JCW highlighting the success of the Job Centers by profiling an employer who was able to hire 5 qualified workers in one day through the local Job Center. The video is published to the DWD website.

Trade Adjustment Act

Job Service works very closely with UI (TRA Program), DET/BWT (Dislocated Worker and Rapid Response programs) and local workforce boards to provide services to workers who have been dislocated due to foreign competition. During 2012-13, 49 companies were certified as trade-eligible and 4,294 participants were served. In the past year, Job Service placed a high emphasis on having Central Office staff conduct program monitoring in every workforce area of the State, to ensure that staff are effectively providing consistent program services to eligible workers, utilizing the forms and reporting systems available, and demonstrating good collaboration with the WIA Dislocated worker program. During this past year, the new Statewide SharePoint site was introduced to consolidate program information into one location, making this available to TAA and TRA staff, along with staff from the WIA dislocated worker unit.

Job Service Call Center

This has been Wisconsin's fourth year of having a statewide call center system for Job Service. This is an innovative way for staff to provide services to both job seekers and employers, using a non-traditional approach, whereby agents are located at their headquartered locations throughout the State. The level of activity with this call center has increased each year. Staff manage calls through this structure, and respond to emails that come in on a regular and consistent basis. For example:

- The Job Service Call Center processed 69,901 total calls during 2012-13.
- 713 calls were in Hmong or Spanish
- 3,308 calls were received from employers

Migrant Seasonal Farmworker

- In Program Year 2012, seven outreach staff provided services to migrant seasonal farmworkers throughout the state. Services were coordinated more closely with the State Migrant Inspectors, and in many cases, site visits were done together. Full time staff provided services in two Significant Office Areas: Wautoma and Beaver Dam.

- A new SharePoint site for the MSFW program was developed this year. The site, once fully implemented, will be accessible not only to the Job Service outreach staff, but also for the Migrant Inspectors, and our WIA 167 partner staff.
- New coordination strategies are being developed with UMOS, as part of the statewide MOU. In this past year, agreements were made that UMOS will fully use the new SharePoint site to track referrals, complaints, etc, and in 2014 will start using the same client reporting system that DWD outreach staff use.

Veterans

A comparative analysis of services provided by the Local Veteran Employment Representative (LVER) and Disabled Veteran Outreach Program (DVOP) staff from January 1, 2012, to June 30, 2013 revealed an increase of 5% in the number of veterans who entered employment after having received staff-assisted services.

Veteran Dislocated Workers

DWD's Office of Veterans Services LVER staff conducted job development activity and created on-the-job training (OJT) opportunities for veterans who were dislocated from Wisconsin's workforce through the DOL-funded OJT NEG project. By October 2012, 43 on-the-job training contracts were developed with Wisconsin employers with an average wage of \$13.34 per hour. With the beginning of the new federal fiscal year on October 1, 2012 the Department of Labor provided additional dollars to be used for dislocated workers. The veteran program used these funds to create an additional 10 OJT opportunities for veteran dislocated workers. These contracts had an average wage of \$15.25 per hour.

Promoting Veterans to Wisconsin Employers

DWD's Office of Veterans Services (OVS) staff again collaborated with the Wisconsin Department of Veterans, Employment Support of the Guard and Reserve, the Department of Military Affairs and the American Legion to promote and facilitate 14 instructional seminars for Wisconsin employers. These events provided information on the financial benefits for Wisconsin employers when hiring a veteran. The seminars also demonstrated the transitional skills and leadership military veterans can bring to the workforce. The impact of these events was evident when employers participating expressed plans to develop new recruitment strategies focused on veterans.

Services to Wisconsin Disabled Veterans

DVOP staff provides intensive services, access to training and case management for disabled veterans enrolled in Veterans Administration's Vocational Rehabilitation Chapter 31 program. In addition, DVOP and LVER staff provide job referrals and conduct job developments once these individuals complete their training. As a result of this

program, during the period December 30, 2011 to June 30, 2013, 221 disabled veterans entered and retained employment with an average wage of \$15.65 per hour.

Veterans in Piping

The Veterans in Piping training program is coordinated by the DWD Bureau of Apprenticeship and OVS. Through the efforts of LVER and DVOP staff, 40 veterans were recruited for the union sponsored welding training program. At the end of the training these veterans entered apprenticeship programs as second year apprentices within the piping industry. The average starting wage was \$20.00 per hour.

Reintegration for Military Service Members

OVS staff provided employment services at Yellow Ribbon events sponsored by the Wisconsin National Guard and reserve military units that returned from deployment. In 2013 staff supported reintegration events on the following dates and locations:

- Jan 12, 2013 - Madison- 24 National Guard and Reserve participants
- February 9, 2013 - Madison- 44 National Guard participants
- June 8, 2013 - Madison VA - 400 Marine Corp service members and families

Employment Services Support for Native American Population

Together, OVS and the Wisconsin Department of Veterans Affairs provided outreach and employment services for Native American Veterans. In both 2012 and 2013 OVS staff provided employment service support at the large organized events held in Milwaukee at the Summerfest grounds.

Veteran Offender Populations

DVOP staff coordinated activities with the Wisconsin Department of Veterans Affairs and the Wisconsin Department of Corrections in order to provide employment services within six months of release from correctional facilities. Staff work with local partners throughout the state, including Workforce Development Boards and Job Centers, to prepare the incarcerated veterans for their release.

State Workforce Information Delivery Systems

State operating systems that support implementation of state strategies and that are used for all programs and activities present in the One-Stop Career Centers (Job Centers) include ASSET (Automated System Supporting Employment & Training), JCW (Job Center of Wisconsin), JobNet Business, and a data warehouse.

ASSET

ASSET (Automated System Supporting Employment and Training) is an internet-accessible participant reporting and data collection system that all case managers and WDBs use to report WIA Title 1 and partner services for both performance measures and WIA

Standardized Record Data reporting. ASSET is an integrated reporting system and serves as the official data source for all performance and program management data for WIA Title I, Wagner-Peyser, TAA and Veterans programs. ASSET has been designed to ensure that performance measure calculations are consistent with current Federal reporting requirements as specified in US DOL TEGL 17-05 Common Measures Policy for the Employment and Training Administration's Performance Accountability System and Related Performance Issues. Changes to meet the requirements of TEGL 4-13 are planned for late 2013.

Planning for additional improvements to ASSET will start in November 2013. Items being considered as improvements to ASSET include adding Youth Apprenticeship information to ASSET, improving Individual Training Account and Eligible Training Provider functionality, improving tracking of last contacts with participants, and improving data entry and validation.

Job Center Systems Data Warehouse

In addition to ASSET, DWD has invested substantial effort and resources into the development of a Job Center Systems Data Warehouse that contains data and reports requested by local boards and other state staff. The warehouse is Internet-accessible and available to state and local staff who have secured access to the site on which the warehouse resides. Performance staff also prepare reports and data sets for local boards' use and provide extensive performance measurement analysis of the results for each quarterly and annual report. Wisconsin tracks specific targeted applicant groups required by DOL as part of its annual reporting requirements. This warehouse is developed using Business Objects and Web Intelligence (WEBI) software applications. The warehouse has numerous reports that track targeted populations based on services received, participant characteristics, co-enrollment, and caseload management. The reports are updated and refreshed on a weekly basis and allow staff to monitor program and participant activities for active as well as exited participants. This data is used by local boards to apply for grants and by state and partner staff to develop programs designed to address and improve service delivery, program design, and participant outcomes. It is also used by local staff to help them monitor and continuously improve their participant reporting and performance outcomes.

ASSET and the Job Center Systems data warehouse provide participant and performance information to help manage Job Center programs. On a weekly basis, the number of customers who registered for WIA Title 3 services via JCW, at a local Job Center office, or by a case manager for WIA Title I programs through the ASSET system is collected and reported to DWD Division of Employment and Training.

Wisconsin is currently working on refining the data warehouse to make reports more useful and easier to understand. More fields that aid with case management and tracking real-time performance outcomes are being added to the data warehouse. Data will be loaded daily instead of weekly, and a user-friendly web-based reporting tool called JCS

Management Reports is being developed to make real-time report generation possible. This project is due to be completed in 2014.

Job Center of Wisconsin (JCW)

JCW is operated by the Wisconsin Department of Workforce Development and the Wisconsin Job Center system. It is a Wisconsin-centered employment exchange, linking employers in all parts of the state and in communities that border Wisconsin with anyone looking for a job. It can be accessed online at JobCenterOfWisconsin.com and is available at no-cost to both employers and job seekers 24 hours per day, seven days per week. There are computers at every Job Center where JCW can be accessed. Job Center of Wisconsin.com (JCW) continues to perform very well and exceed expectations.

In 2012, 181,197 internal jobs were posted and 1,163,126 external jobs were posted on JCW. During 2013, several enhancements to JCW were put in place. One enhancement was a feature called "My JCW," which is a dashboard that allows job seekers to better launch and track their work search efforts. During the summer of 2013, additional enhancements included a resume upload feature and the option for job seekers to include their contact information directly in contacts with employers.

There are plans to overhaul JCW functionality as part of the U2E LMIS (Labor Market Information System) project. The new system will enhance job matching analytics to offer better job matches, will solicit more job postings, thereby increasing job opportunities, and will provide a revised user experience for job seekers and employers. Implementation of this project is planned for Calendar Year 2014.

JobNet Business

To track services provided to businesses, Job Centers use JobNet Business and the Job Center Systems Data Warehouse to evaluate services to employers, provide reports to manage the Job Centers, and demonstrate accountability to business services. The use of JobNet Business is required for all Job Centers. JobNet Business will be replaced as part of the U2E LMIS project in order to provide an enhanced employer focus, through tracking job vacancies and linking unemployed workers to openings they are qualified to fill.

WORKnet

WORKnet is the State of Wisconsin's workforce and labor market information site. It has information on the number and type of job openings in Wisconsin, high-growth occupation information, wage comparisons, and business tools. WORKnet will be integrated within the LMIS project to enhance functionality.

New Bureau of Workforce Information and Technology Services (BWITS)

A dedicated server was set up in 2012 for the LMI (Labor Market Information) area. The primary purpose of this dedicated server is to give select LMI staff a workspace in which they can directly access and analyze data available from various sources to create/modify products for public consumption and/or create system prototypes using tools on user

workstations (e.g. pc SAS). In 2013, use of this server was expanded to meet the needs of select LMI and OEA (Office of Economic Advisors) staff within the new Bureau of Workforce Information and Technology Services (BWITS) staff, expanding its analytic and data staging uses.

Skill Explorer

This new web-based application was implemented in October of 2013. This application allows the user to search for skills-related occupational data by entering an occupation code, occupation title or free format text. It displays skill related occupations based on this data and displays labor market information for each occupation result. It also displays skill group data, links to JCW job orders, and Workforce Information Database data, allowing the user to customize results and reports by projections, wage, job openings, industry, skills, related occupations and available geographic data. Additional enhancements are planned in 2014 to make Skill Explorer more mobile-friendly and to link it with other DWD products and services.

Enterprise Mapping

In October 2013, DWD added a mapping feature to its web-based Job Center Directory. This feature allows customers to find comprehensive and satellite job centers near them, as well as local libraries with Internet access. Customers will be shown a map with pinpoints indicating the centers and libraries. Clicking on a pinpoint will provide the address of the center and the ability to get directions. Most pinpoints also include a photo of the center.

Trade Adjustment Act Website

In January 2013, a website specific to the Trade Adjustment Act program was published by DWD. It can be found at: <http://dwd.wisconsin.gov/trade>. This website combines information previously found on several separate sites and provides a one-stop resource for participants, state staff, and partner staff to access information on all aspects of the Trade act, including TAA (Trade Adjustment Assistance) and TRA (Trade Readjustment Allowances) aspects of the Trade program. The website allows for expanded access to the Trade Program for laid-off workers who may not have attended a group information and intake meeting.

Dislocated Worker Program

Wisconsin received just over \$15 million for WIA Dislocated Worker (DW) Program funding in Program Year 2012. The funding covers the provision of rapid response, training, re-employment services and support services for individuals who meet the state and federal criteria for a “dislocated worker.” While signs continued to demonstrate improving economic conditions, the DW Program remained busy serving 10,095 participants through its formula allocation and 3,297 participants through seven National Emergency Grants (NEGs). Of those enrolled in the Dislocated Worker Program, 3,262 received WIA funded training. The average six-month earnings for those entering

employment following program exit was \$16,244 (\$17,080 for NEG-only participants). The State continued to provide additional funding to local areas experiencing larger layoff events through its Special Response (SR) funding. SR funding comes from money reserved from the State's annual WIA DW Program allotment. Nine of the 11 Workforce Development Areas received SR funding in PY2012, totaling \$3,178,777. A total of 1,432 dislocated workers were served through this fund source.

PY2012 SPECIAL RESPONSE FUNDING		
	Contract Amount	# Served
Southeast WI Workforce Development Board	\$338,800	106
Milwaukee Area Workforce Investment Board	\$920,000	406
Waukesha-Ozaukee-Washington Workforce Development Board	\$168,112	116
Fox Valley Workforce Development Board, Inc.	\$156,381	99
Bay Area Workforce Development Board, Inc.	\$124,100	131
North Central WI Workforce Development Board, Inc.	\$425,000	265
West Central WI Workforce Development Board	\$557,234	116
Western WI Workforce Development Board	\$189,150	53
Workforce Development Board of South Central WI, Inc.	\$300,000	140
Total	\$3,178,777	1,432

Layoff Notices

During Program Year 2012, Wisconsin saw a slight decrease in the number of workers covered by business closing/mass layoff notices filed with the State, compared to the prior program year. A total of 59 new notices were filed this program year covering 6,680 workers from a variety of industries.

Rapid Response

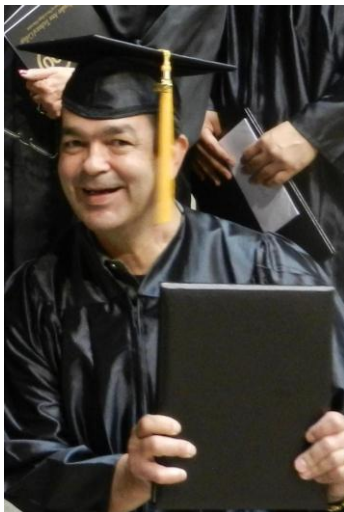
Consistent with the State's Integrated Workforce Plan, pre-layoff services were extended when dislocation events affected 50 or more workers, resulting in outreach to 28 employers with 5,940 affected employees. The State's Dislocated Worker Unit continued to work collaboratively with the local workforce boards to enhance pre-layoff services by more effectively leveraging resources and offering employers and workers an extended menu of onsite assistance, helping to steer workers towards a path to faster, self-sustaining new employment. Employer feedback received using the online evaluation tool developed last year was resoundingly positive:

- *It's a very good program, and [it] gets the DWD & Job Center people involved right away. They are extremely helpful.... There's no way we could have done as much for our employees without [them].*
- *While difficult, the closure process went smoothly given the resources from the [rapid response] team.*
- *The most helpful part of the rapid response program was constant communication, excellent follow-through, [and] GREAT STAFF.*
- *Working with [the rapid response team] was a great experience. They were truly helpful and generous enough to remain on-site for as long as they were needed to*

meet with our staff. Their presence and information not only raised morale during this difficult time, it also eased the burden for the HR staff by being a constant resource....

During rapid response, workers affected by the dislocation event are asked to complete a survey that captures demographic information, employment history, and interest in dislocated worker program services. Resources are being leveraged to eliminate the need to manually enter survey data. The plan is to use existing scanning processes and optical character recognition software already available within the DWD. Once implemented, the anticipated results include more productive use of staff time and a significantly quicker turnaround of survey results for state and local use.

WIA Program Success Stories



Carlos Londono emigrated to the U.S. in 2005 to reunite with his family. He had been a small business owner for 16 years in his native Colombia and hoped that someday he would return to his days as an entrepreneur. Eventually Carlos was hired as a general laborer at Tree of Life, a food warehouse on Milwaukee's northwest side. He worked there three years until the facility closed in 2010. Carlos learned about the DW Program through a Rapid Response worker information session. Carlos enrolled in the program and was connected with a Spanish-bilingual case manager at the HIRE Center, Milwaukee's dedicated center for dislocated worker services. Through the program he enrolled in English as a Second Language (ESL) classes at the Spanish Center and Spanish GED preparation

classes at MATC West Campus. The following year he applied and was accepted in a special five-month vocational training project, Pathways to Construction Trades (PaCT), to be conducted in Spanish. He completed the PaCT training in addition to a translated CDL training program and also earned a Lead Renovation certificate. He also earned his GED in May of 2012. He went on to obtain the required state licenses to become a construction business operator. In late 2012 he founded Londono Home Improvement Company, which offers a variety of residential and commercial construction services. His business has grown quickly. He is currently involved in hotel remodeling projects in addition to home improvement. Carlos says, "The HIRE Center really changed my life. . . if I had not been able to get the PaCT training in Spanish, I am not sure that I would ever have been able to achieve my dream."

-Submitted by the Milwaukee Area Workforce Investment Board (MAWIB)



Sandra Mascari-Devitt, 56, had worked as a corporate executive in accounting and finance for 34 years, climbing her way up the corporate ladder. After the financial crisis contributed to her layoff, she found the job market challenging. While overqualified for many jobs, she lacked a formal degree and was therefore considered under-qualified for others. She enrolled in the DW Program to complete her bachelor's degree at UW-Whitewater. She graduated, earning a 4.0, notwithstanding the fact that during her schooling she underwent intense chemotherapy, a double mastectomy, and a seven-week period of daily radiation treatments. "I can't say enough about the WIA program and those at the Job Center I worked with. . . ." Sandy said. After graduating and

passing the Social Worker National Board exam, she secured new employment as a Breast Cancer Navigator. Now cancer-free Sandy exclaims, "I'm just so excited. I feel I've never been more prepared for a job than this one."

-Submitted by the Southwest Workforce Development Board

Ron Missinne is a 66-year-old married veteran whose wife lives in a nursing home. Tom Casey, Veterans Representative, asked that a WIA case manager meet with Ron and see if NW CEP could help him to reach his employment goals. Ron believed he had difficulty securing employment due to his age, and he was very interested in entering the medical field to provide the type of excellent care that his wife receives. Ron dropped out of high school in 10th grade, and plans to work on obtaining his GED upon completion of CNA training. When Ron first enrolled in the WIA Adult Program, he was receiving unemployment benefits from a position as a production laborer that ended in 2011.

Ron successfully completed training at Wisconsin Indianhead Technical College (WITC) on October 5, 2012, and now works as a CNA for Chris Jensen Health & Rehab Center. Ron is very excited about this new page in his life and would likely not have been able to secure employment without the training he received through the WIA program.

-Submitted by the Northwest Wisconsin Workforce Investment Board

Erin Wyngaard enrolled as a WIA Adult client in the fall of 2011 and was going to be starting school for CNC. Erin has two daughters – ages 10 and 14. She was getting some financial aid and was also going to be job seeking for better part time work (as she was at a local restaurant making \$2.33 an hour, plus tips, working 20 hours a week). Her WIA case manager assisted her with job leads as well as eventually was able to pay for her training. Erin did very well in school and was hired on by a local company in Neenah before her graduation. After graduating, she continued on with the company as a full-time, day-shift Machinist making \$14 an hour. She was also featured in the Fox Valley Technical College magazine under the "Gearing Up for a Hot Career" article.

-Submitted by the Fox Valley Workforce Development Board

Diana Metz was laid off from her employer in June 2010 after having worked there since 1983. The company was permanently closing its doors. To make matters worse, her husband also worked there and would lose his job. She knew one thing. She wanted to retrain through the Dislocated Worker Program. She wasted no time and enrolled in the Medical Coding Specialist Program through Northcentral Technical College (NTC). She received her Medical Coding Certificate in May 2012 and her Medical Transcription Certification in December 2012. She went on to secure training-related employment at Flambeau Hospital – in her hometown. Diana expressed her gratitude in an email to staff of the DW Program, “you are just fantastic. I do not know how to thank you and CEP [the DW Program service provider] for all you have done for me, I certainly could not have gotten through without all your help, support, and encouragement.”



-Submitted by the Northwest Wisconsin Workforce Investment Board

Shalekia Griffin inquired about the WIA In-School Youth program at Community Action during her junior year of high school at Beloit Memorial in 2012. She had just completed her Nursing Assistance course through the Youth Options program at her school and needed assistance paying for the exam to receive her certification. Nicole Ditzenberger the WIA Transition Coordinator met with Shalekia and explained the WIA program and how it could assist her with her goals of working in the medical field.

Shalekia came into the WIA program with low math and reading scores, so a basic skills goal was set for her to increase those scores so she could be successful on her test and in the medical field. Shalekia was able to raise both her math and reading scores by TWO grade levels and was recently accepted into the Medical Assistant Program at Blackhawk Tech. She began attending in August of 2013 and is very excited to continue her schooling. The WIA In-School Youth program was able to assist Shalekia with paying for the state exam fee so she could get her Certification and begin working. Shalekia passed the test the first time she took it and began working as a CNA at Beloit Health and Rehab Center during her senior year of high school. She is now a high school graduate, working 30hrs a week, going to college and living on her own in her own apartment! Shalekia is a true testament to how a little determination and hard work can pay off, she is continuing to work toward her goals and set new goals for herself every day and for that she a true WIA success story.

-Submitted by the Southwest Wisconsin Workforce Development Board

WDA 1	Southeast Wisconsin Workforce Development Board
Program Year 2012 Highlights	

Developing Linkages Between Youth and Employers: *Dream It, Do It* is an initiative developed by the SE WI WDB in 2012 and used as a core program in uniting local youth and Business Services Teams to work on behalf of manufacturing employers, schools, students and parents. Utilizing the best practices and foundation established through the National Association of Manufacturers and the early adopters in Wisconsin, the three counties in the Southeast Wisconsin WDA created a roll-out plan and recruitment strategy involving local manufacturers, the Youth Council, schools, students and their parents. Young people, in particular high school students, will be introduced to a variety of careers that can be found in the manufacturing industry. Local manufacturers have enthusiastically agreed to participate, as they realize the looming talent gap they face. Key project milestones include: preparing local videos, recruiting company ambassadors, scheduling company tours, and tying the initiative to multiple activities during Manufacturing Month.

Planning Regionally- Implementing Locally was the focus of WDA 1's participation in regional activities such as the Regional Workforce Alliance (RWA) and the Milwaukee 7 (M7). SE WI WDA meets regularly with the Milwaukee Area Workforce Investment Board and the Waukesha-Ozaukee-Washington (W-O-W) Workforce Development Board as the seven county RWA. The RWA collaboration has enabled the funding and growth of sector initiatives in areas such as Healthcare, Water and Manufacturing sectors. Partnerships were created in response to employers' needs for specific skills training, as well as overall regional labor market needs in these areas. Staff are closely aligned with new business outreach efforts and work to address the workforce needs of growing and new companies in the area.

Demand-Driven, Short-Term, Intensive Training: The SE WI WDB partnered with Gateway Technical College and local employers to meet the region's immediate and future workforce needs through short-term training opportunities that maximize return on investment. The boot camp is an intensive short-term condensed training program that incorporates soft and technical skills in a hybrid educational format. To complement classroom and industry-specific technical training, workforce development professional staff provide participants with case management, referrals and linkages to address issues that may interfere with program completion. PY12 was a successful year for boot camps with many sessions offered and new boot camps developed in areas such as Machine Repair and Tool & Die.

Employer input is integrated throughout the program, from recruitment, selection, curriculum development, through hiring of graduates. Employer input drove curriculum development of boot camps in CNC/Machine Operator, Welding, Tool & Die and Industrial Machine Repair. Employer feedback is also gathered after placement to inform continuous improvement in curriculum and process. 91 individuals completed a boot camp training in Program Year 2012. Of those, 83 were hired. Of those who became employed, some individuals received a starting wage of \$20.00 per hour. The average wage of boot camp graduates was \$12.53 per hour. These statistics are made even more significant given the barriers to employment faced by boot camp enrollees – 13 had re-entered their community after a felony incarceration and 4 were experiencing homelessness at the time of enrollment. Data from the SE WI WDB demonstrates that employers see the value in hiring these graduates. One local employer has, over time, hired twelve graduates. Five local employers have hired five or more graduates of this program.

Continuous Improvement- The SE WI WDB proudly hosted a WDA-wide WIA Roundtable in April of 2013. Ensuring effective, compliant and high-performing program services requires that the staff members providing those services understand and are skilled in program processes and requirements. Working jointly with DWD, the SE WI WDB provided a daylong training opportunity for all staff, including those serving job seeking customers and those serving business customers. Topics and information included Case Management, understanding and meeting Common Performance Measures, and Career Pathways. The event was extremely well-received by staff and demonstrates the WDA's commitment to continuous improvement.

WDA 2	Milwaukee Area Workforce Investment Board
Program Year 2012 Highlights	

Program Year 2012 was defined by ambitious sector strategies offering industry endorsed curriculums, certificates and opportunities, many designed by employers, and featured regional collaborations.

Healthcare: Higher Wages for Community Health Workers

MAWIB championed a standardized curriculum, "Community Health Workers 101," providing an employer and industry recognized certificate to individuals working in these positions. The result was higher than average wages for MAWIB-placed workers - \$14.85 per hour, exceeding the average of \$10.81 per hour.

State of Wisconsin Initiative to Fast Track Degree (SWIFT) Nursing Project Advances Careers

MAWIB is partnering with the University of Wisconsin-Milwaukee (UWM) to customize its fast-track program, SWIFT, to assist Health Training Institute program participants who are nurses or nursing students to complete degrees and fill the nursing workforce gap currently facing Milwaukee Area Healthcare Employers. The SWIFT fast-track project has the following primary goals for HTI program participants: (1) Increase the number of Associate Degree Nurse (ADN) students of the Wisconsin Technical College System and incumbent ADN workers who enroll for the SWIFT RN to BSN program and shorten their time to completion of the BSN (35 enrolled in the first year); (2) Identify and remove barriers to enrollment and accelerated completion of RN to BSN degrees in Wisconsin; and (3) Investigate the option for a self-paced, competency based curriculum for SWIFT students.

Manufacturing: Closing the Skills Gap by Working with Employers to Develop Training

The Mayor's Manufacturing Partnership Initiative used the training strategies of classroom training or OJT to address the skills gap in manufacturing in the Milwaukee area. The initiative partners are MAWIB, the Mayor of Milwaukee, Wisconsin Regional Training Partnership and the Milwaukee Area Technical College. Thirteen (13) separate occupational training programs took place with a total of 210 individuals who received training. Eleven (11) of these programs were tailored to specific employers who were committed to hire the successful graduates. Thirty-four (34) individuals entered On-the-Job Training programs in manufacturing companies. In addition, almost 300 individuals who expressed an interest in this occupational sector were interviewed by employers and hired directly, without the need for additional training. This initiative integrated WIA adult and dislocated worker funding with other sources including the City of Milwaukee, Workforce Advancement Training (WAT) grants, H1B, and employer funds.

Construction/Green Industry: The Green Industry Grew

MAWIB's component of the statewide Sector Alliance for a Green Economy (SAGE) program was a regional effort that included the WOW and SE Wisconsin Workforce Development Boards. Apprentices and Journey workers who met low income criteria and were from the SAGE "Greened" trades received funds to offset training and supportive service costs. MAWIB's program assisted 279 individuals (42% of the entire statewide program) during the program's three year duration. This program greatly assisted tradespersons with educational advancement in their occupations, helped them obtain trade specific tools and clothing and helped with transportation and other supportive services costs.

Water: MAWIB and Partners Created Career Pathway Tributaries

MAWIB's four year Jobs Innovation and Accelerator Challenge Grant from DOL in the water sector is another regional program involving WOW and SE Wisconsin Workforce Development Boards. The Milwaukee portion involves the training of 80 individuals for a Wisconsin Technical College System newly approved one year vocational career pathway certificate entitled "Water Technician." This certificate was developed through the collaborative efforts of employer members and staff of The Water Council, MATC and MAWIB. Some participants will also have the opportunity to work in a paid training related internship with water sector employers. Thirty individuals have enrolled in the certificate program. The newly opened Global Water Center in Milwaukee will be serving as a center for many new water related businesses and research projects and a hub for talent development. The MAWIB will integrate grant activities with the Center's activities to maximize the employment prospects of trainees.

Earn and Learn Summer Employment

In 2012, the success of the Milwaukee Area Workforce Investment Board's Earn & Learn Summer Employment program included employing over 1,200 youth and a 90 percent employer retention rate. Young people received a variety of experiences through a number of programs and partners, including Milwaukee County Parks, Culinary Arts Program/Wisconsin State Fair, Milwaukee Conversation Leadership Corps, and the Private Sector Jobs Connection. The Earn and Learn program conducted Work Readiness training which incorporated resume development, proper application completion, interviewing skills, dress for success, and soft skill development.

WDA 3	Waukesha-Ozaukee-Washington Workforce Development Board
Program Year 2012 Highlights	

WOW WDB Exceeds All Performance Measures: During PY 2012, the W-O-W Workforce Development Board exceeded all 9 WIA Performance Measures.

WOW Factor: The WOW Factor was launched to provide employers with a weekly publication that highlights 10 job seekers throughout Waukesha, Ozaukee and Washington Counties. If an employer is interested in a featured job seeker, they are instructed to contact Business Services Unit staff to obtain their resume. On average, 3-5 requests for resumes per featured job seeker are received. In addition to helping job seekers land more interviews, the publication has been a conduit for hiring. Specialized editions of The WOW Factor have also been created to promote

CareerWorks Healthcare Training Institute and Water Accelerator (manufacturing) program graduates.

Rapid Response & Golden Guernsey Workers Re-Employed: The dislocated worker rapid response team conducted eight re-employment on-site information sessions and one off-site information mailing for over 433 employees involved in mass layoffs or plant closings. One of the rapid response sessions that occurred was for Golden Guernsey, which unexpectedly closed its plant in Waukesha, giving workers no notice of the closing. The WOW WDB held an onsite-WIA enrollment, onsite resume review, and coordinated a special job fair for Golden Guernsey workers where 33 employers met with and interviewed the displaced workers. Patrick Cudahy filled all three job openings that they had. Several displaced workers received OJTs leading to employment in higher-paying jobs. A number of production workers were placed into management positions at various companies due to receiving OJTs that provided additional training.

Youth Work Readiness: WOW Workforce Development, Incorporated's (WDI) Youth Work Readiness Workshops engage youth in the job search process and have them focus on career development and "soft skill" components. Area high schools participate by transporting groups of students to the workshops. In addition, the WOW WDB collaborated with Ozaukee Economic Development to coordinate a Manufacturing and Career Fair for high school students. During PY 2012 the event was held at Port Washington High School where 16 manufacturers provided nearly 400 students with industry exposure. WDI provided two My Life! My Plan! Workshops for 68 youth from Hamilton Sussex, Elmbrook, Oconomowoc, and New Berlin high schools. WDI partnered with the Milwaukee Talent Dividend to empower youth to make informed decisions about their future. The workshops focused on in-demand careers and industries in Southeast Wisconsin. Over 90% of youth completing the workshop felt that they were better prepared for the future post-workshop.

Employer Training Needs Identified: WOW WDB conducted sector convening activities in IT and healthcare in Waukesha, Ozaukee, and Washington counties. WOW WDB staff facilitated discussions with local employers and technical colleges to align curricula and address skills needs. Nearly 20 employer and technical college partners participated in this program. WDI will use recommendations from employer and technical colleges partners when designing new programs and applying for funding.

WDA 4	Fox Valley Workforce Development Board
Program Year 2012 Highlights	

Job Center Activities: Nearly 70,000 visits were made by the public to the resource rooms at the Job Centers managed by Fox Valley Workforce Development Board during Program Year 2012. This represents an increase of 8% from PY 2011. Similarly, the total number of visits to the Job Centers for partner run program related activities was up 6% to 38,625. To address the accessibility and technology needs of the job seeking population, several important initiatives were developed. An agreement was reached with DWD's Bureau of Job Service to relocate the Oshkosh Area Workforce Development Center (OAWDC) to a new location which offers a substantially better work environment and improved, more convenient parking. In addition, the

new location will place the OAWDC in the same building as the local offices of the Division of Vocational Rehabilitation for greater convenience to customers. The Fox Cities Workforce Development Center partnered with Bay Area Workforce Development Board (BADB) and the other center partners to add a new thirteen station computer lab for training purposes.

Job Fairs / Connecting Job Seekers with Employers: Fox Valley Workforce Development Board (FVWDB) co-sponsored and had a lead role in planning and organizing the community-wide Fox Cities Job Fair. FVWDB was an active participant in the Fond du Lac Area Job Fair as well. More than 50 employers had a presence at one or both of these Job Fairs; the total number of job seekers in attendance was 610. In addition, there were 142 instances where employers held on-site recruitment activities at one or more of the Job Centers. A total of 1,901 job seekers attended these events.

Dislocated Workers and Rapid Response Activities Program Year 2012 saw the announcement of major workforce reductions at Oshkosh Defense, a major supplier to the United States military. A major initiative was begun to reach out to as many of the affected as possible, including targeted mailings and follow-up phone calls. Eight rapid response meetings in three different locations were held to reach out to the impacted individuals. In addition, the Board has been a key participant in a community effort to secure additional assistance to supplement Workforce Investment Act funding with funding through the Department of Defense Office of Economic Advisors for community planning assistance and economic diversification in response to the recent reductions at Oshkosh Defense.

WDA 5	Bay Area Workforce Development Board
Program Year 2012 Highlights	

In October 2012, Bay Area became an 11-county region as **Outagamie County** joined the Bay Workforce Development Area. The Fox Cities Workforce Development Center in Menasha is now unique in the state as two workforce boards, Bay Area and Fox Valley, are partners in a single job center facility. In April 2013, the two boards agreed to jointly procure a single contractor to provide Resource Room services there.

Bay Area **WIA program performance** demonstrated remarkable improvement from PY 2011, exceeding required performance levels for seven standards and meeting required performance in the other two standards. Bay Area led the state in Adult Entered Employment, Dislocated Worker Entered Employment, and in all three WIA Youth performance categories.

The Bay Area Executive Director, **Jim Golembeski**, was pleased to provide a presentation to the College and Workforce Readiness Council in July of 2012 and the Wisconsin State Senate Committee on Improving Educational Opportunities in High School in November of 2012. He served as a panelist in December of 2012 at the Governor's Northwoods Economic Summit and was a member of the Advisory Committee for the Be Bold 2 study sponsored by Competitive Wisconsin and released in October 2012.

The **NorthEast Wisconsin (NEW) Manufacturing Alliance** held its first annual Business and Education Partnership Banquet in Green Bay on September 25, 2012 providing awards to area

teachers and schools for their efforts to promote manufacturing career opportunities. In addition, the Alliance sponsored 11 scholarships at area technical colleges during the year. The second annual Manufacturing First conference was held the following day at the KI Center in Green Bay with over 600 attendees. One hundred area high school students attended the afternoon conference session and participated in a scavenger hunt among the 102 conference exhibitors with the manufacturers providing an I-Pod and \$50 I-Tune gift certificates as prizes.

The **Lakeshore Technical College Advanced Manufacturing Mobile Lab**, a joint effort by Lakeshore Technical College, Bay Area WDB, Wisconsin Department of Corrections, Rockwell Automation, and Curt G. Joa, rolled on to the highway in January 2013. Its first stops were in three area prisons where eight Oshkosh inmates, nine Kettle Moraine inmates, and nine women at the Taycheedah prison all earned a 6-credit certificate in Basic Manufacturing and Maintenance from LTC during the late winter and spring months.

Bay Area served as one of five pilot WDAs for the initial roll out of the **Skills Wisconsin** Salesforce technology.

Services to the 650 workers scheduled to be displaced from the closing of the **Kewaunee Nuclear Power Station** began in with employer meetings in November 2012. Direct services to the workers began in February 2013 and are continuing.

WDA 6	North Central Wisconsin Workforce Development Board
Program Year 2012 Highlights	

Short-term, Contracted Training

Within the Program Year 2012, the North Central Wisconsin Workforce Development Area had a disproportionate amount of dislocated workers. To address the needs of these workers, and to meet employer needs within the WDA, NCWWDB implemented seven short-term, contracted training projects – three welding and four machine tool courses. As a follow up to those contracted short term courses, MEP (matching employers to participants) events were held. MEP event highlights included displays featuring samples of the students' work, space for "on the spot" interviewing, and the unique opportunity for the employers to showcase their businesses to the graduates. Of the 28 WIA-enrolled participants in the welding courses, 22 obtained employment with an average wage of \$14.95 per hour. Of the 42 WIA-enrolled participants in the machine tool courses, 39 obtained employment with an average wage of \$15.43 per hour.

Heavy Metal Tour

NCWWDB and partners hosted an event aimed at increasing the future manufacturing workforce in the region. The Heavy Metal Tour was held on October 10, 2012 in Rhinelander on the Nicolet College campus. Nine school districts sent more than 350 eighth grade students to tour area metal manufacturing facilities and attended a Gold Collar Career presentation. As part of the career program, students toured the "in session" manufacturing labs. The Heavy Metal Tour program was aimed at a long-term solution to manufacturers' workforce issues in the region.

Central WI Metal Manufacturing Alliance

NCWWDB's Business Services team convened a meeting with 15 area metal manufacturers to explore potential solutions to the demand for these and other manufacturing occupations. They discussed the opportunities and partnerships that could help meet this identified occupation demand. Out of these discussions, the group formed the Central Wisconsin Metal Manufacturing Alliance.

H1B HealthCARE Grant

The Health Career and Regional Employment (CARE) Project supplies employers in the healthcare industry the highly skilled competent workforce needed to fill current and projected job openings. The grant goal for year one and year two (ending 4/1/14) is 70 participants. NCWWDB currently has 72 new hires placed in the HealthCARE grant. Of the 72 healthcare workers enrolled in the grant, there are 57 Registered Nurses, two Speech and Language Pathologist, 10 Medical and Clinical Laboratory Technicians, one Occupational Therapist, and two Medical and Health Services Managers.

Sector Alliance for a Green Economy (SAGE)

NCWWDB served 87 participants, including 82 apprentices and 5 journey workers within the SAGE Grant. Thirteen trades were "greened" in WDA 6 including: Dairy Graziers, Construction Electricians, Electric Metering Technicians, Welder/Fabricators, Steamfitters, Plumbers, Operating Engineers, Sheet Metal Workers, Roofers and Waterproofers, Millwrights, Laborers, Carpenters and Ironworkers.

WDA 7	Northwest Wisconsin Workforce Investment Board
Program Year 2012 Highlights	

Program Year 2012 was one of renewed commitment to ensuring that every investment and program further strengthens our region's talent supply and economic growth. In Program Year 2012, we served 1,027 individuals through WIA funds. Chief among our successes was the 83% employment rate of WIA participants upon exit of the program. 61 On-the-Job Training (OJT) Contracts were issued with local employers to provide WIA participants with skills training. The average wage of OJT's in the NW WDA was \$13.05/hour in PY12.

69 youth from 28 of the 30 regional high schools participated in the Crex Meadows Youth Conversation Camp in PY12. The camp is a unique opportunity for high school youth to take a "hands on" approach to exploring environmental education and conservation careers. The camp employs approximately eighty at risk youth, economically disadvantaged youth, and youth with special education needs, ages 14-18, residing in the ten northwest Wisconsin counties. Over four, two-week sessions during the summer, these youth assist the Wisconsin Department of Natural Resources with a variety of environmental conservation projects and participate in daily academic and experiential learning activities. 7,000 man hours of labor were completed during this program year.

The Annual Northwest Wisconsin Business Conference, Reeling in Business, provided attendees opportunities to network with regional stakeholders and business owners and educated attendees on current developments in regional, statewide, and national initiatives and

legislation, including an update on the Affordable Care Act. The event kicked off with an optional pre-conference on customer service, which highlighted how to give customers an exceptional experience with a presentation by Drew Nussbaum, Regional Tourism Specialist, from the Wisconsin Department of Tourism. Melanie Holmes, Vice President at ManpowerGroup, delivered a keynote address on the Teachable Fit concept. The presentation focused on forces of change that are transforming the world of work, examined the factors causing the talent shortage and identified one specialized solution for winning today's race for talent. The interactive conference featured the exchange of innovative ideas and practices and the sharing of the latest strategies in the use of workforce information and training.

The Northwest Wisconsin Workforce Investment Board (NWWIB), and their administrative agent, Northwest Wisconsin Concentrated Employment Program, Inc. received \$4.7 million to train 550 healthcare workers in 26 counties in northern and central Wisconsin over the next three years. The NWWIB was the lead applicant on the grant application and will partner on the grant activities with the North Central Wisconsin Workforce Development Board and the Fox Valley Workforce Development Board. The Health Career and Regional Employment (HealthCARE) Project will support On-the-Job Training in healthcare career pathway occupations, such as medical and health services managers, registered nurses, occupational therapists, healthcare practitioners, and other positions. The HealthCARE Project will supply healthcare industry employers with the highly skilled and competent workforce needed to fill current and anticipated job openings.

"I am thrilled that the Department of Labor has chosen the NWWIB as a grant recipient. This is an exciting opportunity for the three workforce development board partners to further provide our regional healthcare partners and businesses with skilled and in-demand workers," said NWWIB, Inc. Chief Executive Officer, Mari Kay-Nabozny. "We worked hard to develop a grant application that would truly impact the healthcare industry and regional workforce and we are pleased that the Department of Labor recognized our innovative On-the-Job Training Program and partnership."

WDA 8	West Central Wisconsin Workforce Development Board
Program Year 2012 Highlights	

West Central Wisconsin experienced increased job demand and achieved high degrees of success in meeting or exceeding all federal performance standards in Program Year 2012. The area served 319 Adults, 960 Dislocated Workers and 296 Youth in its WIA programs. Traffic in area Job Centers continued to be high with nearly 60,000 visits recorded to the area's eight Job Centers.

Highlights of West Central Wisconsin's Program Year 2012 activities included:

Launching of a specialized **Manufacturing Training Center** in Osceola, designed to provide hands on training in welding and other manufacturing processes in a real work environment. The project was designed in partnership with Polk County area manufacturers, Workforce Resource, WITC, Osceola Schools and Northern Waters Literacy Council to refresh skills of longer-term unemployed workers as well as young people entering the labor market. Two rounds of 16 week trainings were held in PY 12, incorporating work experience, on-the-job training, LEAN

manufacturing skills, and OSHA safety training. These trainings resulted in many direct hires by area businesses. Trainees punched a time clock, worked and trained for the entire work day and received a quality worker certificate enumerating all of the skills certifications received during the period of work and training. The WCWWDB looks forward to additional Manufacturing Training Center activities in Osceola and elsewhere in West Central Wisconsin in PY13.

Career Academies were operated across the region to provide youth with exploratory, hands-on training and career pathway exposure in the areas of Manufacturing, Healthcare and Financial Services. These academies consisted of training provided by area training institutions (CVTC and WITC), area Healthcare providers and area Financial Institutions. All include hands-on training, career exploration and business involvement including business tours, business presentations, work experience and job shadowing. These academies continue to provide area youth with greater awareness of the career potential in high demand industries in West Central Wisconsin.

The **Bridges 2 Healthcare** program, a successful partnership between Chippewa Valley Technical College, Workforce Resource, Wisconsin Job Service, Chippewa Valley Literacy Volunteers and area Healthcare providers assisted Dislocated Workers and others seeking exposure to and entry into Healthcare Career Pathway training. Starting with 10 days of participation in exploratory Healthcare Academies, individuals had the opportunity to move into enhanced or accelerated Nursing Assistant, Geriatric Nursing Assistant, Medical Receptionist, Licensed Practical Nursing and other entry and advanced Healthcare Career Pathway programs with the assistance of Career Coaches, RISE Curriculum, GED Boot Camps, Basic Skills Remedial support and accelerated entry into high demand areas of Healthcare career training.

Career Ventures, West Central Wisconsin's premier Career Fair, was a success despite the May 2, 2012 blizzard that dumped nearly two-feet of snow on the area beginning on the eve of this highly anticipated event. Nearly 2,800 students were scheduled to attend, the largest advance registration ever, with over 60 exhibitors. While the nearly impassable roads lead to many school cancellations, substantially reducing attendance, over 900 students and 50 exhibitors braved the weather to continue the success of this long-running event. With cooperation from Mother Nature, the WCWWDB looks forward to a more successful 2014 Career Venture.

The West Central Wisconsin Workforce Development Board, Workforce Resource, Inc., and the many business, education, economic development and workforce partners look forward to an even more successful Program Year 2013.

WDA 9	Western Wisconsin Workforce Development Board
Program Year 2012 Highlights	

Regional Partnerships

The Western Wisconsin Workforce Development Board, Inc. continued its work in partnership with regional WDBs. Under a federally funded Rural Development Grant in combination with WIA funds, WDBs from Northeast Iowa, Southeast Minnesota and Western Wisconsin, worked to achieve uniform regional workforce and economic development strategy. A few of the accomplishments include:

- Cooperation on a \$12M Bridges to Health Care Grant to ensure skilled workers for the primary and long term health care industries. Partners in this TAACCCT grant included 12 community and technical colleges and five WIBs, including Western, Southwest and West Central in Wisconsin.
- Offering STEM events to regional high school students and coordinating STEM information on the AIM2WIN website
- Convening economic development partners throughout the twenty-seven county AIM2WIN region.

Career Pathways

The Western WDB, its service providers, and Western Technical College engaged in joint planning to develop career ladders and pathways for demand industries. The WDB, Job Service, and Western Technical College partnered with the Wisconsin Technical College System to create a pathway for the food preparation industry, under a Round 2 TAACCCT grant known as “Making the Future” grant. The Manufacturing Systems Maintenance Technician (MSMT) program encompasses technical diploma pathways from the industrial areas of welding, machining, and electronics with additional course emphasis in heating, refrigeration, food safety, Lean and industrial safety for high demand industrial maintenance careers. This non-linear two year technical diploma will allow WIA participants the opportunity to earn stackable short term technical diploma credentials toward the Manufacturing Systems Maintenance Technician diploma. This model will provide participants with the opportunity to enter the program at different educational sequences while transitioning in and out of the workforce. Additionally, participants who participated in WDB sponsored industrial institutes at Western will have attained credits that will transfer into the stackable technical diplomas. The first cohort of students for the MSMT program will begin in the 2014 spring term, but participants who have attained short term technical diploma in the above mentioned fields would be able to transition into the program.

Sector Initiatives

Under the **Sector Convening Grant**, the Western Wisconsin Workforce Development Board, Inc. and, Workforce Connections, Inc. helped the Equipment and Metal Manufacturing Association (EMMA) and the Food and Agribusiness Network (FRAN) address the need for a pipeline of skilled workers. As part of the AIM2WIN partnership, the grant assisted in providing manufacturing forecasting reports, as well as STEM needs for industry occupations for EMMA and FRAN. Additionally, area robotic teams demonstrated their projects to business professionals and the sector groups to area robotics team showing how robotics can address STEM skills for manufacturing jobs.

December 6, 2012, was a great day for Metal Manufacturing in Western Wisconsin. EMMA (Equipment and Metal Manufacturer’s Association) hosted a Manufacturing Expo at Western Technical College Lunda Center. Sponsored by the Sector Convening Grant, the event promoted member-to-member partnership to nearly 100 individuals from manufacturing, economic development, education, and workforce development. Mary Isbister from GenMet Corporation spoke about the skills gap and strategies to address the gap within communities. Breakout sessions included OSHA/World Class Safety Environments, Global Exporting, Servant Leadership, Workforce Solutions, The Benefits of Sectors, and Robotics and Quality.

WDA 10**Workforce Development Board of South Central Wisconsin****Program Year 2012 Highlights**

The Workforce Development Board of South Central Wisconsin (WDBSCW) is engaging with businesses to support sector/industry development in manufacturing, healthcare, agriculture, biotechnology, construction and trades to grow and retain the regional workforce. Accordingly, the Board is addressing critical pipeline issues and needs for new, incumbent and retiring workers. WDBSCW is also working closely with the technical college partners to develop stackable industry credentials on the Career Pathways platform to ensure workers are prepared for the existing and future needs of business.

Middle College: The Middle College Program is designed to advance the educational level of young adults by combining high school academics necessary for high school graduation while concurrently taking college courses that align with the student's career pathway of interest. The Program is a collaborative effort between the Workforce Development Board of South Central Wisconsin, Madison College and Moraine Park Technical College.

In PY12, 72 students from 6 counties participated in the third year of the program. Students trained in health care or manufacturing courses at technical colleges (Madison College, Moraine Park). An average of 7.5 technical college credits were earned per semester, with an average of 22.5 technical college credits earned over 3 semesters. Students spent the summer working with local employers (paid work experience) in areas of health care or manufacturing. 32 businesses, including John Deere, UW Health, ABS Global, Digi-Star, Penda, Apache, Fisher Barton, and Jefferson ABC, participated.

Construction Trades Sector Efforts: Foundations for the Trades is an apprenticeship preparation program designed to help participants prepare for a career in the construction and utilities industry. During the Academy's six-week training program, participants focus on learning important industry skills and concepts and put their new skills into practice during a hands-on experience. Upon program completion, participants can pursue an apprenticeship or employment in the field. Participants engage in six weeks of training in blueprint reading, using hand and power tools, construction math and measuring, trades safety, apprenticeship exam prep, and employability skills. In addition, participants can earn certifications in CPR and OSHA Safety and complete 4 of 6 Pre-Apprenticeship Certification Training (PACT) modules (an industry-recognized credential). Instructors provide coaching to help the participants market their skills on a resume, perform job searches and communicate their new skills to employers during interviews.

Building a Strong One Stop Workforce System: The South Central Workforce Development Board and partners continue to specialize in delivering innovative employment and training services and support to job seekers, businesses and young adults across South Central Wisconsin. Services are accessible through a network of three comprehensive Job Centers and 18 WorkSmart Access Points. We've positioned WorkSmart service locations across South Central Wisconsin to provide direct workforce services and resources to job seekers and businesses within the counties of Columbia, Dane, Dodge, Jefferson, Marquette and Sauk Counties.

WDA 11	Southwest Wisconsin Workforce Development Board
Program Year 2012 Highlights	

During Program Year 2012, the Southwest Wisconsin Workforce Development Board (SWWDB) implemented several innovative programs:

Work Today: The SWWDB has partnered with several organizations and businesses to implement a new program titled Work Today. It focuses on employer-needed job skills matched to job seeker skills and competencies. Working in cooperation with organizations such as the Greater Beloit Area Chamber of Commerce, Community Action, Inc., Manpower, Inc., plus other local partners, the program launched in April of 2013. Businesses participating include Cotta Transmissions, DuPont, Kerry Ingredients, Beloit Health Systems, Blackhawk Transport, and Regal Beloit, along with A T & T, whose foundation contributed a special donation of \$5,000.

Project participants include adult job-seekers interested in obtaining the knowledge and skills needed to obtain employment, including individuals with limited experience and/or no previous work history. Employers with job openings are recruited to join the alliance, targeting job candidates capable of filling job openings through short-term, work-based learning on specific job skills. Alliance membership is open to any private-sector company actively engaged in hiring and seeking to recruit new workers. Members pay a fee based on the size of the company. Case managers interview job seekers and applicants to determine matches for the program.

Inspire Rock County: This collaborative effort in economic development helps students and career seekers achieve their goals by linking with businesses to understand job opportunities in Rock County. Businesses and volunteers benefit by increasing the business's visibility and highlighting community involvement; by promoting career availability in Wisconsin, helping students realize there are numerous opportunities; by nurturing our future workforce by connecting them early in their career development; by bridging the skills gap of students out of high school by communicating what the real world needs (i.e., soft skills); by helping build Wisconsin's workforce in creating a strong and vibrant state; and by positively affecting and addressing Wisconsin's drop-out, graduation, and unemployment rates.

CareerCruising develops and inspires students' career goals, while *Inspire Wisconsin* builds on participants' career development by connecting them to real-life professionals, much of it achieved online. Using performance incentive dollars and involving the Rock 5.0 economic development effort, *Inspire Wisconsin* is working toward involving all schools in Rock County, including Blackhawk Technical College and UW-Rock County in this landmark program. "*Inspire Rock County* is a collaborative effort in economic development, linking young people closely to business as to better understand the job opportunities in Rock County while also collaborating with education, allowing those young people to take advantage of an early start toward that end," said Dr. Robert Borremans, CEO of the SWWDB.

Collaborative Service Design: Working in collaboration with the Department of Corrections (DOC), SWWDB provides services to the incarcerated population by providing counseling and planning assistance so each participant has a plan for moving forward with their lives upon completion of their incarceration. Much of the counseling is in the direction of career and

employment, but it also includes resources that are available to aid in their re-entry. One of the focal points is in assisting those needing to earn their GED/HSED. Results show that more Prairie du Chien inmates have earned their GED/HSED credentials than anywhere else in the state. However, if prisoners do not change their thought patterns, recidivism will prevail. The T4C (Thinking for a Change) Program seeks to help in this area through cognitive intervention encompassing social, cognitive, and problem-solving skills.

Another successful program is the GED Boot Camps, a program of assessment and intensive proactive tutoring, followed by testing, all within a one-week timeframe. In PY12, the following results occurred:

- Prairie du Chien Correctional Institution: 8 of 8 (100%) passed the GED Writing Test and 11 of 12 (92%) passed the GED Math test; in addition, 7 completed the entire GED test;
- Southwest Tech Boot Camp: 9 attended, 19 tests passed (95% pass rate)—100% in four areas, 83% in math. 5 completed the GED, 1 the HSED;
- Richland Center: 22 students attended, 45 tests were passed, with 4 completing the entire GED; and
- Rock Co. Job Center/Beloit Center: Of the 22 participants, 17 have already obtained their GED diplomas (13 of 17 enrolled in WIA). Two have completed 4 of 4 tests taken, one has completed three of three tests, and two are at other points in the process.

Wisconsin Workforce Development Association (WWDA)

Program Year 2012 Highlights

The Wisconsin Workforce Development Association (WWDA) was established in 2000 to foster high-quality employment and training programs that serve both business partners and job seekers. WWDA's members include the workforce development board chairs, local elected officials, and local workforce board directors from all of Wisconsin's eleven workforce development areas. These workforce professionals are proud of the partnership that they've formed with the Wisconsin Department of Workforce Development. Through many cooperative projects in Program Year 2012, they've helped both businesses and job seekers connect to fulfill the needs of our state's economy. In PY12, Wisconsin met or exceeded all Workforce Investment Act common measure performance goals.

In PY12, the WWDA received a U.S. Department of Labor Workforce Innovation Fund grant and has been working in partnership with DWD on the statewide Skills Wisconsin project to enhance Business Services and launch a customized workforce version of the Salesforce CRM tool. There are now 170 licensed users of the platform with 43 users from DWD (Job Services, Veterans, and Vocational Rehabilitation staff). WWDA and DWD partnered in the early stages of the project to implement the project in five pilot WDB areas in 2012. Additionally, an evaluation component for the project included establishing a three-year data sharing agreement between DWD and the grant administrator, Workforce Development Board of South Central Wisconsin for project evaluation. As one pre-project activity, IMPAQ International, the project's evaluators, conducted an Employer Survey in early 2013 of 5,000 Wisconsin businesses that had recently posted job orders on the DWD Job Center of Wisconsin. Over 75% of employers being

satisfied/very satisfied with the services they received. Additional Skills Wisconsin and DWD collaboration is expected in PY13 with plans for more business services training and exploration of data sharing between systems.

The WWDA, often partnering with DWD, has provided thousands of youth with job experiences throughout the state. The Waukesha-Washington-Ozaukee Workforce Development Board provides Youth Work Readiness workshops to engage youth in the job search process and have them focus on career development and “soft skill” components. The Southwest Wisconsin Workforce Development Board and their regional partners established Inspire Wisconsin-Rock County, a web-based career readiness platform which brings together career development tools, social media elements and workforce data into a seamless system which directly links employers and future employees. The Northwest Wisconsin Workforce Development Board hosts a Manufacturing Mythbusting event, where high school students toured local manufacturing businesses and technical colleges to help dispel myths about manufacturing and to expose them to manufacturing career opportunities in the region. The Workforce Development Board of South Central Wisconsin hosted 72 students from six counties in their Middle College program, which combines the high school academics necessary for high school graduation while also taking college courses that align with their career pathway of interest. The Bay Area Workforce Development Board provided funding to allow students to attend a Mind Trekkers event, which exposes students to the potentials of science, technology, engineering and mathematics-related careers.

The WWDA has also worked closely with local, state and federal officials on issues of concern to both the WWDA and DWD. As a prime example, the WWDA has long advocated for Wisconsin to provide state funding to supplement the job training and business services that our state needs. This year, Governor Walker and an overwhelming bi-partisan majority of the Legislature provided millions of dollars in funding to boost Wisconsin’s workforce system. DWD has invited WWDA to be a prime partner in this effort. WWDA will continue to partner with DWD to work with policymakers on strengthening the service we both provide to job seekers and employers.

Cost Effectiveness of Wisconsin's WIA Programs

Cost Effectiveness Summary: Program Year 2012

	Total Federal Spending	Total Participants Served	Cost per Participant
Adult	\$8,661,811.00	8,844	\$979
Dislocated Worker	\$8,857,419.00	10,095	\$877
Youth	\$10,713,187.00	2,975	\$3,601

WIA Financial Statement: Program Year 2012

	Carry In	Program Year 12 Allotments	Total Funds Available	Total Expended	Remaining Balance	Percentage Expended
Adult	\$2,071,395	\$9,051,677	\$11,123,072	\$8,661,811	\$2,461,261	77.9%
Youth	\$2,740,903	\$10,553,050	\$13,293,953	\$10,713,187	\$2,580,766	80.6%
Dislocated Worker	\$2,260,517	\$9,631,356	\$11,891,873	\$8,857,419	\$3,034,454	74.5%
State Rapid Response	\$2,680,023	\$3,821,966	\$6,501,989	\$2,821,413	\$3,680,576	43.4%
Local Administration	\$1,428,010	\$3,248,451	\$4,676,461	\$3,319,624	\$1,356,837	71.0%
Statewide Activities	\$2,735,551	\$1,910,866	\$4,646,417	\$3,876,696	\$769,722	83.4%
Total	\$13,916,399	\$38,217,366	\$52,133,765	\$38,250,150	\$13,883,616	73.4%

Performance Measurement and Reporting

There are a number of tools used to determine the effectiveness of Wisconsin's programs. All of these tools and training activities have contributed to the continuous improvement of our performance outcomes over the past several years.

Monthly ETA Reports

Monthly ETA reports are delivered to the U.S. Department of Labor for participation in WIA Adult, Dislocated Workers, National Emergency Grants (ETA-9148 Report), and WIA Youth (ETA-9149) programs.

Quarterly WIASRD

The WI WIASRD is submitted quarterly to the US Department of Labor. This report includes WIA outcomes for the Entered Employment Rate, Average Earnings, Retention Rate, and Employment and Credential Attainment Rate for Adults and Dislocated Workers. The report deliverables for Youth include Attainment of a Degree or Certificate, Placement in Employment or Education, and Literacy and Numeracy Gain.

ASSET is Wisconsin's official data source for all performance and program management data. ASSET has been designed to capture information to ensure that performance measure calculations are consistent with current Federal reporting requirements as specified in US DOL TEGL 17-05 Common Measures Policy for the Employment and Training Administration's Performance Accountability System and Related Performance Issues.

DWD is in the process of revising ASSET and our federal reporting specifications to reflect the changes contained in US DOL TEGL 4-13.

Annual Data Element Validation

The Data Validation effort has been a useful resource for helping Wisconsin to ensure data integrity and refine its reporting processes and program policies.

Performance Evaluation

DWD has developed a number of tools to assist state and local staff in monitoring performance throughout each program year. These tools include:

- Technical Assistance Guides for each group of performance measures for Adult, Dislocated Workers, Older and Younger Youth, and TAA have been developed to help local boards understand and navigate the performance measurement system. These guides explain how each measure works, how data must be reported in ASSET, how and when supplemental employment data is brought into performance measures, and provide an example of how each measure is computed using a sample set of data.

- A Performance Measure Map details the performance measurement system as it relates to ASSET. Each of the participant-related performance measures is broken down into its individual components. The guide describes which components are factors in the numerator and denominator, and describes exactly where in ASSET this data is drawn from.
- A WIA Policy Update System is used to communicate state interpretation of Federal policies where states are given discretion and flexibility. Any published policy that affects performance includes a section designed specifically to describe how data is to be entered into ASSET to ensure that performance is reported properly.
- Performance measures are a regular component of our technical assistance and training activities throughout the year. Staff provide presentations at the annual Roundtable and provide locally customized training upon request.

Local staff are provided with quarterly performance reports and data that help them monitor and continuously improve their participant reporting and performance outcomes. In addition to locally customized reports that coincide with the U.S. Department of Labor's (DOL) quarterly performance reporting formats, DET staff computes program-year-to-date performance outcomes so that local boards can monitor their progress toward meeting their negotiated performance goals.

Wisconsin is currently working on refining the data warehouse to make reports more useful and easier to understand. More fields are being added to the data warehouse, data will be loaded daily instead of weekly, and a user-friendly web-based reporting tool called JCS Management Reports is being developed to make real-time report generation possible. This project is due to be completed by early 2014.

WIA Statewide Performance

DWD negotiates the performance levels with the Department of Labor Region V Employment and Training Administration each year based on analysis of the State's economic circumstances, past performance, and national performance levels, with continuous improvement as a goal.

For PY 2012, Wisconsin met or exceeded all nine negotiated performance levels for common measures. The following table presents a summary of Wisconsin's WIA Title I performance for the Adult, Dislocated Worker, and Youth Programs in PY 2012.

Summary of Wisconsin's WIA Title I Performance in PY12		
	Negotiated Goal	Performance Status
Adult		
Entered Employment Rate	71%	Exceeded
Retention Rate	84%	Exceeded
Six Months Earnings Increase/Change	\$11,054	Exceeded
Dislocated Worker		
Entered Employment Rate	85%	Met
Retention Rate	93.5%	Exceeded
Six Months Earnings Increase/Change	\$16,812	Met
Youth (Ages 14-21)		
Attainment of a Degree or Certificate	69.3%	Exceeded
Placement in Employment or Education	60%	Exceeded
Literacy and Numeracy Gain	35%	Exceeded

Table B – Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	71%	76.9%	1,240
			1,613
Employment Retention Rate	84%	85.0%	1,393
			1,639
Average Earnings	\$11,054	\$11,662.70	\$16,082,809
			1,379
Employment and Credential Rate		47.4%	620
			1,307

Table C – Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	74.3%	107 144	81.9%	77 94	70.3%	64 91	67.6%	117 173
Employment Retention Rate	79.6%	109 137	79.6%	78 98	80.9%	55 68	86.2%	106 123
Average Earnings Rate	\$9,495.90	\$1,016,062 107	\$12,440.20	\$970,337 78	\$9,503.4	\$522,686 55	\$10,441.80	\$1,096,384 105
Employment and Credential Rate	46.7%	49 105	36.6%	26 71	47.7%	31 65	37.2%	29 78

Table D – Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	79.9%	737 922	72.8%	503 691
Entered Retention Rate	87.3%	948 1,086	80.5%	445 553
Average Earnings Rate	\$12,059.60	\$11,323,937 939	\$10,815.60	\$4,758,873 440

Table E – Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	85%	84.2%	3,500 4,158
Entered Retention Rate	93.5%	94%	4,106 4,368
Average Earnings Rate	\$16,812	\$16,243.50	\$66,192,458 4,075
Employment and Credential Rate		55.6%	1,530 2,752

Table F – Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	81.9%	271	71.2%	104	69.9%	452	87.8%	36
		331		146		647		41
Employment Retention Rate	92.4%	305	86.6%	97	91.7%	507	90.2%	46
		330		112		553		51
Average Earnings Rate	\$18,597.80	\$5,597,925	\$15,947.50	\$1,515,016	\$15,531.90	\$7,797,024	\$15,392.90	\$708,075
		301		95		502		46
Employment and Credential Rate	46.8%	103	42.3%	33	46.2%	141	69.7%	23
		220		78		305		33

Table G – Other Outcome for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	86.8%	2,208	80.1%	1,292
		2,545		1,613
Entered Retention Rate	94.6%	2,611	93%	1,495
		2,760		1,608
Average Earnings Rate	\$16,200.60	\$41,991,983	\$16,318.60	\$24,200,475
		2,592		1,483

Table H.1 – Youth (14-21) Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	60%	69.8%	736
			1,054
Attainment of Degree or Certificate	69.3%	77%	700
			909
Literacy and Numeracy Gains	35%	41.7%	155
			372

Table L – Other Reported Information

Reported Information	12 Month Employment Retention Rate		12 Month Earning Increase (Adults and Older Youth) or 12 Months Earning Replacement (Dislocated Workers)		Placement in Non-traditional Employment		Wages At Entry into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of Those who Completed Training Services	
Adults	84.9%	1,459 1,719	\$5,597.9	\$9,583,547 1,712	0.4%	5 1,240	\$5,326.10	\$6,545,780 1,229	31.8%	234 737
Dislocated Workers	93.4%	4,068 4,357	\$105.50	\$67,325,016 63,819,261	0.2%	7 3,500	\$7,736.10	\$26,890,542 3,476	14.5%	321 2,208
Older Youth	82.8%	246 297	\$4,490.30	\$1,315,669 293	0.0%	0 219	\$3,010.80	\$647,312 215		

Table M – Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	338,453	238,591
Total Adult Self-Service only	323,135	232,200
WIA Adult	328,542	234,555
WIA Dislocated Worker	10,095	4,116
Total Youth (14-21)	2,975	1,021
Younger Youth (14-18)	2,135	737
Older Youth (19-21)	840	284
Out-of-School Youth	998	362
In-School Youth	1,977	659

Table N - Cost of Program Activities		
Program Activity		Total Federal Spending
Local Adults		\$8,661,811
Local Dislocated Workers		\$8,857,419
Local Youth		\$10,713,187
Local Administration		\$3,319,624
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		\$2,821,413
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)		\$1,861,323
Statewide Allowable Activities WIA Section 134(a)(3)		
Program Activity Description		
State Administration		\$798,222
CWI Activities		\$6,514
State Selected Activities		\$1,210,637
Manufacturing Skills Standard Certification		
Careers 101		
Skilled Trades Apprentice Recruitment & Retention Project	\$30,000	
Talent Dividend	\$58,724	
WIA Supplement		
Skills Jump Start		
Entrepreneurial Technical Assistance Grant		
Skilled Trades Apprentice Recruitment & Retention Project		
Technical Assistance for Industry Partnership		
Industry Partnership Convening Tourism		
Industry Partnership Training:		
Advanced Manufacturing		
Healthcare		
Energy		
Transportation		
Bio Energy		
Agri-Business		
Marine Manufacturing		
Food Manufacturing		
Power Controls		
Discretionary Projects Staff and Other Costs	\$384,829	
Wisconsin Worker Wins	\$486,909	
Veterans in Piping	\$3,819	
Sector Convening	\$246,356	
State Selected Activities sub-total	\$1,210,637	
Total of All Federal Spending Listed Above		\$38,250,150

Table O: Local Performance

Local Area Name Southeast WDA 1	Total Participants Served	Adults	28,693
		Dislocated Workers	547
		Older Youth (19-21)	56
		Younger Youth (14-18)	150
ETA Assigned Number 55030	Total Exiters	Adults	20,741
		Dislocated Workers	218
		Older Youth (19-21)	16
		Younger Youth (14-18)	68
Reported Information		Negotiated Performance Level	
Entered Employment Rates	Adults	87.4%	73.8%
	Dislocated Workers	81.1%	83%
Retention Rates	Adults	89.7%	89%
	Dislocated Workers	95.7%	92.1%
Average Earnings (Adults/DWs)	Adults	\$12,338	\$12,883.20
	Dislocated Workers	\$18,000	\$17,058
Placement in Employment or Education	Youth (14-21)	78.3%	84.1%
Attainment of Degree or Certificate	Youth (14-21)	82.6%	85.9%
Literacy or Numeracy Gains	Youth (14-21)	60%	46.4%
Overall Status of Local Performance	Not met	Met	Exceeded
	1	4	4

Table O: Local Performance

Local Area Name Milwaukee WDA 2	Total Participants Served	Adults	36,028
		Dislocated Workers	2,385
		Older Youth (19-21)	180
		Younger Youth (14-18)	422
ETA Assigned Number 55015	Total Exiters	Adults	29,754
		Dislocated Workers	996
		Older Youth (19-21)	44
		Younger Youth (14-18)	172
Reported Information		Negotiated Performance Level	
Entered Employment Rates	Adults	70%	63.5%
	Dislocated Workers	79%	70.8%
Retention Rates	Adults	80%	75.4%
	Dislocated Workers	90.9%	91.5%
Average Earnings (Adults/DWs)	Adults	\$9,886	\$10,177.60
	Dislocated Workers	\$15,352	\$15,394
Placement in Employment or Education	Youth (14-21)	59%	57.4%
Attainment of Degree or Certificate	Youth (14-21)	63.8%	72.2%
Literacy or Numeracy Gains	Youth (14-21)	30%	36.9%
Overall Status of Local Performance	Not met	Met	Exceeded
	0	4	5

Table O: Local Performance

Local Area Name Waukesha Ozaukee Washington WDA 3	Total Participants Served	Adults	18,384
		Dislocated Workers	881
		Older Youth (19-21)	101
		Younger Youth (14-18)	422
ETA Assigned Number 55045	Total Exiters	Adults	14,073
		Dislocated Workers	439
		Older Youth (19-21)	34
		Younger Youth (14-18)	132
Reported Information		Negotiated Performance Level	
Entered Employment Rates	Adults	81.6%	86.9%
	Dislocated Workers	88.4%	90.3%
Retention Rates	Adults	85.7%	88.5%
	Dislocated Workers	94.6%	96%
Average Earnings (Adults/DWs)	Adults	\$11,500	\$14,006
	Dislocated Workers	\$17,132	\$17,542.40
Placement in Employment or Education	Youth (14-21)	74.5%	80.2%
Attainment of Degree or Certificate	Youth (14-21)	76.5%	80.2%
Literacy or Numeracy Gains	Youth (14-21)	52.2%	53.6%
Overall Status of Local Performance	Not met	Met	Exceeded
	0	0	9

Table O: Local Performance

Local Area Name Fox Valley WDA 4	Total Participants Served	Adults	38,406
		Dislocated Workers	718
		Older Youth (19-21)	59
		Younger Youth (14-18)	74
ETA Assigned Number 55090	Total Exiters	Adults	26,784
		Dislocated Workers	355
		Older Youth (19-21)	31
		Younger Youth (14-18)	38
Reported Information		Negotiated Performance Level	
Entered Employment Rates	Adults	80%	71.7%
	Dislocated Workers	90.4%	82.8%
Retention Rates	Adults	95.8%	93.5%
	Dislocated Workers	95.7%	95.2%
Average Earnings (Adults/DWs)	Adults	\$11,688	\$11,683.90
	Dislocated Workers	\$18,899	\$17,351.80
Placement in Employment or Education	Youth (14-21)	71.2%	60%
Attainment of Degree or Certificate	Youth (14-21)	78.8%	57.8%
Literacy or Numeracy Gains	Youth (14-21)	33.3%	26.3%
Overall Status of Local Performance	Not met	Met	Exceeded
	2	7	0

Table O: Local Performance

Local Area Name Bay Area WDA 5	Total Participants Served	Adults	55,128
		Dislocated Workers	1,648
		Older Youth (19-21)	102
		Younger Youth (14-18)	51
ETA Assigned Number 55095	Total Exiters	Adults	36,832
		Dislocated Workers	559
		Older Youth (19-21)	34
		Younger Youth (14-18)	6
Reported Information		Negotiated Performance Level	
Entered Employment Rates	Adults	72%	92.2%
	Dislocated Workers	87%	92.2%
Retention Rates	Adults	83%	87.7%
	Dislocated Workers	92%	94.4%
Average Earnings (Adults/DWs)	Adults	\$11,900	\$11,231.30
	Dislocated Workers	\$18,179	\$17,119.40
Placement in Employment or Education	Youth (14-21)	69%	87%
Attainment of Degree or Certificate	Youth (14-21)	69%	90.5%
Literacy or Numeracy Gains	Youth (14-21)	42.6%	90%
Overall Status of Local Performance	Not met	Met	Exceeded
	0	2	7

Table O: Local Performance

Local Area Name North Central WDA 6	Total Participants Served	Adults	37,030
		Dislocated Workers	1,189
		Older Youth (19-21)	50
		Younger Youth (14-18)	206
ETA Assigned Number 55100	Total Exiters	Adults	24,107
		Dislocated Workers	321
		Older Youth (19-21)	22
		Younger Youth (14-18)	79
Reported Information		Negotiated Performance Level	
Entered Employment Rates	Adults	83.8%	76.1%
	Dislocated Workers	85%	87.3%
Retention Rates	Adults	88.7%	85.1%
	Dislocated Workers	92.6%	95.1%
Average Earnings (Adults/DWs)	Adults	\$12,124	\$11,561
	Dislocated Workers	\$15,761	\$15,807
Placement in Employment or Education	Youth (14-21)	73%	72%
Attainment of Degree or Certificate	Youth (14-21)	83.6%	86.5%
Literacy or Numeracy Gains	Youth (14-21)	40%	38.9%
Overall Status of Local Performance	Not met	Met	Exceeded
	0	5	4

Table O: Local Performance

Local Area Name Northwest WDA 7	Total Participants Served	Adults	10,939
		Dislocated Workers	183
		Older Youth (19-21)	55
		Younger Youth (14-18)	165
ETA Assigned Number 55040	Total Exiters	Adults	7,593
		Dislocated Workers	90
		Older Youth (19-21)	28
		Younger Youth (14-18)	49
Reported Information		Negotiated Performance Level	
Entered Employment Rates	Adults	87.6%	88.1%
	Dislocated Workers	85%	91%
Retention Rates	Adults	86.3%	91.8%
	Dislocated Workers	95.4%	95.5%
Average Earnings (Adults/DWs)	Adults	\$12,490	\$13,437.60
	Dislocated Workers	\$12,595	\$12,859.50
Placement in Employment or Education	Youth (14-21)	76.8%	75.3%
Attainment of Degree or Certificate	Youth (14-21)	76.5%	84.4%
Literacy or Numeracy Gains	Youth (14-21)	47.8%	57.1%
Overall Status of Local Performance	Not met	Met	Exceeded
	0	1	8

Table O: Local Performance

Local Area Name West Central WDA 8	Total Participants Served	Adults	20,499
		Dislocated Workers	758
		Older Youth (19-21)	47
		Younger Youth (14-18)	234
ETA Assigned Number 55065	Total Exiters	Adults	14,659
		Dislocated Workers	312
		Older Youth (19-21)	25
		Younger Youth (14-18)	82
Reported Information		Negotiated Performance Level	
Entered Employment Rates	Adults	84.9%	90.1%
	Dislocated Workers	90.6%	90.8%
Retention Rates	Adults	86.8%	83.9%
	Dislocated Workers	95.3%	92.9%
Average Earnings (Adults/DWs)	Adults	\$10,413	\$11,394.30
	Dislocated Workers	\$14,711	\$16,844.80
Placement in Employment or Education	Youth (14-21)	83.3%	83.5%
Attainment of Degree or Certificate	Youth (14-21)	79.2%	74.7%
Literacy or Numeracy Gains	Youth (14-21)	56.9%	54.2%
Overall Status of Local Performance	Not met	Met	Exceeded
	0	4	5

Table O: Local Performance

Local Area Name Western WDA 9	Total Participants Served	Adults	14,305
		Dislocated Workers	242
		Older Youth (19-21)	16
		Younger Youth (14-18)	81
ETA Assigned Number 55085	Total Exiters	Adults	10,171
		Dislocated Workers	114
		Older Youth (19-21)	5
		Younger Youth (14-18)	9
Reported Information		Negotiated Performance Level	
Entered Employment Rates	Adults	75.2%	77%
	Dislocated Workers	88.7%	87.7%
Retention Rates	Adults	80.7%	83%
	Dislocated Workers	95%	95.5%
Average Earnings (Adults/DWs)	Adults	\$10,000	\$10,485.30
	Dislocated Workers	\$14,999	\$14,347
Placement in Employment or Education	Youth (14-21)	62.2%	66.7%
Attainment of Degree or Certificate	Youth (14-21)	65.1%	55.6%
Literacy or Numeracy Gains	Youth (14-21)	42.1%	50%
Overall Status of Local Performance	Not met	Met	Exceeded
	0	3	6

Table O: Local Performance

Local Area Name South Central WDA 10	Total Participants Served	Adults	39,455
		Dislocated Workers	1,049
		Older Youth (19-21)	105
		Younger Youth (14-18)	186
ETA Assigned Number 55105	Total Exiters	Adults	28,413
		Dislocated Workers	470
		Older Youth (19-21)	29
		Younger Youth (14-18)	53
Reported Information		Negotiated Performance Level	
Entered Employment Rates	Adults	81.9%	84.4%
	Dislocated Workers	89.3%	91.2%
Retention Rates	Adults	86.9%	89.5%
	Dislocated Workers	93.7%	94.4%
Average Earnings (Adults/DWs)	Adults	\$11,288	\$11,290.20
	Dislocated Workers	\$17,680	\$15,924.20
Placement in Employment or Education	Youth (14-21)	76.2%	77.6%
Attainment of Degree or Certificate	Youth (14-21)	74.5%	67.8%
Literacy or Numeracy Gains	Youth (14-21)	31.3%	30.2%
Overall Status of Local Performance	Not met	Met	Exceeded
	0	3	6

Table O: Local Performance

Local Area Name Southwest WDA 11	Total Participants Served	Adults	20,468
		Dislocated Workers	495
		Older Youth (19-21)	69
		Younger Youth (14-18)	144
ETA Assigned Number	Total Exiters	Adults	14,701
		Dislocated Workers	242
		Older Youth (19-21)	16
		Younger Youth (14-18)	49
Reported Information		Negotiated Performance Level	
Entered Employment Rates	Adults	75%	81.6%
	Dislocated Workers	91.4%	88.8%
Retention Rates	Adults	92%	94.4%
	Dislocated Workers	97.2%	96.7%
Average Earnings (Adults/DWs)	Adults	\$10,956	\$12,564.80
	Dislocated Workers	\$16,786	\$15,395.40
Placement in Employment or Education	Youth (14-21)	96.4%	84.4%
Attainment of Degree or Certificate	Youth (14-21)	85%	89.7%
Literacy or Numeracy Gains	Youth (14-21)	41.7%	50%
Overall Status of Local Performance	Not met	Met	Exceeded
	0	4	5

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