



**STATE OF WISCONSIN  
WORKFORCE INVESTMENT ACT  
PROGRAM YEAR 2010 REPORT  
July 1, 2010 – June 30, 2011**

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Scott Walker, Governor  
Scott Baumbach, Secretary

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September 30, 2011

I am pleased to present the Workforce Investment Act (WIA) Annual Report for Program Year 2010.

All across the country states are facing challenges to link job seekers to gainful employment. In Wisconsin, a new administration took office in January 2011 newly elected Governor Scott Walker introduced the following goal: Promote a business environment that helps the private sector create 250,000 jobs in four years.

Under Governor Scott Walker's leadership, Wisconsin's workforce development system is dedicated to providing the tools for Wisconsin businesses to thrive and grow, and opportunities for jobseekers to access good paying jobs.

Working in concert with the Council on Workforce Investment, Workforce Development Board partners, and other economic and workforce development stakeholders, Wisconsin has created tens of thousands of private sector jobs this year.

To this end, our state's WIA employment and training program provides a conduit for maintaining the quality workforce that currently exists, and training lower skilled workers to meet the skills employers demand. This annual report describes those successes and provides a comprehensive review of the state's WIA deliverables.

The Wisconsin Department of Workforce Development is committed to assuring that there are skilled workers motivated and able to participate as employers expand their businesses. As part of that commitment, we are working closely with the new Wisconsin Economic Development Corporation (WEDC) and other economic and workforce development stakeholders.

WIA has been and will continue to be a key resource towards meeting our workforce development goals. The department's mission is to advance Wisconsin's economy and business climate by empowering and supporting the workforce, ultimately making Wisconsin the workforce of choice.

Sincerely,

A handwritten signature in black ink that reads "Scott C. Baumbach".

Scott Baumbach  
Secretary

# **Wisconsin Workforce Investment Act Annual Report**

Program Year  
July 1, 2010 – June 30, 2011

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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 jobseekers are returning to the labor market, eager to find employment. Governor Walker has set a goal of 250,000 new jobs created in four years. Governor Walker recognizes that a flexible and effective workforce development system, including Workforce Investment Act (WIA) investments, is essential for economic growth and job creation.

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, 2010 to June 30, 2011.

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 30.

Wisconsin has 22 comprehensive Job Centers that provide WIA core and service-related support to Wisconsin's job seekers across 11 workforce development areas (WDA). 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 is improving in 2011, as thousands of private sector jobs have been created under Governor Walker's message that "Wisconsin is Open for Business." Job postings on [www.JobCenterofWisconsin.com](http://www.JobCenterofWisconsin.com) have reached record numbers, with an average of 2,600 new jobs posted at the site every week. Postings have already surpassed 100,000 for the year, a number approximately 30% higher than last year. A recent survey conducted by Wisconsin Manufacturing and Commerce shows employers plan to add jobs and believe Wisconsin is moving in the right direction. The Midwest and many Plains states are showing growth while many southern and western states are not.

Wisconsin continues to recover from a deep national recession that began in December 2007 and ended in June 2009. However, Wisconsin did not experience a decline in employment until 2008 and did not report an upward trend until 2010. For the State and the United States, the economic recession functioned as a catalyst to transform the economy. The challenge is predicting the outcome of this transformation. In addition, the pattern of reemployment for the State is different from that of the nation and this difference is both an opportunity and a challenge.

In Wisconsin, over 2.5 million people work for an employer. 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.

#### Less Responsive Industries

In 2009, the most recent year of complete data available, manufacturing represented the largest share of employees in Wisconsin at 19 percent, followed by healthcare services at 16 percent. When combined, 48 percent of those working in the private sector work in manufacturing, healthcare, or retail trade industries:

- **Manufacturing:** Across the nation, the percentage of workers in manufacturing continues to decline. However, Wisconsin has one of the strongest manufacturing bases in the country. The largest growth of employment since the recession has been in manufacturing, particularly the production of durable goods. Generally, durable goods manufacturing requires strong technical skills, problem solving, critical thinking and other skills that are harder to define (soft skills) than those found in other forms of manufacturing. Monthly employment estimates show that manufacturing, specifically durable goods manufacturing, continues to increase in this stage of the recovery.
- **Healthcare:** Employment in the healthcare services industries continues to grow over the long term, although the rate of growth slowed significantly in the latter half of 2010. Education and training requirements for healthcare services technology is typically high, but several healthcare occupations require only moderate on-the-job training. Many healthcare occupations may not be accessible to the entire pool of potential workers due to the sensitive nature of patient files and the need to work with controlled substances.
- **Retail Trade:** Historically, this industry has some of the highest turnover. The retail industry often serves as a means to develop problem-solving, customer service, and communication skills that are transferable to other business activities and

jobs. The largest number of employees in retail trade is retail salespersons followed by cashiers (27 and 22 percent respectively).

- **Professional and Business Services:** Several industries make up this sector. The largest growth within this sector has been with employment agencies and temporary help services. The growth in this sector is consistent with previous responses to recessions, in which businesses use temporary workers until they are satisfied that the demand for their products and services will support the costs of hiring additional permanent workers.

### Unresponsive Industries

Even during this recovery, a notable group of industries have shown decline.

- **Construction** The construction sector consists of three sub-sectors: Construction of Buildings, Specialty Trades and Heavy and Civil Engineering. Home construction directly involves construction of buildings and specialty trades. In Wisconsin, from 2004-09, the number of residential building permits sharply declined, from 31,602 in 2004, to 8,315 in 2009. Tightened credit in recent years has limited the availability of money for improvements and new development projects. The budget challenges facing the State and United States jeopardize the potential funding of a large number of Heavy and Civil Engineering/Construction projects, also dampening the rebound in the construction sector.
- **Financial Services:** Since its peak in 2008, the number of jobs in financial services has been in decline. Contributing factors may include the use of technology, availability of interstate resources, and outsourcing.
- **Leisure and Hospitality, Food and Accommodations Sectors:** A major determinant of this sector's growth is disposable income. Disposable income growth during the recovery has been limited by high unemployment and stagnant wages. Almost 43 percent of the total food costs of families are based on food consumed away from home. The USDA predicts that food costs will increase in 2011 between 3 to 4 percent. Both of these factors limit sector growth and employment opportunities.

### Growth Industries and Occupations

The current employment pattern in manufacturing, particularly durable manufacturing, is running counter to long-term historical trends and projections. Wisconsin has a strong tradition in the manufacturing of durable and non-durable goods. Wisconsin has one of the two highest percentages of employment in manufacturing in the country, alternating with Indiana. Even though manufacturing employment is expected to decrease in the long-term, there will be a large number of replacement jobs available in manufacturing in Wisconsin due to aging baby boomers leaving the workforce.

The growth in healthcare is consistent with historical patterns. Healthcare growth is spurred by an increasingly older population. Growth in healthcare also benefits related industries such as medical supplies and required services.

Comparing past patterns for retail trade employment reveals that the industry is growing, albeit at a much slower pace. Retail employment growth is usually correlated with population growth.

With changes in technology and shifts of labor services to the consumer, retail employment growth is expected to underperform population growth. The industries projected to show the largest change in employment from 2008-2018 are in service-providing industries.

#### Industries Predicted to Grow (2008-2018)

Ambulatory Healthcare Services

Hospitals (includes state and local government establishments)

Social Assistance

Administrative and Support Services

Food Services and Drinking Places

Nursing and Residential Care Facilities

Professional, Scientific, and Technical Services

Religious, Grant Making, Civic, Professional, and Similar Organizations

Local Government, excluding Education and Hospitals

Management of Companies and Enterprises

*Source: DWD OEA*

#### Enhanced Skills Required

Even with fewer overall jobs predicted in the manufacturing sector, new jobs and replacement jobs will require upgraded skills to meet the demands of new technology and operating practices. Much of the training required within manufacturing is task specific. Often, these skills do not transfer well to a curriculum that can be provided to the general public. Consequently, a public/private partnership approach is needed to integrate training and education with specific business practices.

The healthcare sector also has a diverse set of occupations. However, many of these jobs are not direct provider occupations, but are occupations found in other industries, such as record keeping, IT, and general services. Such positions require workers that are trained for specific duties coupled with a general education.

#### In-Demand Industries and Occupations

As Wisconsin's economy changes, there will be required changes in occupations and skills, indicating a need to reprioritize workforce training programs. The need for skilled workers in the state remains high. In February 2011, nearly 48 percent of the posted positions reported by Help Wanted Online (HWOL) were in four occupational groups:



Healthcare Practitioners and Technicians, Office Administration, Sales and Computer and Mathematical. Approximately 10 percent of the online vacancies are for Production Workers and Installation or Maintenance and Repair Workers (both of which are found in manufacturing).

One of the challenges Wisconsin is facing is an aging skilled workforce. For example, building the skills required within the utility industry often involves a long-term investment for both the company and the employee, and this industry traditionally has very low turnover. Consequently, with a large proportion of employees likely to leave this industry within the next 10 years, there will be an increase in the churning of the workforce who will need technical skills and on-the-job training.

Currently there is considerable discussion about “green technology” and its application. There are new technologies to be applied and maintenance and monitoring services to be supplied. The discussion concerning “green jobs” is similar to the IT experience in years past – new technology is adopted faster than the expertise is developed. In defining Wisconsin’s strategies for building a skilled workforce, green technology will be a necessary skill set to include in workforce development training.

## Waivers Requested by Wisconsin

Wisconsin requested and was granted several WIA waivers. The Council on Workforce Investment (CWI) endorsed the waivers submitted by DWD to the federal Department of Labor. The following waivers were implemented 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. PY 09-10 was the first year of implementation for this waiver, and it has resulted in some anomalies in performance outcomes from previous met or exceeded goals. In response, state staff provided technical assistance to local staff.
- On-the-Job Training and Customized Training, WIA Section 101(31)(B), WIA Section 101(8)(C). The CWI requested these two waivers to 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 expands employer participation to better provide upgraded skills needed by businesses and ensures a fuller array of training choices for adult participants who have previously been in the workforce. DWD has Administrative Memos detailing both training strategies for WDB implementation. Due to the intensive effort these training modalities require both by the employer and workforce staff, and the high volume of unemployed individuals needing services, not all WDBs used these training

approaches. The WDBs using these modalities are taking advantage of these waivers.

- 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. While there were lengthy partner conversations to determine the appropriate bar, there was not consensus among the varying educational/community training providers. This waiver avoids duplication of the providers' regular accreditation reviews by other State and national entities.

The following are waivers DWD approved for the WDBs:

- Authority to transfer 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 increases flexibility of program delivery to address specific geographic, demographic and industry needs that differ across communities. Historically, WDBs have rarely reached the 30% WIA cap. Only South Central Wisconsin WDB requested a local waiver, and did not need to use it for PY 10-11.
- The use of up to 10% of local Adult funds and up to 10% of local Dislocated Worker funds for incumbent worker training as a lay-off aversion strategy, serving only low-income or economically disadvantaged adults. The purpose of this waiver is to expand the flexibility of the WDBs to address the skill deficits of job seekers to meet the requisite skills for current employers and anticipated emerging industries. Milwaukee Area Workforce Investment Board, South Central Wisconsin WDB and North Central Wisconsin WDB had local waivers.
- Youth Procurement Waiver was partially approved by DOL for specific youth elements with other prescriptive guidance, WIA Section 123. North West Wisconsin WIB and West Central Wisconsin WDB had approval to use this waiver given the rural nature of their areas and the lack of respondents to their request for proposals.

## 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. To reinforce the vital role of the CWI, Governor Walker in 2011 directed the DWD to reconstitute the Council membership in a way that is more reflective of the critical role that the private sector

plays in the workforce development system. The new members of the CWI representing the private sector have strong business leadership backgrounds, further supporting the Governor's focus on private sector job creation.

Focusing on a more nimble and effective approach, Governor Walker met with the CWI and articulated his vision for a workforce system in Wisconsin that:

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

Governor Walker has further laid out his priorities to elevate Wisconsin's workforce system as the best in the world, and to be the workforce of choice, by:

- Improving the alignment between the skills needed by private sector employers and the education and job training systems that provide workers;
- Coordinating federal and state economic and workforce development funds to target resources more effectively, and to explore options such as federal waivers that support innovative solutions;
- Designating specific employment sectors for priority spending based on regional sector strategy priorities and sufficient evidence of labor demand;
- Allocating funds to regions where business, the K-12 system, post-secondary education and training systems (technical colleges/universities) and other key stakeholders and regional sectors are aligned in purpose, and have a pathway in place to develop skilled workers in demand while still providing local regions with the ability to make spending decisions; developing a collective strategy that leads to a pathway;
- Improving sector alignment of mutual purposes by requiring each Economic Development Board to have a Workforce Development Board representative;
- Aligning school curricula with the education and training needed for successful job placements for a local area, including basic education requirements for all systems. Local regions would be able to modify their curricula based on regional employer's skilled worker pipeline needs;
- Improving accountability and transparency in order to measure success and prioritize future funding based on outcomes; and,
- Researching and incorporating best practices from other states to support an effective, well-coordinated programming system that is compliant with federal requirements.

Prior to the new administration, the Council supported initiatives to:

- Build regional workforce strategies in Wisconsin;

- Upgrade workforce skills;
- Prepare the workforce of tomorrow; and
- Improve workforce service delivery.

The CWI created three new Sector Strategy (formerly Industry Partnership) sub-committees focusing on high demand industries: healthcare, manufacturing and energy. Their mission is to develop, implement and maintain a statewide approach for building the industry specific workforce pipelines and develop collaboration among industry employers using sector strategy models.

The existing, long-term subcommittees remain operational. The CWI continues to support the Medicare Infrastructure Grant (MIG), Dislocated Worker and Executive sub-committees.

The CWI is the State oversight entity for the Medicaid Infrastructure Grant (MIG) secured by the State Department of Health Services. At the request of the CWI - MIG sub-committee, the full Council adopted several action items:

- The CWI encouraged the Governor to support the changes that MIG staff proposed for the Medical Assistance Purchase Plan in order to increase higher levels of employment, wages and sustainable assets for persons with disabilities, along with other enhancements recommended in a 2007 report prepared by broad-based group of disability and employment stakeholders.
- Direct communication between the CWI Chair and the Wisconsin Congressional delegation on Council support for Medicaid Infrastructure Reauthorization.

The Council also reviewed a summary of progress made in the State from MIG activities as well as a list of necessary future work in order to develop and maintain the tools that support employment and economic advancement of people with disabilities.

The Dislocated Worker subcommittee made recommendations to the CWI to award WIA Rapid Response funds to provide additional assistance for dislocated workers in the form of Special Response Grant awards. These grants, issued to the WDBs, totaled \$5M and provided services to 2,660 dislocated workers.

The Executive committee provided oversight for both the RISE Career Pathway and Bridge programs and the Sector Strategy Initiative. Details about those initiatives are included under Statewide Improvement Strategies beginning on page 14.

## Performance Measures

Since 2004, the Department of Labor (DOL) has been developing common performance measures to replace the legacy measures originally included in WIA. Training and

Employment Guidance Letters 17-05 and 17-05 Change 2 provide up-to-date information on methodology and management of current performance requirements.

DWD negotiates the performance levels with Region V Employment and Training DOL staff in the spring of each year based on analyses of the State's economic circumstances. After the State goals are established, DWD negotiates the performance levels for each WDB.

Wisconsin's WIA Measure Standard		
Adult	Entered Employment	72%
	Retention	84%
	6 Months Average Earnings	\$9,800
Dislocated Worker	Entered Employment	84%
	Retention	93%
	6 Months Average Earnings	\$14,400
Youth	Placement in Employment or Education	72%
	Attainment of a Degree or Certificate	75%
	Literacy and Numeracy Gains	30%
Employment Services	Entered Employment	61%
	Retention	84%
	Average Earnings	\$12,500

## Performance Evaluation

With WIA set-aside funds, DWD engaged the Center on Wisconsin Strategy (COWS) on an evaluation plan assessment and development as part of meeting WIA Section 134(a)(2)(B)(ii).

In January 2011, COWS agreed to (a) assess the Automated System Support for Employment and Training (ASSET) system as the potential tool to properly conduct sound evaluation activities, and (b) develop an evaluation plan that would guide future evaluation studies/activities for the continuous improvement in the efficacy of the workforce system in order to increase positive program results for job seekers and employers.

Their study was finalized on June 30, 2011, with the following recommendations and conclusions:

- Conduct a two-tiered evaluation strategy:
  - (1) using gross impact measures to observe participation rates, labor market outcomes and credential completion as a short-term minimal resources effort, and

(2) using net impact methodologies analyzing comparative data to fully satisfy the system effectiveness requirements of WIA Section 172 that will necessitate DWD to assess the cost and value of adding this second-tier as an evaluation methodology.

- ASSET has a number of limitations as a base for system-wide evaluation data that will require improvements in data collection, quality, and reporting from the WDBs. COWS recommended a comprehensive technical review of ASSET conducted in consultation with the ASSET User Group and the Wisconsin Workforce Development Association.

The CWI's Executive Committee also actively pursued a variety of options for programmatic evaluation and reporting activities. They invested a considerable amount of time interpreting the data outcomes, performance measures, and impacts of program/policy on the success of participants. The Committee reviewed "dashboard reports" reflecting workforce development spending and training outcomes at the State and WDB levels. The COWS report will be folded into the continued Executive Committee goal to design a comprehensive annual "report card" on workforce programs that would be used to determine future workforce funding priorities.

## Workforce Information Grant

During this past fiscal year (July 1, 2010 - June 30, 2011), DWD worked to improve the underlying infrastructure of posting and providing labor market information, improving outreach to both internal and external shareholders, customers and other interested groups, developing new products and fulfilling deliverables.

- DWD printed over 60,000 copies of a full-color brochure outlining the 2008-2018 statewide industry and occupational projections to a wide variety of customers including job seekers, career counselors, job centers, and secondary and postsecondary schools. The brochure highlighted job openings, high growth jobs and "in demand" jobs – those that pay better than average, grow faster than average and will have many openings. It was distributed to One-Stop Centers, technical schools, middle and high schools, and other locations throughout the state. A PDF version is also posted on the DWD website.
- Produced statewide 2010-2012 industry and occupational short-term employment projections.
- The publication *County Workforce Profiles* was downloaded 14,177 times from the OEA webpage.
- Matched the occupations from the Washington State survey to 2008-2018 projections to determine future demand of green jobs in Wisconsin and the type of education or training required to obtain these green jobs. This on-going effort utilizes industry and occupational projections, as well as the regional knowledge of local economist/labor market analysts. Worked with the Wisconsin Technical

College System, to assist them in choosing vocational/career education programs for green jobs. The results were used in the Department of Natural Resources Green Jobs 2010 report.

- Provided training on industry and occupational information for career counselors at One Stop Centers and for the local WDBs.
- Provided training to State Vocational Rehabilitation staff on how to use O\*Net and MyskillsMyfuture.org in an effort to assist job seekers who have been disabled.
- Made presentations about the state of workforce supply and high demand for registered nurses including a presentation to the state's Conference of Nursing. This information was also used to aid schools who are involved in preparing registered nurses, to assist in the preparation of grants for healthcare and related issues.
- Provided information by WDA about specific in-demand occupations for various educational and workforce training partners, such as the WDBs, WTCS, and K-12 institutions.

## Statewide Improvement Strategies

In 2010, \$4.5 million in discretionary funding was used for workforce development initiatives targeting workers in a variety of age groups, training for in-demand skill sets and for innovations that meet current workforce development priorities.

### Careers 101 Initiative

The Council on Workforce Investment (CWI) Executive Committee recommended the use of Workforce Investment Act (WIA) discretionary funding to establish pilot programs for career information and career pathway outreach. The target population of this initiative is youth eligible for WIA youth programs.

Working with local school districts, district administrators and school boards, Workforce Development Boards (WDBs) planned and developed pilot projects to increase the awareness and interest in demand occupation employment opportunities available in local regions and the pathways to achieving employment. Career 101 will connect schools with WDBs, linking them to employers with demand occupations and job openings.

The Career 101 participants partake in a variety of activities, including career portfolio development, career assessment, cover letter and resume writing, job application writing, career research, job shadowing, internships, and paid work experience.

\$140,000 was made available to the 11 Workforce Development Areas (WDAs) via a competitive application process. As a result of that process, three boards were awarded \$28,000 contracts: Milwaukee Area Workforce Investment Board, Northwest Workforce Investment Board, and West Central Workforce Investment Board. The Career 101 pilot project is scheduled to end on 1-31-2012.

### Progress to Date

- Recruitment Activities took place at public high schools, alternative high schools and non-profit community organizations.
- Nineteen regular high schools, one alternative high school and two non-profit community organizations as well as over 100 employers have participated in the Career 101 project.
- Student portfolios have been developed for each participant and include snapshots of their learning and educational accomplishments.
- Career Awareness activities were conducted at each site.
- To date, over 800 students have been introduced to Career 101 activities.

### Entrepreneurship Project

During the summer and fall of 2011, DWD worked with the University of Wisconsin Extension to develop a pilot project to deliver entrepreneurship training to dislocated workers that are enrolled in WIA.

Under the curriculum developed for the project, 60 dislocated workers interested in starting their own business would receive 6 to 8 weeks training at one of three Small Business Development Centers, followed by 12 months of mentoring by SBDC professors. The SBDC chosen for this project include the centers at UW-Oshkosh, UW-Whitewater and UW-Milwaukee.

So far, approximately 50% (30) of the students have completed the classroom portion of the project and are currently writing their business plans. The remaining students will begin their class work this fall. After the students complete their business plans, they will seek financing from community sources and start the business career.

### 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 and 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.)
- 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.

The Wisconsin Industry Partnership Academy is a joint effort between DWD and the Center on Wisconsin Strategy (COWS) to transform these Industry Partnerships into strong regional strategic alliances.

Seven workshops were hosted from February 5, 2010 through March 2, 2011. The workshops focused on strategy building for industry partnerships in challenging economic times and building industry partnerships and incorporating career pathways and bridges. National experts and local practitioners shared their knowledge on sector strategies and industry partnerships through keynote presentations and interactive discussions for the purpose of collaboration, peer learning and strategy building.

Sector Strategy funding was initiated in March 2009 and will continue through December 2011. Over five million dollars of WIA discretionary funds have been dispersed to all eleven Wisconsin Workforce Development Boards in support of this effort.

Grants were awarded for two purposes: to convene an industry partnership and to implement training designed by the partnership. Sector Strategy projects funded include twenty-five convening grants and nineteen training grants in the healthcare, energy, advanced manufacturing, power controls, marine manufacturing, bio-fuels, IT, transportation, food manufacturing and agricultural products sectors.

**Convening Grants:** Convening awards are intended for regions needing assistance to develop or expand a new Sector Strategy in a targeted industry sector. Awards were provided (up to \$25,000 per industry sector partnership) and used to organize employers and other industry partners; evaluate current workforce systems, employee skills sets and regional assets and challenges; and develop an industry-specific strategic plan that incorporates both long-term and short-term training solutions.

**Training Grants:** Training grants are provided for an industry partnership that has determined that sector's labor market needs, skill gap analysis, employer leveraging and plan for career pathway training and sustaining the partnership. Training and development options may include trainee assessment; Career pathway training identified under the RISE initiative; Incumbent worker training; on-the-job training; training that leads to industry recognized credentials; and supportive services.

The programs reflect a major change in one employment training strategy the state and its partners are using to meet the needs of employers in growing, emerging sectors.

### Manufacturing Skills Standard Certification (MSSC)

The MSSC is a national, industry-led, standards-based training, assessment and certification system focused on the core skills and knowledge needed by production workers. Implementation of this initiative is led at the state level and a number of team members also staff MSSC Assessment Centers, which provide training to build core knowledge and skills needed for careers in modern manufacturing. The training consists of interactive classes, computer-based tools, certified instructors, and reference materials. The objective is to help participants successfully pass the MSSC credentialing assessments.

Between October 2010 and June 2011, 6 MSSC expansion partnership grants were awarded for a total of \$332,452. Local WDA partnerships used \$252,839.70 of these funds to continue statewide expansion of assessment and training to help additional Wisconsin manufacturers successfully obtain MSSC credentials and certifications. These partnership grants resulted in credentials being earned in Safety: 146, Quality Practices and Measurement: 123, Manufacturing Production and Processing: 49, Maintenance awareness: 387 and Certified Production Technician: 12.

Other 2010 – 2011 funding sources that supported MSSC activities and implementation include:

- Western Wisconsin Technical College's USDOL CBJT Manufacturing Sector grant of \$1.9 million (Feb. 2009 – Feb. 2012), and
- Wisconsin Technical College System, Workforce Advancement Training (WAT) grants totaling \$369,717.

Overall, during this program year, 567 Safety, 439 Quality Practices and Measurement, 338 Manufacturing Processing and Production, and 278 Maintenance Awareness MSSC credentials and 66 MSSC Certified Production Technicians were awarded.

### National Career Readiness Certificate (NCRC)

In October 2009, Job Service implemented the NCRC program for Wisconsin citizens who are currently on Unemployment Insurance (UI) or have been on UI in the past 12 months. ACT, Inc., an internationally recognized assessment and research company, profiled thousands of jobs across the country and determined that three skills are universally essential to workplace success. These three skills are math, reading, and locating information. These core subjects form the components of the NCRC program.

An individual interested in earning an NCRC is required to take three assessments. (Applied Mathematics, Reading for Information, and Locating Information) through the WorkKeys web-based testing system and score a minimum of Level 3. There are four levels of certificates based on their performance on the tests. From July 2, 2010 through June 30, 2011, 2077 NCRCs were awarded.

Encouraging job seekers to take the WorkKeys Assessments and earn their NCRC is also beneficial for employers through reduced training costs, reduced turnover costs and reduced recruiting costs. With the current economic state, any reduction of expenditures for employers will help to stabilize companies and strengthen Wisconsin's economy. Given that these activities could have minimal value if employers are not familiar with the credential or do not recognize it, DWD is marketing the value of NCRC and WorkKeys to employers throughout Wisconsin.

In 2010, employer interest for this type of credential within the workforce grew. As a result, employers began posting their job openings preferring candidates with a completed NCRC. In addition, several employers initiated NCRC testing within their companies broadening the value of this type of training. Three major Wisconsin employers, Johnsonville Sausage, Federal Mogul and Rockline Industries, agreed to participate and are currently engaged in the testing process.

During the coming year, interest and feasibility for adopting NCRC in public high schools and technical college campuses will be explored.

#### On the Job Training National Emergency Grant

Wisconsin is participating in DOL's On the Job National Emergency Grant (OJT-NEG) initiative. This initiative focuses on direct job placement of long-term unemployed individuals dislocated during the recession of 2008 – 2010. This project involves a major expansion of the use of OJT as a training and placement activity in Wisconsin. OJT has been less frequently used under the Workforce Investment Act than under the Job Training Partnership Act, with five of Wisconsin's 11 WDAs actively using OJT as a training and placement activity for dislocated workers in the current program year.

Major efforts are underway across the state to increase private sector engagement through an intensive refocus of the workforce system in regional employer-driven industry sector partnerships. This will expand employer engagement and provide a broader range of OJT options for regional "in-demand" occupations.

Some new jobs emerging as the economy recovers, including "green jobs", do not have an existing counterpart in the legacy labor market and classroom-based curriculum to train workers for these jobs is not yet widely available. With OJT, dislocated workers that already have extensive work experience and the baseline skills these jobs demand could readily enter these new jobs. Many dislocated workers across the state have already been retrained in the classroom for new careers, but have not been able to successfully compete for available jobs with workers already experienced in the field.

OJT will give these workers the opportunity to apply this newly acquired knowledge to new employment. The OJT NEG will enable Wisconsin's WDAs to build the capacity the infrastructure to sustain OJT as a training and job placement option for dislocated workers and adults well beyond the end of the grant on June 30, 2012.

### Opportunity Grants

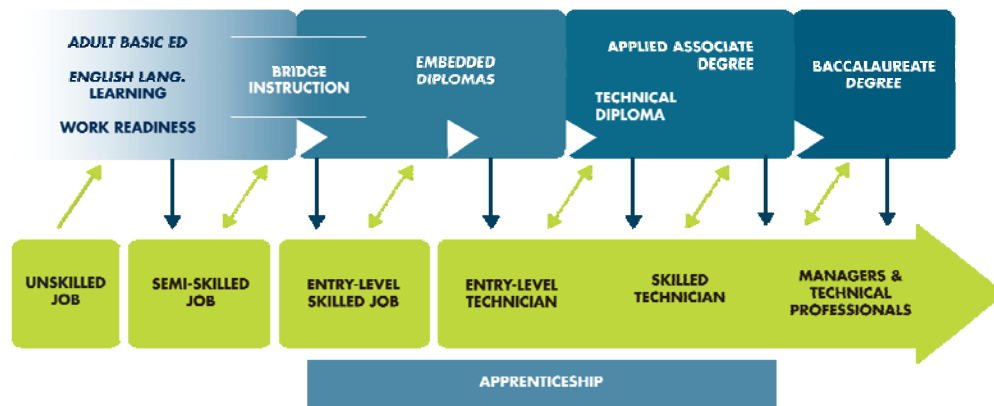
Under the previous administration, Governor Doyle proposed a \$1.5 million grant program to help low-wage workers who have high school diplomas increase their skills with training through the Wisconsin Technical College System (WTCS). Grants of up to \$1,250 a year were made available for training in high-demand occupations.

Opportunity Grants assist low-wage workers without education or training beyond high school. The grants upgrade the participant's skills through technical college short-term training programs that are not covered by financial aid other than Pell Grants. With the grants, low-wage workers can take steps to earn degrees and pursue career pathways to better jobs in advanced manufacturing, healthcare, biotechnology and other high-demand sectors. There were 786 total grant enrollees.

### Regional Industry Skills Education (RISE)

RISE is a major statewide collaboration between DWD and the Wisconsin Technical College System (WTCS) funded by the Joyce Foundation. RISE delivers bridge and career pathway programs for low-skill workers needing skill advancement.

## WISCONSIN CAREER PATHWAYS



The **Career Pathway** is a new way of organizing technical college occupational training as a sequence of credentials that leads adult learners in attainable steps toward better jobs and a degree or technical diploma. Each step improves the learner's career and earning opportunities and provides a skill set needed by an industry or industry sector. Industry sectors that are appropriate for pathway development are those that need significant numbers of skilled workers, can provide good jobs, and contribute to the economic growth of the region.

A **Career Pathway Bridge** helps adults in need of basic skills or English Language Learning succeed in a career pathway. Bridges consist of courses that link basic skills development with occupational skills development and accelerate the transition from pre-college to college level work.

There are approximately 40 career pathway and bridge programs available through local technical colleges that include opportunities in healthcare, culinary arts, manufacturing, industrial maintenance and business office educational tracks. Career pathways improve the adult learners' career and earning opportunities, and provide a skill set needed by an industry or industry sector.

In this past year a data pipeline strategy was developed so that DWD can match Unemployment Insurance wage records, WTCS student enrollment and WIA enrollment. The pipeline data being produced will determine whether or not career pathways participants demonstrate a similar or higher rate of learning and connection to good paying jobs over traditional students.

### Skills Jump Start

Skills Jump Start is targeted to help individuals who lack a high school diploma, or have limited English skills, to complete their basic education and receive occupational training at technical colleges for employment in high demand sectors such as manufacturing and healthcare. Eight grants were issued in 2010 to local workforce development boards to deliver Skills Jump Start programs for low-skill adults. RISE bridge courses complement this effort as completion of these initial courses links participants to postsecondary career pathway programs.

### Workforce Roundtable

On November 11, 2010, DET held a fall Workforce Programs Roundtable. The Roundtable is a continuous effort to provide technical assistance and training, networking, and partnering opportunities to local workforce development staff and managers and their partner agencies. Throughout the day concurrent tracks were offered on Employer Services and Job Seeker Services. Among the 248 attendees, 214 were field representatives and 34 were staff and guest presenters and exhibitors.

The Roundtable program including workshop topics on: Best Practices in Promoting Job Centers; Delivery of Services through the One-Stop to Best Serve Persons with Disabilities; Getting Workforce Development Professionals Up to Speed with the Current Workforce; Healthcare Insurance Choices for Dislocated Workers – A Federal Perspective; Implementing the Transitional Jobs Demonstration Project: A Group Discussion; Job Center of Wisconsin: What's in it for Business; Labor Market Information: What it is and How it can Effectively be Used; Labor Market Trends and Business Services; Measuring Performance, Common Measures, Regression Model, and How it affects Your Program; Pipeline to Employment – Windows to Work for Offenders; The Rising Tide of Older Workers; WEBI 101; WIA 166 Serving and Collaboration with Native American Program; WIA Youth Program 101; WIA Youth Programs Case Management; and WorkKeys and the National Career Readiness Certificate (NCRC) for Business. The overall Roundtable content, presentations, interactions and handouts were rated by a majority of the participants as "excellent" or "good."

## Dislocated Worker Program

In calendar year 2010, Wisconsin received 71 notices of mass layoffs or plant closings covering nearly 6,915 workers. As of 2011, 46 notices covering almost 3,100 workers have been filed. In 2010, The Trade Adjustment Assistance Program (TAA) also provided services to 5,500 workers dislocated due to impacts of foreign trade. TAA services are closely integrated with WIA resources to provide the best quality of service both programs have to offer.

In Program Year 2010, 14,943 received services in Wisconsin's Dislocated Worker Program. The state continued to aggressively pursue additional federal resources in the form of National Emergency Grants (NEGs) to serve individuals who became unemployed and remain without work as a result of the economic recession that struck in 2007. Seven NEGs were operational in the state in PY2010 and provided services to over 5,000 individuals. New NEGs awarded during the year included the On the Job Training NEG (\$2.27M) and NEGs to serve individuals displaced by the closures of the Chrysler Engine Plant in Kenosha (\$918,000) and the NewPage Whiting Paper Mill in Stevens Point (\$918,000). Wisconsin also fully utilized WIA Rapid Response funds to provide additional assistance for dislocated workers in the form of Special Response Grants. These grants, issued to WDAs, totaled \$5M and provided services to 2,660 dislocated workers.

## Workforce Development Area (WDA) Outcomes

### WDA #1 Southeastern Wisconsin

The following is a WIA Personal success story from one of the dislocated workers in Southeastern Wisconsin (SE WI) who had a good employment record, but needed assistance securing a new job.

*My name is Tim Bowen. I worked in shipping/receiving and warehousing for most of my career. Unfortunately, my employment ended in March of 2009 because the company that I worked at closed their Milwaukee facility. The company I worked for informed us of some of the programs that were available to help dislocated workers and the unemployed so I decided to take advantage of several of the programs at the Workforce Development Center (WDC). While I was at the WDC they informed me of multiple networking groups throughout SE WI so I began to attend many of them and started to receive many job leads.*

*After not landing a job, and taking second place on numerous occasions, I received a phone call from a person that I had met in a networking group. He had a phone interview with a company for a job that he was not qualified for so he referred several people for the same job. I submitted my resume and through extensive networking I discovered that a person who attends my church worked at the same company where I had applied. As a result of networking with that man, I was hired for my current position in shipping/receiving. The other bonus is that the company that hired me took*

*advantage of the On-the-Job Training (OJT) dollars and received a 75% reimbursement of my wages for the first 90 days of training/employment. I would highly recommend all of the services that are offered at the Workforce Development Center. Not all programs are for everybody, but you can find the ones that are most helpful for you and use them! I needed help with my resume and interviewing and definitely received that from staff at the Center.*

*Sincerely, Tim Bowen*

### WDA #2 Milwaukee

Helios Solar Works is a brand-new company in the U.S. and has chosen to open its facility in Milwaukee. The company manufactures its high-efficiency monocrystalline PV modules in the heart of Milwaukee. The Helios' 40,000 sq. ft. headquarters is inside a LEED-certified building constructed a few years ago as part of a redevelopment project in the Menominee Valley and features a state-of-the-art automated production line.

Helios is one example of the new class of manufacturing in Milwaukee. Their plant opened in February 2011 with 17 workers and a goal of over 50 employees working around the clock at the end of 2011. It has been very active in filling its Assembler positions, which has needs in all 3 shifts. These jobs require experience in soldering, in-line testing, automated manufacturing and teamwork.

It has also been an active participant in working with the Milwaukee Area Workforce Investment Board (MAWIB) and other partners to fill its workforce needs. They have, in just a few short months, demonstrated a willingness to hire minorities, veterans, limited English-speakers and others. Nhy J. Pease, recruited through the HIRE Center, was a dislocated worker with a great attitude, but who, because of her low English skills, needed help prior to unsubsidized employment. An OJT provided the hands-on training she needed to learn to perform a very delicate/high skilled soldering job. This training led to full time employment with full benefits. Helios managers are very pleased with her as an employee and are looking forward to taking more OJTs as funding becomes available.

Helios is also currently partnering with the Wisconsin Energy Research Consortium (WERC), MAWIB, Northwest side Community Development Corporation and Milwaukee Area Technical College to take WIA-enrolled trainees to develop their skills as electronic assemblers. Helios was deeply involved in developing the course of training and assuring these graduates would meet employer expectations, whether at their facility or at another partner employer assembling of electronic components. Twenty WIA participants will be starting Electronic Assembler training at MATC this August with the goal of gaining employment at Helios, Engeteam or other WERC partners.

WDA #3 Waukesha-Ozaukee-Washington

The following is a WIA Personal success story from one of the dislocated workers in the Waukesha-Ozaukee-Washington (WOW) area who is an older worker and secured employment through the WOW WIA resources.

*I lost my job on September 1, 2010. At that point I signed up for the WIA program at the Waukesha County Workforce Development Center and began my career search. Pounding the Pavement workshops helped me keep a positive attitude and gave me practical tips to help me become successful in my job search. I took advantage of mock interviewing sessions to improve my interviewing skills, and I also took advantage of the Veteran's program at the Center where I received weekly job leads. I tried to network with two to three people every week, spent a couple hours on the job boards, and set up weekly job alerts. Besides Pounding The Pavement, I went to a number of support groups including: PONG (Pewaukee Opportunities Networking Group) in Waukesha where I become a co-leader, Vernon Lutheran in Mukwonago, St. Paul in Genesee Depot, and St. Mary's in Waukesha. I also attended the 40 Plus Group in Brown Deer at Hill Point Church as well as Lumen Christi in Mequon.*

*I was encouraged to do volunteer work from one of the Pounding The Pavement workshops I attended. I began volunteering at the Long Lake Boy Scout Camp in St. Cloud, Wisconsin and at the Elmbrook Career Crossroads where I assisted others seeking employment.*

*I learned that being a mature worker didn't have to be a negative when searching for work. As a matter of fact, I believe it worked to my advantage. I was hired as a Maintenance Supervisor with a young company going through some growing pains. They were searching for someone with experience to help build their maintenance department and selected me for the position! Overall, I would have to say that my job search centered from the Workforce Development Center and branched out from there.*

*Charles Palatino*

WDA #4 Fox Valley

The following is a letter to a Fox Valley Dislocated Worker Case Manager from a spouse of a dislocated worker who successfully reentered the job market through resources received at Fox Valley Workforce Development Center.

*Hello Kathi,*

*Brandon had a great review and got a couple of promotions since he was hired. He is now the store's "Certified Parts Specialist" and really loves what he does. He is being trained as an assistant manager, and after that he begins training to be manager. He received double the normal raise after 90 days.*



*Being in the Dislocated Worker Program gave Brandon a different outlook on life. He has always been interested in sales but didn't believe in himself. Doing so well in school showed Brandon that he has everything he needs to make it to where he wants to be.*

*When his back was injured, we thought he'd need major surgery or be paralyzed. It became a blessing in disguise. Now he is happy to go to work, is invested in what he is doing, and I've noticed a big change in him. He has earned awards for outstanding customer service and has received 100% scores from several secret shoppers.*

*As a teenager, he hated reading and didn't do well, so he quit school. Surprise . . . he was wrong! He scored 100% on all his practice tests and aced the reading part of the GED test. He finally believes in himself. This program opened Brandon's mind to all he could achieve, and I do not think he would be where he is today without your support and the Dislocated Worker Program.*

*Thank you again,  
Lisa*

#### WDA #5 Bay Area

Bay Area Workforce Development Board, Northeast Wisconsin Technical College, and Lakeshore Technical College are teaming up with area school districts to better meet the needs of manufacturers in Northeastern Wisconsin through the CNC Mobile Manufacturing Technology Lab project. The CNC Mobile Manufacturing Technology Lab is a 44 foot truck and trailer equipped with computer numerical control (CNC) manufacturing tools and 12 workstations that can travel to rural school districts to provide students with training on state-of-the-art equipment that many area employers utilize. Lab equipment includes a Haas OM Series Office Mills and OL Series Office Lathe. The lab began operating in September 2011.

The need for a technology training lab was made evident recently when Ron Kadlubowski, the Manager of Advanced Technology at Karl Schmidt Unisia in Marinette, visited his alma mater at Menominee (Michigan) High School only to discover that the students in the technical education class were training on the same equipment that he had trained on 30 years ago!

The CNC Mobile Manufacturing Technology Lab contains its own heating and air conditioning units and will travel to rural school districts throughout northeastern Wisconsin. Technical education teachers in each district will have to be certified through the technical colleges to teach the unit on CNC technology as part of the high school curriculum. Students will have the opportunity to earn technical college credits for this training.

In addition to training high school students in the specific technology that area employers require, the Lab will be useful in promoting careers in the manufacturing

sector. Almost 1 in 4 jobs in NE Wisconsin is in manufacturing and it continues to be the highest-paying industry sector throughout the area as well. NEW Manufacturing Alliance companies are supporting this initiative through corporate sponsorship. Their logos will be prominently displayed on the trailer as it travels through the region.

The CNC Mobile Manufacturing Technology Lab represents a dynamic partnership among the technical colleges, the Bay Area Workforce Development Board, school districts and area employers to meet current and future workforce needs and provide high wage, high skilled jobs in northeastern Wisconsin.

#### WDA #6 North Central

With almost five people for every job opening and a mismatch of skills between the demand for and the supply of jobs, the North Central Wisconsin Workforce Development Board (NCWWDB) is focusing on helping the unemployed learn the skills necessary to meet the needs of area employers. Armed with a Wisconsin Industry Partnership Grant, NCWWDB forged a network of like-minded partners to successfully deliver a specialized, industry-specific training to the area's unemployed and dislocated workforce.

Eighteen WIA Dislocated Workers enrolled in the Food Manufacturing Science Certificate (FMSC) program and the Manufacturing Skills Standard Certification program at Mid-State Technical College (MSTC), and recently completed their programs. A completion celebration was held on July 25th at MSTC Wisconsin Rapids campus.

This unique, industry-driven and partnership funded program retrained these 18 displaced workers with the specific skills needed by local food processing manufacturers. It was developed with input from area business leaders in partnership with MSTC, NCWWDB, the Workforce Central Advanced Manufacturing Partnership, and a core group of the area's workforce service provider network including the Labor Education Training Center; Workforce Solutions, Social Innovation Fund, Community Foundation of South Wood County, and others to fund this special training. As part of the 23-week certificate program, students earned 20 MSTC credits for 472 hours of instruction in three areas—computer skills, Manufacturing Skill Standards Certification and food science—through a curriculum a group of local businesses helped create to suit their need for skilled workers.

“The credits students earned in the program also can ladder toward a laboratory science technician degree,” said Mid-State Technical College President, Sue Budjac in her message to the graduates. NCWWDB Executive Director, Rene Daniels spoke to the graduating students and thanked them for taking “the chance” as the first class to enroll in and successfully complete the pilot program that began last February.

Mariani Packing Co., formerly Urban Processing, is one of eight local manufacturers involved in the Advanced Manufacturing Partnership and recently hired three of the 18

students in the certificate program as summer interns, said Jeff Pozorski, Human Resources Manager for the Wisconsin Rapids-based cranberry processor. "It's a good opportunity for people in the food industry," Pozorski said, noting company leaders previously had trouble finding workers who had skills in not only manufacturing but also in food processing. "When you see an applicant with food manufacturing (experience), that's a step up than somebody with just manufacturing," he continued. "This program can provide workers the skills that make a difference in getting a job in one of the area's many food manufacturing companies such as Ocean Spray Cranberries, Mariani, and McCain Foods." Looking across the students, Pozorski didn't think it would be the last time they'd meet. "I'm looking forward to working with some of you down the road," he said during his speech. The program lost two students along the way to good employment opportunities. The remaining 18 successfully completed and have now entered into internships and employment.

### WDA #7 Northwest

When Northwest Wisconsin Manufacturing Outreach Center (NWMOC) Project Managers Aaron Bialzik and Kelly Sullivan called on Field Logic, their timing could not have been better. Field Logic wanted an expert opinion on establishing baselines and developing a systematic way for the company to move forward. A majority of the projects Field Logic participated in through NWMOC were done in partnership with Northwest Wisconsin Workforce Investment Board, Inc.

Communication is always important, especially during periods of rapid growth, which is why nearly all employees have participated in Lean 101 training and implementation. Field Logic began their lean journey by targeting their Block target division. Production in that area has increased by 20% on average. Their Hurricane target area layout has been improved by 30%.

"You'd be a fool not to try it (Lean); it doesn't cost much when you consider what you get," commented Bob Matarelli, Lean Coordinator and Manufacturing Engineer at Field Logic. "There's a reason why Fortune 500 companies are embracing Lean—you can't hang on to the fat and survive. It's a global economy out there whether people want to admit it or not," Bob added. Field Logic's Broadhead division experienced significant growth with a demand that exceeded their ability to supply. Phil Matson, Field Logic's Operations Manager, explained that they did not have all SOPs (standard operating procedures) in place, so training new employees was challenging. Each division undergoes a 5S (Sort, Set In Order, Shine, Standardize, and Sustain) audit monthly. The production workspaces have been redesigned to eliminate bottlenecks and streamline work flow.

Field Logic is also practicing sustainability by using specialized scrap from textile industries to fill their bag targets. At first this specialized scrap was sorted and cut by hand, but they now use a machine that they designed and built to cut the scrap, which is

much more efficient. The company designs and builds many of its own conveyors and machines.

Phil added, “We’ve gotten much better at starting out new product lines the right way!”

Field Logic is located in Superior, WI and employs 180 employees. Another interesting note is that five Olympic gold medalists have used Field Logic archery products to bring home the gold.



WDA #8 West Central

CURT Manufacturing, an Eau Claire based manufacturer of towing systems, original equipment trailers, and specialty equipment products, has experienced tremendous growth this past year and is continuing to expand. To keep pace with their growth, CURT identified over 100 positions they needed to fill. These positions included Information Technology staff, CNC programmers, Welders, a Lean Manufacturing Coordinator and other highly skilled, in-demand occupations.

CURT Manufacturing Human Resource Director Kim Meyers turned to her workforce partner, West Central Workforce Development Board, Business Service Manager Deb Leslie, for assistance.



Curt Tamborino - President of CURT Manufacturing shows DWD Secretary Scott Baumbach some of CURT’s advanced manufacturing processes

A Job Fair was set-up specifically for CURT Manufacturing at the Chippewa County Job Center to assist employee recruitment. Kim Myers, along with CURT HR Generalist Rachael Flug, spoke to the invited audience of over 80 dislocated worker about opportunities with CURT. These workers, recently laid off from another large Eau Claire-area manufacturer, were identified by WRI as among those most qualified for the CURT positions.

As a result of the job fair, over 80 applications were processed, many applicants were interviewed and a significant number were offered positions. During the screening process, it was determined that several applicants would benefit from additional training in order meet CURT skill standards. WRI initiated 17 On-the-Job Training agreements to address the training needs of these workers, which assisted CURT with their extraordinary training costs.

For CURT, finding skilled workers quickly was essential to their continued growth and success. The business tailored recruitment and training assistance provided by WRI addressed this need. For these dislocated workers, returning to work with a local, growing manufacturer offering stable employment, competitive compensation and benefits was critical to their well-being.

#### WDA #9 Western

In today's intensely competitive economy, highly skilled workers are critical in order to gain a competitive edge. Businesses need to find employees with specialized knowledge to bolster their productivity and maintain market responsiveness. At the same time, Wisconsin workers recognize the demands of the new economy and seek opportunities to develop and improve their skills. Industry Partnerships are employer/worker consortiums that bring together companies with similar products and market needs. These consortiums are classified as industry clusters. One intention of these partnerships is to invest in the development of the industry's workforce; leading to greater productivity and efficiencies thereby helping these industries to survive and grow.



The Western Wisconsin Workforce Development System has been able to secure funds driven by the industry partnership movement. These funds have been used to nurture the development of local industry clusters and support the skill development of the workforce that drives the competitive edge of key regional industries.

Advanced manufacturing is a predominant industry in western Wisconsin. EMMA, the Equipment and Metal Manufacturing Association, was formed through the use of industry cluster start-up dollars. With guidance from the Workforce Development System, EMMA employers identified common employee and skill needs and other areas of concern such as technology and supply chains.

To address the skills gaps defined by EMMA, the Workforce Development System and the local technical college provided prevocational academies focused on basic education and skill training (BEST) specific to manufacturing. BEST participants received training in industrial math, Manufacturing Skill Standards Certification (MSSC), forklift operation, basic computer skills and job seeking skills assistance.

The BEST *Manufacturing Academies* prepared the current and emerging workforce for success in manufacturing vocational training including: Computer Numerical Controls (CNC) Operation, CNC Programming and Welding Training. Upon completion of BEST Academies, participants are better prepared to continue on to further vocational training or obtaining employment in the BEST Academy industry.

In 2010-11, the Western Wisconsin Workforce Development System provided three BEST *Manufacturing Academies* to 37 participants in western Wisconsin. With an 89% completion rate, it was not a surprise that some program participants were able to find immediate employment with companies like ATK (Onalaska, WI), Torrance Casting (La Crosse, WI) and Century Foods (Sparta, WI).

The Western Wisconsin Workforce Development System is working in partnership with the regional industry clusters and technical college to develop BEST Academies for other demand and emerging industries in western Wisconsin, including: Healthcare, Hospitality/Retail and Agri-business.

#### WDA #10 South Central

Since 2009, the Workforce Development Board of South Central Wisconsin has collaborated with Madison College to invest in Career Academies—a unique training platform that has provided more than 550 dislocated workers with an opportunity to train for and move into a new career pathway. With the economy still faltering and dislocation rates still high, the demand for this type of accelerated training continues to rise.

This training concept enables students to take college-level courses on convenient, short-term schedules. The platform now includes a series of academies, with different

levels of advancement, designed to build the relevant job skills of displaced workers. The strategic partnership with Madison College has also opened the door to a new facility—the Madison College Center for Adult Learning—which continues to serve both adult learners and displaced workers seeking accelerated training programs to move into high-growth, high-wage jobs.

Today, there are more than 30 academies available with offerings in general studies (written communication and math with business applications), business technology, medical reception, patient care, information technology, dental assistants, welding, and manufacturing to name a few.

Some students use the academies to springboard into an associate's degree program at Madison College, while others are just looking for a few skills to get a new job quickly. The success of the training investment continues: data indicates that six months post-academy completion, 50 percent of academy participants enter college to earn an associate's degree; 25 percent obtain employment (with an average wage of \$14.78); and 25 percent continue their work search.

For dislocated worker Kurt Kautzer, a former employee of Hamlin, Inc., a sensor technology company in Lake Mills, Wisconsin, the Career Academy training structure was the solution he needed to gain the necessary skills and experience to get back to work.

“It had been 18 years since I entered a classroom. The idea of going back to school was really intimidating at first. But the Career Academies were filled with other people my age and who were in a similar situation to mine. We helped each other out and adjusted together.”

With confidence and college credits (from his Career Academy training) under his belt, Kurt decided to pursue a two-year technical diploma in Industrial Maintenance at Madison College.

Two years later, during the week of graduation, Kurt was offered a full-time position at Clasen Quality Coatings. He accepted an Industrial Maintenance position that included a considerable salary increase. He also graduated from college with an outstanding 3.89 grade point average and is proud of his accomplishments.

“I just wanted to thank the Workforce Development Board for this opportunity and support. I cannot thank them enough and I hope the [Career Academy] program and funding continues to be available to help others like me.”

#### WDA #11 Southwest

More than 50 entrepreneurs have graduated from the Southwest Wisconsin Workforce Development Board's (SWWDB) Rock County E-Hub program since its inception in 2010,

## Performance Results Tables A-O

Tables A, plus I-K are waived along with A because of common measures.

**Table B**  
**Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	72.0	69.4	1,062
			1,530
Employment Retention Rate	84.0	82.2	1,090
			1,326
Average Earnings	\$9,800.00	\$10,781.00	\$11,707,874
			1,086

**Table C**  
**Outcomes for Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	65.3	109	65.9	58	51.6	49	72.4	89
		167		88		95		123
Employment Retention Rate	82.1	115	83.3	55	75.4	49	85.1	74
		140		66		65		87
Average Earnings	\$8,859	\$1,018,769	\$12,378	\$680,797	\$8,560	\$419,425	\$10,353	\$745,418
		115		55		49		72

**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	73.3	562	65.5	500
		767		763
Employment Retention Rate	85.7	643	77.6	447
		750		576
Average Earnings	\$11,507	\$7,375,798	\$9,735	\$4,332,075
		641		445



**Table E**  
**Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	84.0	84.5	3,416
			4,041
Employment Retention Rate	93.0	93.4	2,395
			2,565
Average Earnings	\$14,400	\$17,131	\$40,840,340
			2,384

**Table F**  
**Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	80.2	263	74.3	101	74.1	449	73.8	31
		328		136		606		42
Employment Retention Rate	93.4	197	90.7	78	92.4	318	92.4	25
		211		86		344		28
Average Earnings	\$19,262	\$3,736,855	\$15,616	\$1,186,788	\$17,206	\$5,454,350	\$16,494	\$412,361
		194		76		317		25

**Table G**  
**Other Outcome Information for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	86.4	1,737	82.7	1,679
		2,010		2,031
Employment Retention Rate	94.3	1,135	92.6	1,260
		1,204		1,361
Average Earnings	\$16,481	\$18,573,585	\$17,714	\$22,266,756
		1,127		1,257

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

Reported Information	Negotiated Performance Levels	Actual Performance Level	
Placement In Employment or Education	72.0	49.2%	536
			1,090
Attainment of Degree or Certificate	75.0	57.0%	546
			958
Literacy and Numeracy Gains	30.0	27.0%	115
			426

**Table L  
Other Reported Information**

Reported Information	12 Month Employment Rate Retention Rate		12 Months Earnings Increase (Adults and Older Youth) or 12 Months Earning Replacement (Dislocated Workers)		Placement in Non-traditional Employment		Wages At Entry into Employment for those Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of those Who Completed Training Services.	
	Adults	81.5	1,002 1,229	\$3,964	\$4,855,406 1,225	0.5	5 1,062	\$4,718	\$4,982,573 1,056	27.6
Dislocated Workers	92.2	1,942 2,107	95.2	\$32,188,841 \$33,794,283	0.7	24 3,416	\$8,171	\$17,789,495 3,401	16.6	289 1,737

**Table M  
Participation Levels**

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	20,768	7,474
Total Adults (Self-Service Only)	0	0
WIA Adults	6,083	2,572
WIA Dislocated Workers	14,943	4,974
Total Youth (14-21)	2,914	1,225
Younger Youth (14-18)	1,937	830
Older Youth (19-21)	977	395
Out-of School Youth	1,043	423
In-School Youth	1,871	802

**WIA Program Year 2010 Annual Report  
Table N - Cost of Program Activities**

<b>Program Activity</b>	<b>Total Federal Spending</b>
<b>Local Adults</b>	9,111,146
<b>Local Dislocated Workers</b>	10,146,371
<b>Local Youth</b>	10,690,530
<b>Local Administration</b>	3,835,378
<b>Rapid Response</b> (up to 25%) WIA Section 134(a)(2)(B)	5,605,420
<b>Statewide Required Activities</b> (up to 15%) WIA Section 134(a)(2)(B)	800,812
<b>Statewide Allowable Activities</b> WIA Section 134(a)(3)	
<u>Program Activity Description</u>	
State Administration	1,576,412
CWI Activities	6,813
State Selected Activities	7,616,717
Recovery Act, Supplement	3,608,743
Recovery Act, Sector Strategy Initiative Technical Assistance	17,470
Manufacturing Skills Standard Certification	167,875
Careers 101	48,319
Skilled Trades Apprentice Mentoring Project	30,322
Youth Apprenticeship	669,910
Emerging Industry Skills Partnership	1,960
WIA Supplement	88,052
Skills Jump Start	258,338
Opportunity Grants	465,605
Technical Assistance for Industry Partnership	101,981
Policy Initiatives Advisor	31,282
Industry Partnership Convening:	
SAGE Planning	66,621
Biofuel	3,752
Energy	23,756
Power Controls	25,000
Tourism	8,374
Marine Manufacturing	24,965
Information Technology	25,000
Healthcare	23,971
Green	1,548
Bio Plastics	12,558
Industry Partnership Training:	
Advanced Manufacturing	466,083
Healthcare	472,821
Energy	292,870
Transportation	65,386
Bio Energy	127,026
Food Resource and Agricultural Network	46,729
Agri-Business	134,163
Marine Manufacturing	114,796
Food Manufacturing	156,003
Green	7,429
Power Controls	28,012
State Selected Activities sub-total	7,616,717
<b>Total of All Federal Spending Listed Above</b>	<b>49,389,599</b>

**Table O: Local Performance  
Southeast WDA 1**

Local Area Name  Southeast WDA WDA 01	Total Participants Served	Adults	398
		Dislocated Workers	816
		Older Youth (19-21)	45
		Younger Youth (14-18)	148
ETA Assigned Number  #55030	Total Exiters	Adults	129
		Dislocated Workers	268
		Older Youth (19-21)	11
		Younger Youth (14-18)	57
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	78.0	85.3
	Dislocated Workers	90.04	77.1
Retention Rates	Adults	86.0	88.4
	Dislocated Workers	93.0	95.1
Average Earnings (Adults/DWs)	Adults	\$9,800	\$10,048
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$14,985	\$16,351
Placement in Employment or Education	Youth (14-21)	72.0	69.0
Attainment of Degree or Certificate	Youth (14-21)	73.0	69.0
Literacy or Numeracy Gains	Youth (14-21)	30.0	15.0
Overall Status of Local Performance	Not met	Met	Exceeded
	1	3	5

**Table O: Local Performance  
Milwaukee WDA 2**

Local Area Name  Milwaukee WDA WDA 02	Total Participants Served	Adults	1,384
		Dislocated Workers	3,388
		Older Youth (19-21)	231
		Younger Youth (14-18)	538
ETA Assigned Number  #55015	Total Exiters	Adults	896
		Dislocated Workers	991
		Older Youth (19-21)	124
		Younger Youth (14-18)	354
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	69.7	58.7
	Dislocated Workers	79.0	74.8
Retention Rates	Adults	80.0	74.8
	Dislocated Workers	88.8	89.4
Average Earnings (Adults/DWs)	Adults	\$9,500	\$9,592
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$14,363	\$16,514
Placement in Employment or Education	Youth (14-21)	67.0	32.0
Attainment of Degree or Certificate	Youth (14-21)	66.0	27.0
Literacy or Numeracy Gains	Youth (14-21)	30.0	25.0
Overall Status of Local Performance	Not met	Met	Exceeded
	2	4	3

**Table O: Local Performance  
Waukesha, Ozaukee, Washington WDA 3**

Local Area Name  Waukesha, Ozaukee, Washington WDA WDA 03	Total Participants Served	Adults	282
		Dislocated Workers	1,118
		Older Youth (19-21)	61
		Younger Youth (14-18)	200
ETA Assigned Number  #55045	Total Exiters	Adults	116
		Dislocated Workers	542
		Older Youth (19-21)	18
		Younger Youth (14-18)	35
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	80.0	75.0
	Dislocated Workers	90.4	87.5
Retention Rates	Adults	85.0	79.5
	Dislocated Workers	96.8	92.6
Average Earnings (Adults/DWs)	Adults	\$12,952	\$10,467
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$15,497	\$18,112
Placement in Employment or Education	Youth (14-21)	76.0	79.0
Attainment of Degree or Certificate	Youth (14-21)	91.0	74.0
Literacy or Numeracy Gains	Youth (14-21)	30.0	53.0
Overall Status of Local Performance	Not met	Met	Exceeded
	0	6	3

**Table O: Local Performance  
Fox Valley WDA 4**

Local Area Name  Fox Valley WDA 04	Total Participants Served	Adults	207
		Dislocated Workers	1,481
		Older Youth (19-21)	69
		Younger Youth (14-18)	76
ETA Assigned Number  #55090	Total Exiters	Adults	31
		Dislocated Workers	554
		Older Youth (19-21)	23
		Younger Youth (14-18)	28
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	87.5	85.7
	Dislocated Workers	90.4	85.3
Retention Rates	Adults	94.0	84.6
	Dislocated Workers	95.7	95.2
Average Earnings (Adults/DWs)	Adults	\$9,800	\$11,507
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$14,400	\$17,768
Placement in Employment or Education	Youth (14-21)	71.0	45.0
Attainment of Degree or Certificate	Youth (14-21)	79.0	68.0
Literacy or Numeracy Gains	Youth (14-21)	30.0	37.0
Overall Status of Local Performance	Not met	Met	Exceeded
	1	5	3

**Table O: Local Performance  
Bay Area WDA 5**

Local Area Name  Bay Area WDA 05	Total Participants Served	Adults	979
		Dislocated Workers	2,408
		Older Youth (19-21)	157
		Younger Youth (14-18)	40
ETA Assigned Number  #55095	Total Exiters	Adults	397
		Dislocated Workers	710
		Older Youth (19-21)	71
		Younger Youth (14-18)	30
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	81.0	68.1
	Dislocated Workers	85.0	90.9
Retention Rates	Adults	85.0	88.0
	Dislocated Workers	94.0	95.2
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,300	\$15,040
	Dislocated Workers	\$13,700	\$19,826
Placement in Employment or Education	Youth (14-21)	74.0	67.0
Attainment of Degree or Certificate	Youth (14-21)	70.0	73.0
Literacy or Numeracy Gains	Youth (14-21)	30.0	12.0
Overall Status of Local Performance	Not met	Met	Exceeded
	1	2	6



**Table O: Local Performance  
North Central WDA 6**

Local Area Name  North Central WDA WDA 06	Total Participants Served	Adults	336
		Dislocated Workers	1,123
		Older Youth (19-21)	157
		Younger Youth (14-18)	40
ETA Assigned Number  #55100	Total Exiters	Adults	93
		Dislocated Workers	339
		Older Youth (19-21)	18
		Younger Youth (14-18)	53
Reported Information		Negotiated Performance Level	Actual Performance Measure
Entered Employment Rates	Adults	84.9	80.6
	Dislocated Workers	84.3	91.4
Retention Rates	Adults	97.9	90.3
	Dislocated Workers	95.8	86.5
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$12,230	\$12,739
	Dislocated Workers	\$14,386	\$16,861
Placement in Employment or Education	Youth (14-21)	75.0	72.0
Attainment of Degree or Certificate	Youth (14-21)	85.0	80.0
Literacy or Numeracy Gains	Youth (14-21)	30.0	36.0
Overall Status of Local Performance	Not met	Met	Exceeded
	0	5	4

**Table O: Local Performance  
North West WDA 7**

Local Area Name  North West WDA WDA 07	Total Participants Served	Adults	537
		Dislocated Workers	385
		Older Youth (19-21)	65
		Younger Youth (14-18)	195
ETA Assigned Number  #55040	Total Exiters	Adults	243
		Dislocated Workers	153
		Older Youth (19-21)	28
		Younger Youth (14-18)	73
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	85.1	80.0
	Dislocated Workers	92.0	88.9
Retention Rates	Adults	89.4	88.3
	Dislocated Workers	94.0	93.5
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$11,116	\$11,109
	Dislocated Workers	\$11,901	\$11,896
Placement in Employment or Education	Youth (14-21)	64.0	67.0
Attainment of Degree or Certificate	Youth (14-21)	90.0	79.0
Literacy or Numeracy Gains	Youth (14-21)	30.0	75.0
Overall Status of Local Performance	Not met	Met	Exceeded
	0	7	2

**Table O: Local Performance  
West Central WDA 8**

Local Area Name  West Central WDA WDA 08	Total Participants Served	Adults	411
		Dislocated Workers	1,299
		Older Youth (19-21)	67
		Younger Youth (14-18)	225
ETA Assigned Number  #55065	Total Exiters	Adults	143
		Dislocated Workers	290
		Older Youth (19-21)	24
		Younger Youth (14-18)	48
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	84.9	89.2
	Dislocated Workers	93.6	85.7
Retention Rates	Adults	86.3	90.6
	Dislocated Workers	95.7	95.8
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,800	\$10,124
	Dislocated Workers	\$14,440	\$14,578
Placement in Employment or Education	Youth (14-21)	75.0	83.0
Attainment of Degree or Certificate	Youth (14-21)	61.0	86.0
Literacy or Numeracy Gains	Youth (14-21)	30.0	57.0
Overall Status of Local Performance	Not met	Met	Exceeded
	0	1	8

**Table O: Local Performance  
Western WDA 9**

Local Area Name  Western WDA WDA 09	Total Participants Served	Adults	204
		Dislocated Workers	513
		Older Youth (19-21)	82
		Younger Youth (14-18)	79
ETA Assigned Number  #55085	Total Exiters	Adults	129
		Dislocated Workers	282
		Older Youth (19-21)	26
		Younger Youth (14-18)	24
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	72.0	69.0
	Dislocated Workers	84.0	84.3
Retention Rates	Adults	86.0	80.8
	Dislocated Workers	93.0	91.5
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,800	\$10,563
	Dislocated Workers	\$14,400	\$14,684
Placement in Employment or Education	Youth (14-21)	72.0	75.0
Attainment of Degree or Certificate	Youth (14-21)	75.0	74.0
Literacy or Numeracy Gains	Youth (14-21)	30.0	44.0
Overall Status of Local Performance	Not met	Met	Exceeded
	0	4	5

**Table O: Local Performance  
South Central WDA 10**

Local Area Name  South Central WDA WDA 10	Total Participants Served	Adults	1,318
		Dislocated Workers	1,709
		Older Youth (19-21)	91
		Younger Youth (14-18)	117
ETA Assigned Number  #55105	Total Exiters	Adults	332
		Dislocated Workers	626
		Older Youth (19-21)	17
		Younger Youth (14-18)	72
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	78.0	78.0
	Dislocated Workers	87.6	89.5
Retention Rates	Adults	87.5	83.9
	Dislocated Workers	95.7	96.1
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,800	\$12,650
	Dislocated Workers	\$14,440	\$19,792
Placement in Employment or Education	Youth (14-21)	74.0	50.0
Attainment of Degree or Certificate	Youth (14-21)	74.0	62.0
Literacy or Numeracy Gains	Youth (14-21)	30.0	10.0
Overall Status of Local Performance	Not met	Met	Exceeded
	2	2	5

**Table O: Local Performance  
Southwest WDA 11**

Local Area Name  South West WDA WDA 11	Total Participants Served	Adults	209
		Dislocated Workers	702
		Older Youth (19-21)	45
		Younger Youth (14-18)	90
ETA Assigned Number  #55110	Total Exiters	Adults	63
		Dislocated Workers	219
		Older Youth (19-21)	35
		Younger Youth (14-18)	56
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	70.0	71.2
	Dislocated Workers	80.0	84.5
Retention Rates	Adults	84.0	87.7
	Dislocated Workers	93.0	96.6
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,800	\$10,583
	Dislocated Workers	\$1,200	\$17,014
Placement in Employment or Education	Youth (14-21)	68.0	53.0
Attainment of Degree or Certificate	Youth (14-21)	80.0	67.0
Literacy or Numeracy Gains	Youth (14-21)	30.0	0.0
Overall Status of Local Performance	Not met	Met	Exceeded
	2	1	6