

## **Wisconsin's Annual Plan Narrative**

### **Description of Wisconsin's Employment Statistics System**

Wisconsin's employment statistics system responsibilities are divided between two offices located in the Department of Workforce Development's Division of Workforce Solutions. One of these offices is Labor Market Information Section, which is responsible for the development, execution, and analysis of Department of Labor, Employment and Training Administration and the Bureau of Labor Statistics programs. The second office is the Local Workforce Planning Section, which is responsible for the dissemination of workforce information and analysis of general workforce conditions.

The Division of Workforce Solutions is also responsible for oversight, staffing and general administrative functions for the State's workforce development system. The Division's Local Workforce Planning Section has had eight regional analysts/economists located in One-Stop Job Centers throughout the State. These analysts/economists are not board members, but are assigned as liaisons to the eleven local workforce investment boards. As such, they are available to attend workforce development board meetings and they are encouraged to interact with local workforce development boards and professional workforce development staff members. They periodically report to the workforce development boards on labor market conditions, both orally and in written form. The regional Workforce Observations, a monthly review of labor market conditions are written by the regional analysts/economists, and published for each workforce development area in the State. The regional analysts also produce a County Workforce Profile and a Workforce Development Area Profile - compendiums of annual workforce statistics.

In addition to their involvement with Job Centers throughout the State and their assignments as liaisons to the local Workforce Development Boards, the regional analysts/economists are also listed as contacts on the Department of Workforce Development's LMI website. They field inquiries from employers, job seekers, economic development professionals, researchers, local government officials, and academics on the availability, location and interpretation of workforce information.

In accordance with the instructions contained in the Workforce Investment Act regarding the development of a statewide employment statistics system, the Wisconsin's WIA Five Year Plan has established a committee for dialogue between workforce information professionals and statewide economic development professionals. The committee, formally recognized by the State of Wisconsin Council on Workforce Investment as the "dialogue committee for employment statistics", is named the Employment Statistics Guidance Team. It consists of several county Economic Development Managers, Wisconsin Department of Commerce professionals, private sector economic development professionals, workforce development professionals and workforce information professionals. The group meets quarterly. The meetings are facilitated by Department of Workforce Development staff and used to discuss the availability and delivery of pertinent statewide, regional and local employment statistics. Several of the group's members are also members of local workforce development boards.

Through these formalized connections to workforce development boards, one-stop Job Centers, employers, and other economic and workforce development professionals, the agencies responsible for Wisconsin's employment statistics program are able to receive feedback, criticism and suggestions regarding their delivery of labor market information.

The State's WIA/Wagner-Peyser Five Year Strategic Plan includes an explicit description of the employment statistics services and activities. In addition to a description of the general services available, the plan describes the following process of assuring customer input to the delivery of labor market information products:

- *"Labor Market Information:* The Departments of Workforce Development and Commerce and the Housing and Economic Development Authority have formed a statewide workgroup to assess how to better assimilate and distribute labor market information in a meaningful way. Employers and other consumer entities will be asked for their input on ways to better serve their needs. The intended result will be the distribution of reformulated labor market information in a manner more consistent with employer and workforce development needs regarding identifying critical demand, high growth, high wage occupations for skill

building, training and economic development activities. Several products will include changes to the employer services website and a “cookbook” of valuable local resources for more information or services.”

Wisconsin will continue the integration of its workforce information system into the State’s One-Stop Job Center - workforce investment efforts. It is in the State’s One-Stop Job Centers and connected Workforce Investment Boards that the needs of the business community, individuals - including workers and job seekers, and the workforce development system merge and are articulated. The inclusion of the regional analysts/economists as liaisons to the Workforce Investment Boards, and as regular staff members of the State’s Job Centers, ensures their interaction with the business community, with individuals, and with the workforce development system community.

The strategic approach to delivery of workforce information in the State of Wisconsin also supposes a gradually diminishing continuation of hard copy publications. This is coupled with the continued availability of and access to regional field-located analysts trained in the delivery of workforce information, and an acceleration and increasing reliance on electronic media delivery.

The State of Wisconsin’s regional labor market analysts/economists are located in One-Stop Job Center offices throughout the State. Their location in Job Centers makes them easily accessible for employment statistics customers. This includes job seekers, employers and workforce development professionals. Additionally, the analysts/economists are listed and promoted as contacts to guide customers through the data sets, analysis, interpretations, and opinions that make up the universe of labor market information. This interaction with customers ensures a constant feedback link from customers.

The regional analysts compose and produce a monthly review of labor market conditions in their assigned workforce development areas. The average size of Wisconsin’s eleven labor market areas is just under 500,000 population, but varies from as small an area as Northwest Wisconsin with 181,000 people to an area as large as Milwaukee County with 955,000 people. In addition to writing about their assigned labor markets, the analysts/economists make presentations to groups of employers, job seekers, economic developers,

Chambers of Commerce, educators, and others about conditions in their respective labor markets. Over the past year, over 200 presentations were made by Local Workforce Planning staff members to various workforce information user groups throughout the State.

It is Wisconsin's strategy not only to streamline and modernize the delivery of labor market information by embracing electronic transfer of information, but also to automate the databases themselves, building in suppression as suppression is necessary, but delivering information where at all possible. This entails moving the databases themselves into the information age, and thus enabling users to find the information they seek.

The inclusion of Wisconsin's workforce information service deliverers in the same workforce division that houses administrative direction and assistance to the Wisconsin Governor's Council on Workforce Investment and the eleven Workforce Development Area boards ensures the connection of labor market information to the State's One-Stop service delivery system. This puts the regional analysts/economists into One-Stop Job Centers and available as liaisons to the various regional workforce development boards. Also, the analysts/economists inclusion as contacts on the State's Labor Market Information website has also ensured a strong connection to customers needing workforce information.

## **Products and Services**

The core products and services include:

1. Continue to populate the ALMIS Database with State data.

Although the deliverable product is the required WIC core elements, the ALMIS database has value to the state and its workforce investment activities only when the state uses the database as the reservoir for its entire package of labor market information. The database will be used to store Wisconsin's labor market data. The intent of the database is to provide employers, economic development professionals, workforce development professionals, and job seekers the most complete data possible.

Wisconsin's Bureau of Workforce Information will continue to populate the ALMIS Database with the required files utilizing the format adopted by the ALMIS Database Consortium. Wisconsin's Bureau of Workforce Information has an Information Technology Professional on staff to support the state's ALMIS activities. The person in that position has attended the ALMIS Database Training presented by the ALMIS Training Institute. To make the effort of updating ALMIS files more seamless the Bureau has moved reporting status of that position to the Labor Market Information Section of the Bureau. This organizational change was made to make access to the State's LMI data files less cumbersome. The Labor Market Information Section is responsible for the federal/state cooperative programs with the Bureau of Labor Statistics Programs. These include Local Area Unemployment Statistics (LAUS), Covered Employment and Wages (CEW), Current Employment Statistics (CES), Occupational Employment Statistics (OES), and the recently discontinued Mass Layoff Statistics (MLS). In addition, the Labor Market Information Section is responsible for the development of the Long-Term Projections and the Short-Term Forecasts. These efforts are funded by the Employment and Training Administration of the Department of Labor.

Wisconsin has developed Wisconsin Workforce Information Network (WIWINS) to disseminate ALMIS data. This front end piece is being implemented in four phases. The first phase (The Job Seeker site) will be placed into production in April 2003. Phase II is the Resource Area, Phase III is the Data User site, and finally Phase IV will be the Employer Site.

Wisconsin has provided necessary data for LOIS, Licensed Occupational Information System, and will continue to update and expand the files for that national system of licensed occupations. This includes data collection and sharing agreements with State of Wisconsin training and educational institutions as well as agencies held responsible in issuing occupational licensing. Wisconsin will also move the coding taxonomy from the OES classification to the O\*NET SOC classification.

**Populate the ALMIS Database with state data.** Wisconsin has held membership in the ALMIS Database Consortium since its inception and will continue to take an active role. Core tables as identified and specified by

the Database Consortium, will be populated and maintained by Wisconsin's Bureau of Workforce Information.

### **Project Summary:**

**Outcomes:** Development of this database is a DOL required product that will serve as the core database for labor market data used by other DOL and State systems. Wisconsin will also populate the national URL table with appropriate state sites.

#### A. Description of Product

Wisconsin will continue to build and populate the ALMIS database tables starting with the tables identified as high priority. Work will continue until all tables are built. Wisconsin is up-to-date on the development of version 2.2 and will continue to stay current in development of subsequent versions.

Funds will be used to support the Information Technology Professional to coordinate the project, continue work on the database, identify data sources for new tables in ALMIS, and identify other existing and new systems that will utilize the ALMIS Database. Funds will also be used to cover programming costs associated with the system development efforts and the database administration.

Wisconsin continues to work towards this database becoming the central source for the majority of our LMI systems, thereby reducing the chance for conflicting or out-of-date information. Our vision continues to be that of having one reliable source of the most current data available to access. Soon after ALMIS is installed we will be working on identifying or developing programs that will permit data queries directly to the ALMIS from by our information users. This includes access directly from the Internet site for inquiries against data series tables. This will eliminate the need to maintain multiple sets of the same data on various systems.

#### B. Significant Milestones

I identify all new data sources for the added ALMIS data files.

Set-up the ALMIS data tables and populate ALMIS with revised and new state data.

Identify other systems that could access ALMIS rather than maintain separate databases.

Development of the WI WINS (front end piece to ALMIS)

Attend Annual ALMIS Database Consortia meetings as required.

Maintain and update collection agreements with training and education providers and offices issuing occupational licenses.

### C. Principal Customers:

Employers, job seekers, educational planners, employment and training service providers, career information customers, economic developers and human resource departments. Virtually all LMI customers, since the ALMIS will be a comprehensive automated LMI database for the state.

2. Produce and disseminate long-term, industry and occupational employment projections.

The State of Wisconsin has participated for many years in the development of statewide and regional long-term projections. Prior to One-Stop LMI funding, the state produced statewide and regional long-term projections. Wisconsin's Bureau of Workforce Information (BWI) will continue to produce the State's Long-Term Industry/Occupational Projections in accordance with national initiatives and timelines. We have generally been on a two-year cycle with long-term projections. We will continue to heed and respond to the advice and direction adopted by the Projections Managing Partnership. BWI will print the projections and circulate them throughout the workforce development and educational communities. These projections are part of our State's efforts to expand customer access to labor market information and to increase the outreach of our labor market information. Ad hoc data requests will also be provided to customers upon demand. In addition to the printed copy, the projections will continue to be placed on the Department's LMI Internet site until WI WINS is fully implemented.

Wisconsin's regularly produced Long-Term Industry/Occupational Projections will be made available via a number of mediums as they are completed. Wisconsin has maintained its regular two-year interval of

statewide projections for a number of years. It will continue to move in sync with the Projections Managing Partnership and the Department of Labor. As the production is completed, the Bureau of Workforce Information, Wisconsin's LMI Shop, will produce the results in a printed form, in an Internet form, and as a part of its effort to **"expand customer access to labor market information"** and **"increase outreach of labor market information"**.

In 2001, the State's Projection Economist and the regional analysts/economists developed a workforce development area In-Demand Occupations list for all workforce development areas of the state. For each workforce development area of the State, an In-Demand Occupations production included:

- Table 1: Occupations with Fastest Growth
- Table 2: Occupations with Largest Growth
- Table 3; Occupations with the Largest Number of Annual Openings Due to Separations
- Table 4: Occupations with the Largest Number of Annual Openings Due to Growth and Separations
- Table 5: Occupations with the Largest Number of Annual Openings Requiring an Advanced Degree
- Table 6: Occupations with the Largest Number of Annual Openings Requiring Bachelors or Bachelors Degree or Higher plus Work Related Experience
- Table 7: Occupations with the Largest Number of Annual Openings Requiring Associate degree or Post Secondary Vocational Training
- Table 8: Occupations with the Largest Number of Annual Openings Requiring Related Work Experience, Long-Term or Moderate-Term on the job Training
- Table 9: Occupations with the Largest Number of Annual Openings Requiring Short-Term on the job Training
- Table 10: Occupations with Greatest Loss of Jobs

Where wage data was available, the In-Demand Occupations also had wage levels associated with the jobs and market-place considered.

This effort will be continued. And, the effort will be linked to an O\*NET based system to provide users with more in-depth evaluation potential.

Primary customers are job seekers and career development explorers including students, counselors, parents and businesses. (The University of Wisconsin's Center on Education and Work utilizes Wisconsin's projections.) Workforce Development Boards, staff and particularly counselors are also prime customers.

3. Produce and disseminate short-term, industry and occupational employment forecasts.

With the use of LMI One-Stop funding, Wisconsin's Labor Market Information Section has hired an economist to work with the State's Long-Term Projections Economist in the development of the State's short-term industry and occupational employment forecasts. The State will use the methodology, software tools and guidelines developed by the Projections Managing Partnership. We will be constructing the NAICS employment time series and testing the data for both long term and short term projections.

The Local Planning Section, with the support and urging of local workforce development boards is preparing an employer survey aimed at finding key occupations in Wisconsin firms that will be most affected by retirements over the next decade. Wisconsin is one of a handful of states that will be profoundly affected by demographic condition over the next few decades. The rapidly aging baby boom population will be troublesome to many states in the next three decades, but for Wisconsin it will be especially problematic. Wisconsin's Baby Boom population is thirty percent of the State's total population compared to a national average of about twenty-seven percent.

Many of Wisconsin's most important industry clusters have a preponderance of 38 to 57 year old baby boomers in their most important high-skill occupations. At the same time, down-sizing and a general exodus of Wisconsin's younger populations – collectively referred to as brain drain – leaves those same firms and industry clusters with a deficit in young trained workers ready to ascend to the high-skill key jobs that will soon be vacated. To equip local workforce development boards with meaningful information to choose training and educational opportunities to prepare an appropriate

young workforce, the Local Workforce Planning Section is developing an on-line survey. The survey, which will be sent under the auspices of the local Workforce Development Boards, will query local firms and get an actual insider view of what occupations are going to be most problematic to the area.

4. Provide occupational and career information products for public use.

Wisconsin plans to continue to have an array of occupational products developed and available for the State's workforce investment customers. As mentioned earlier, the State has developed In-Demand Occupational data for each workforce development area. The 2000 - 2010 Long Term Projections data are SOC based to ensure compatibility with the O\*NET database. The In-Demand Occupational data will be developed from this data.

How is O\*NET being used?

Wisconsin's Job Centers were seeing more customers seeking a wider variety of career development services. Staff often felt they lacked expertise and training in these areas and were unfamiliar with the wealth of career development materials available for use in resource rooms. Training in career development, assessment, and resource materials was critical to providing effective customer service.

5. Provide employer name and address list that can be accessed by the public.

The establishment of a customer accessible employer name and address list appears to be the most easily attainable goal. Nevertheless, it has been elusive. Up to this point, Wisconsin's employer information has been available only through the America's Career Information Network (ACINET) site using InfoUSA data. The Labor Market Information Section will use a state designed product called SNAP (Standard Name and Address Program). This employer database will be accessible through the State of Wisconsin's LMI website, and the State's WI WINS program. In addition to the DWD developed employer database, the Wisconsin LMI site will have an easily

reachable link to the national ACI Net site and the employer database developed by InfoUSA.

Within the development structures available, the most promising is the use of the Industry/Occupation matrix, which can pinpoint the industries most promising for specific jobs. To then identify firms that are prominent in that industry locally is of utmost importance to job seekers and to job counselors. The power to present labor market information of that specificity will move workforce development services to a much more concrete result-oriented level.

6. Provide information and support to Workforce Investment Boards and produce other State information products and services.

The Local Workforce Planning Section, the section charged with dissemination and analysis of workforce information, has begun an increased marketing agenda with the State's Council on Workforce Investment and the local workforce development boards. The purpose of the marketing of the Section is to give workforce development directors and executives a better understanding of how they might be able to use the Section. The following is a snapshot of the various workforce information products and services provided by the section and the various customer-groups that are served.

Collaborative efforts are being coordinated between the Local Workforce Planning Section and the Local Labor Market Information Section. These efforts include:

- A. Workforce Development Connections
  1. Presentations to Council on Workforce Investment
  2. Provide data assistance to Council on Workforce Investment committees
  3. Presentations to Workforce Development Boards and Job Center groups
  4. Job Center Roundtables
  5. Annual Workforce Development Area Profiles
  6. Annual County Profiles
  7. In-Demand Occupations Tables (Biennially based on Projections)
  8. UI Hearings and Expert Consultation

9. Monthly *Workforce Observations*
10. \*\* Weekly Indicators Report

**B. General Planning, Economic Development and Industry Connections**

1. LMI Website Design and Management – makes available to the public different pieces of LMI in the areas of:
  - Bureau of Labor Statistics Products
  - Economist and Labor Market Analyst products
  - Other state LMI products such as Economic Indicators, Affirmative Actions, Dislocated Worker WARN notices, and basic info/glossary about LMI
2. Department of Workforce Development and Inter-departmental connections on website issues
3. Participate on SWAG, an inter-agency group of state web administrators, inter-agency Tech Access Group and DWD intra-agency monthly web publishers meeting.
  - Interacts regularly with IT support resources, such as BITS Tech Support, Applications, Dept. and Div. Webmasters.
4. Annual Affirmative Action data - on the website - no longer published in hard copy and response to inquiries
5. Commuting Patterns – based on Census, done every 10 years
6. Monthly *Economic Indicators* – published in hard copy and on the web
7. Produce county maps for monthly unemployment rate releases
8. Calculate and supply seasonal factors each year for the monthly seasonally adjusted LAUS Metropolitan Statistical Areas.
9. Industry Cluster Project
  - Overall coordination
  - Assisting with facilitation/organizing in a few industries
  - Development of research profiles with the Wisconsin Department of Commerce and Center On Wisconsin Strategies (COWS)
10. Employment Statistics Guidance Team
  - Quarterly DWD/Commerce committee to look at LMI data for economic development use
11. \*\* Economic Development Action group
  - Monthly meeting since June to join Build WI /Economic Summit in non-partisan effort

12. \*\* Forward WI , Inc.
13. Special reports/surveys, such as:
  - *Mortarboards, Paychecks and Crystal Balls* – paper on Wisconsin's educational attainment
  - Build WI Regional Profiles
  - Cluster Organizing Guide
  - WDB Retirement Survey – in early planning stage
14. ASD Succession Planning Strategic Business and Staff Assessment Process
15. W-2 Report Card
16. Longitudinal Employer-Household Dynamics Program
  - In Development. Wisconsin is one of the first charter states in this program and it is not known how far this will proceed.
17. Participation in Powered-Up
  - Working with employers to identify issues in critical information technology sensitive industries.
18. Produce analysis for Health Care Occupations from Health & Family Services data.
19. Hire a graphic Artist Writer to improve LMI presentations and products.

### **C. Local Workforce Planning Presentations**

The labor market analysts/economists spend a great deal of time and energy presenting labor market information to organizations all over the State of Wisconsin. A recent survey of the section generated a collective estimate of at least 200 presentations and speeches have been given to various groups over the course of 2002. These audiences include:

- trade associations,
- employers,
- educational institutions,
- media,
- economic and workforce developers,
- job seekers,
- students,
- government officials and myriad others.

Most presentations are to inform audiences of the contemporary economic/workforce scene and to share thoughts on the future workforce and economy of Wisconsin. The presentations' economic and demographic content crosses the geographic gamut from national to local levels and is tailored to meet the demands and interests of the audience.

Interestingly, a number of presentation requests are spawned from previous engagements, showing that the message carried has made an impact on the audiences and that referral has been a key marketing tool for the section. The section's exposure across the state has led to a reputation for straightforward conversation regarding Wisconsin's statewide and local labor markets. In particular, efforts to impart the demographic imperatives of Wisconsin's aging workforce are emphasized.

Recently, the section has broadened its dialogue and has been involved in the discussion and facilitation of industry cluster research and the presentations have reflected this as well. It is anticipated that the section's role will expand as industry clustering becomes more of a leading concept in Wisconsin's economic and workforce development.

As mentioned in the section describing the State's short-term occupational forecasts, the Local Planning Section is also preparing an employer survey aimed at finding key occupations in Wisconsin firms that will be most affected by retirements over the next decade.

7. Improve and deploy electronic state workforce information delivery systems.

The State of Wisconsin will continue to develop and improve its ability to deliver workforce information through the use of internet applications. ALMIS and the development of WISCONS will provide timely and accurate labor market information to all customers. It will eventually replace the current LMI website. Our current LMI website makes the following data available:

- Bureau of Labor Statistics Products
- Long Term Projections and Short Term Forecasts
- Economist and Labor Market Analyst products

- Other state Labor Market Information products such as Economic Indicators, Affirmative Actions, Dislocated Worker WARN notices, and basic information and glossary about Labor Market Information terms and concepts.

#### 8. Support state workforce information training activities.

Wisconsin has also used and will continue to use a portion of its One-Stop LMI grant funds to deliver occupational and career search training to One-Stop workforce development staff. Immediately following is an article describing the O\*NET training that has been developed and used.

Wisconsin's Department of Workforce Development (DWD) works with a network of 79 local Job Centers (the equivalent of One-Stops) across the State. Each has a resource area and a mission to provide high quality career information to job seekers and other customers. In many of the Centers, local staff wanted or needed to become more knowledgeable about the career development needs of diverse clients and the array of resources available to assist them.

To help staff improve their career development skills and services, DWD's Division of Workforce Solutions developed a 3-day, competency-based training curriculum. It includes an introduction to O\*NET® information. Almost 500 workers have received the training and given it high marks. In 2001, the National Association of State Workforce Agencies (NASWA) gave the Wisconsin effort high marks, too, with an award for its innovative and effective training. (A number of other states have sent One-Stop staff members to Wisconsin to attend the training.)

The Department of Workforce Development's Division of Workforce Solutions identified competencies for paraprofessional-level career development and resource room providers. These competencies became the basis for developing and implementing a customer-oriented curriculum to train staff. The National Occupational Information Coordinating Committee (NOICC) had developed such a curriculum. However, it required 120 hours to complete. This was more time than feasible while staff members were providing continuous service to customers.

The University of Wisconsin-Madison's Center on Education and Work and the Division of Workforce Solutions collaborated in condensing the NOICC Career Development Facilitator curriculum. They compressed the most critical pieces into an intensive 3-day course that they could offer to all local employment and training partners. Focused on customer service and career development, the course devotes time to helping and listening skills, disability issues, and needs of special populations, such as older workers and fatherhood initiative participants. It includes training in a wide variety of career development and occupational information resources, including O\*NET and O\*NET OnLine. Students learn how to use and to judge interest inventories and assessment tools, among them the O\*NET Work Importance Locator and the O\*NET Interest Profiler.

## **Customer Satisfaction Assessment**

As mentioned earlier, the internet system of labor market information delivery is a built-in customer satisfaction feedback mechanism. Customers unsatisfied with the data they're receiving or accessing, immediately communicate their dissatisfaction. And if they have suggestions on how they would like to see the data, they will offer those suggestions. There is a built-in unanimity that encourage open and up-front communications between customer and service deliverers.

In addition to the "contact us" feature, which customers use, the Department of Workforce Development has purchased and initiated the ARROW E-Mail system that communicates with users of the labor market information website.

The Research and Statistics Section of the BWI will continue to query users on Customer Satisfaction Surveys. This Section's primary focus is customer research. The types of surveys conducted are quite diverse. These surveys include but are not limited to: Job Net users, Job Center/Job Seekers, and W-2 Participants surveys. These surveys are conducted by mail and by phone in a variety of languages.

The placement of analysts/economists in the various Job Centers is a very good link to customers – businesses, individuals and workforce development staff members - and gives customers a sounding board to the effectiveness

and value of the information available. Our experience has shown that nothing is better than a live performance or a person-to-person discussion to find whether customers have received satisfactory service. We will continue to utilize the “dialogue committee for employment statistics”, i.e. the Employment Statistics Guidance Team to assist in the design of labor market information.