



Council on Workforce Investment 2022 – 2026 Strategic Plan

Becky Kikkert and Patrick Lonergan | July 20, 2022

WWDA Strategic Planning Meeting

CWI Strategic Planning Process



CWI Strategic Planning Process

- CWI initiated the process to develop the 2022 – 2026 Strategic Plan early 2021
- Researched models of high-performing State Workforce Boards' Strategic Plans KGED2
- Coordinated with engaged stakeholders (i.e., other state agencies, educational institutions, etc.) to evaluate the efforts and accomplishments that had been made related to the 2018 – 2022 Strategic Plan KGED1



Slide 3

KGED1 e.g.,
Kim, Grace E - DWD, 7/12/2022

KGED2 no need to capitalize
Kim, Grace E - DWD, 7/12/2022

National Governors' Association

Enlisted the expertise of staff from the National Governors' Association to:

- Share best practices of innovative State Workforce Development Boards KGED3
- Offer insight on developments happening at the federal level
- Help facilitate the discussion among CWI members to support the development of a high-performing strategic plan



Slide 4

KGED3 no need to cap
Kim, Grace E - DWD, 7/12/2022

Business Climate Survey

Conducted a Business Climate Survey

- Surveyed employers throughout Wisconsin
- Gathered information about the needs and constraints facing Wisconsin businesses
- Received Wisconsin businesses' input for potential recommendations of solutions to the challenges
- Over 2,500 businesses throughout the state responded to the survey



Business Climate Survey (cont.)

Business Climate Survey Identified Key Challenges

- Labor shortage
- Need for skilled workers
- Need for reliable workers (e.g., soft/essential skills)
- Lack of awareness of workforce services/programs
 - Resulting in a hesitancy to utilize available workers from underutilized populations (e.g., justice-involved, individuals' w/ disabilities, etc.)
- Lack of childcare and transportation



Planning Process

All of these were preliminary steps leading to a 2-day CWI Strategic Planning Retreat

- CWI members were joined by various partners and program experts
- Discussed the workforce challenges and needs facing the state
- Established the goals and objectives for the 2022 – 2026 CWI Strategic Plan to address those challenges/needs



2022-2026 CWI Strategic Plan: Focus Areas



Focus Areas



Focus Area #1: Education

Reinvigorate Wisconsin's culture and value of education and innovation to fuel ideas, businesses, people, and the next generation for future economic well-being and ensure that individuals from all backgrounds have access to the education, training, and support they need to achieve their full potential.



Focus Area #2: Employers

Engage all employers to drive, build, and utilize Wisconsin's workforce development system.



Focus Area #3: Workforce

Increase Wisconsin's workforce participation by promoting infrastructure to improve access to job opportunities, incentivize workforce participation, and by improving the sustainability of work for individuals and families.



Focus Area #4: Organization & Resource Alignment

Advocate for resource alignment to maximize our return on investment and use data for continuous improvement of the workforce system.



Focus Area #1: Education



Education



Objective 1A: Early Childhood Education: Support the initiatives presented by DPI and DCF in the Preschool Development Grant Birth to 5 Statewide Strategic Plan to ensure that by 2023 all Wisconsin families will have access to high-quality, affordable, local early care and educational opportunities.

Objective 1B(i): Career Pathways: Increase career exploration opportunities while students are in K-12 and provide all students the opportunity to participate in dual enrollment, earn a certificate/credential, or participate in work-based learning prior to high school graduation with emphasis on credentials where dual secondary and post-secondary academic credit is awarded.

Objective 1B(ii) Career Pathways – Adults: Expand opportunities for adults from all populations to earn a certificate/credential, participate in work-based learning, and access other career pathway possibilities that allow fair and equitable access to meaningful, family-sustaining employment.

Objective 1C: Entrepreneurship: Include or strengthen entrepreneurship as an outcome within workforce development and educational planning/programming.



Education



Objective 1A: Early Childhood Education:

Support the initiatives presented by DPI and DCF in the Preschool Development Grant Birth to 5 Statewide Strategic Plan to ensure that by 2023 all Wisconsin families will have access to high-quality, affordable, local early care and educational opportunities.

- Employers invest in improving access to early childhood care and education
- Successful implementation of the initiatives included in the DPI/DCF Birth to 5 Statewide Strategic Plan
- More funding invested for improving access to early childhood care and education
- Expanded apprenticeship opportunities for early care education



Education



Objective 1A: Early Childhood Education:

Support the initiatives presented by DPI and DCF in the Preschool Development Grant Birth to 5 Statewide Strategic Plan to ensure that by 2023 all Wisconsin families will have access to high-quality, affordable, local early care and educational opportunities.

- Childcare centers that offer nontraditional models are available and accessible throughout the state
- Early Childhood Educator Apprenticeship Program is offered at all schools in the Wisconsin Technical College System.
- Help businesses and communities address childcare challenges through Project Growth's Partner Up! and Dream Up! grant programs.
- Ongoing monitoring, advocacy, and research to increase awareness, enrollment, and retention in WTCS ECE programs



Education



Objective 1B(i): Career

Pathways: Increase career exploration opportunities while students are in K-12 and provide all students the opportunity to participate in dual enrollment, earn a certificate/credential, or participate in work-based learning prior to high school graduation with emphasis on credentials where dual secondary and post-secondary academic credit is awarded.

- School districts will fully implement ACP so that all 8th and 12th graders have an academic and career plan upon middle school and high school graduation
- Increase the number/percentage of individual high schools in the state that provide students access to at least one Regional Career Pathway
- Increase the percentage of high school students that participate in work-based learning
- Increase the percentage of high school students that participate in a dual enrollment course
- Increase the percentage of high school students earned an industry-recognized credential



Education



Objective 1B(i): Career Pathways: Increase career exploration opportunities while students are in K-12 and provide all students the opportunity to participate in dual enrollment, earn a certificate/credential, or participate in work-based learning prior to high school graduation with emphasis on credentials where dual secondary and post-secondary academic credit is awarded.

- Additional funding for ACP, ECCP, and Career Navigators
- Expand integrated education and training across all of Wisconsin and increase participation in career pathway programs
- Expand participation and access for justice-involved populations in career pathway programs
- Increase the percentage of high school students that are CTE Concentrators



Education



Objective 1B(ii): Career Pathways – Adults:

Expand opportunities for adults from all populations to earn a certificate / credential, participate in work-based learning, and access other career pathway possibilities that allow fair and equitable access to meaningful, family-sustaining employment.

- Ongoing monitoring and research to increase awareness in support of gap mitigation for identifiable barriers
- Wisconsin Nontraditional Occupations (NTO) concentration level at or above the national labor market metric
- Improvements in inter-state license transfers
- Increase the state's postsecondary attainment rate to 60% by 2027
- Expand Integrated Education & Training (IET) throughout the state and increase participation in career pathways programs
- Increase participation and improved access to career pathways programs for justice-involved individuals



Education



Objective 1C:

Entrepreneurship:

Include or strengthen entrepreneurship as an outcome within workforce development and educational planning/programming.

- Create a statewide cooperative of entrepreneurs that will share resources and information on entrepreneurship with those interested in becoming entrepreneurs
- Create an entrepreneurship mentorship program to encourage individuals to become entrepreneurs
- Increase in number of closed successful cases, where the person has chosen an employment outcome that resulted in entrepreneur as their preferred career
- Explore pursuing federal waivers to expand the amount of money local Workforce Development Boards are allowed to provide for entrepreneur training and develop recommendations based on what is discovered



Focus Area #2: Employers



Employers



Objective 2A: Increase the number of employers that offer work-based learning experiences and lifelong training for all youth and adults.

Objective 2B: Support employers' efforts to attract, hire and retain employees from all populations.

Objective 2C: Expand opportunities for employers to provide input regarding their current and future workforce needs and requirements (e.g., specific skills, credentials, people, resources) to the workforce development system.

Objective 2D: Improve employer awareness and utilization of the workforce development system.



Employers



Objective 2A:

Increase the number of employers that offer work-based learning experiences and lifelong training for all youth and adults.

- Reduce burden on employers to participate in apprenticeship programs
- Identify enhancements and associated funding sources for Wisconsin's apprenticeship programs and develop a proposal to present to the WI Apprenticeship Advisory Council for consideration (2-year benchmark)
- Increase participation in the YA and RA programs beyond the currently projected trajectory



Employers



Objective 2A:

Increase the number of employers that offer work-based learning experiences and lifelong training for all youth and adults.

- Collaborate with the WI Apprenticeship Advisory Council to increase efficiencies in the RA program to improve employers' ROI for a RA
- Wisconsin Fast Forward training can be tied to college credit
- Increase utilization of WisConnect
- Increase in the number of credentials obtained and wage growth for WIOA participants



Employers



Objective 2B:

Support employers' efforts to attract, hire and retain employees from all populations.

- Reduction in gap between Wisconsin population and active civilian labor force
- Increase awareness and utilization of the Workforce Advancement Training grants
- Expand Credit for Prior Learning (CPL) and similar student services/programs for veterans at higher education institutions
- Increase employer utilization of the Fidelity Bonding Program and the Work Opportunity Tax Credit
- Develop ad hoc committees to focus on creating recommendations for childcare and transportation needs



Employers



Objective 2C: Expand opportunities for employers to provide input regarding their current and future workforce needs and requirements to the workforce development system.

- Employer input influences the training programs that are delivered throughout the state
- Improve collaboration between specific task forces, commissions, groups, etc. to coordinate and align services
- Engage key stakeholders/leaders from various state agencies, task forces, commissions, etc. to regularly participate in CWI meeting to foster ongoing communication with the employer community regarding workforce concerns and priorities
- Establish sector partnerships and identify regional sector champions to be a relationship builder and connector for the business community



Employers



Objective 2D: Improve employer awareness and utilization of the workforce development system.

- Secure legislative funding for an awareness/outreach campaign that's success is measured by hits/engagement in social media posts, advertisements, etc.
- Receive grant funding for additional outreach services
- Increase the Market Penetration Rate for DCF services (i.e., W-2 programs)



Employers



Objective 2D: Improve employer awareness and utilization of the workforce development system.

- Increase participation in TANF transitional job programs (including transform Milwaukee Jobs)
- Improve the Employer Penetration Rate and the Repeat Business Customer Rate
- Results from the business climate survey show improved awareness and utilization of the workforce development system by employers



Focus Area #3: Workforce



Workforce



Objective 3A: Strengthen collaboration and support the equity and inclusion plan to coordinate programs among public and private entities that can help historically under-represented/under-resourced individuals and families overcome barriers to employment.

Objective 3B: Incentivize workforce participation for individuals currently receiving public benefits in order to support their transition to sustainable employment.

Objective 3C: Coordinate programs serving specific populations across the agencies to promote workforce participation.

Objective 3D: Develop and promote strategies and programs for employers to attract and retain diverse talent/workforce.

Objective 3E: Develop and target strategies that increase the number of individuals who are work and career ready.

Objective 3F: Support policies that promote resilience of incumbent workers.



Workforce



Objective 3A:

Strengthen collaboration and support the equity and inclusion plan to coordinate programs among public and private entities that can help historically under-represented/under-resourced individuals and families overcome barriers to employment.

- Align efforts common across state agencies' equity and inclusion action plans to make practices more efficient and consistent across state government
- All state agency programs have a DEI lens through which they are evaluated for equity and inclusion
- All customer service policies are neutral and culturally competent



Workforce



Objective 3A:

Strengthen collaboration and support the equity and inclusion plan to coordinate programs among public and private entities that can help historically under-represented/under-resourced individuals and families overcome barriers to employment.

- Cultural competency trainings are implemented statewide and catalogued as resources for businesses and job seekers
- Increase the number of minority contracts in place with state agencies
- Increase the number of businesses certified as Minority-Owned Business Enterprises (MBEs) or Service-Disable Veteran-Owned (DVBs)



Workforce



Objective 3B:

Incentivize workforce participation for individuals currently receiving public benefits in order to support their transition to sustainable employment.

- Increase labor force participation rates of demographic groups with historically lower rates
- Alleviate barriers to access for childcare, transportation and housing
- Increase wage growth among WIOA Title participants
- Achievement of Economic Self-Sufficiency for WIOA Title I participants
- Create a work group/task force to discuss policy development for people to enter and remain in the workforce



Workforce



Objective 3C:

Coordinate programs serving specific populations across the agencies to promote workforce participation

- Coordination among data collection systems
 - Establish dashboards to demonstrate coordination and data collection
- Incentivize collaboration and increase accountability of partners for improved collaboration
- Improve effectiveness of co-enrollment in workforce programs
- CWI ad hoc committees develop a common understanding of the unique experiences of each priority population as it relates to the scope of the ad hoc committee



Workforce



Objective 3D:

Develop and promote strategies and programs for employers to attract and retain diverse talent/workforce

- Increase employer awareness and education of available services (including translation services), especially among smaller businesses
- Improve measures on how employers are using services and tax deductions that support diversity training
 - Increase utilization of work experience, training, OJTs, and bonding
- Increase the number of individuals receiving OJTs



Workforce



Objective 3D:

Develop and promote strategies and programs for employers to attract and retain diverse talent/workforce

- Increase the number of participants in the Wisconsin Fast Forward Program
- Increase participation in DWD's DVR programs – be on track to reach the 5-year target for the DVR career pathways grant (5-year target is 500 consumers into STEM related career pathways)
- Increase the percentage of W-2 participants recorded as having completed a vocational training while on the caseload
- Establish employer resource networks to increase worker placement and retention



Workforce



Objective 3E: Develop and target strategies that increase the number of individuals who are work and career ready

- Enhance DWD and DOC re-entry programs
 - Increase the number of re-entry participants receiving GEDs and the number of credentials earned by re-entry participants
- Develop trainings focused on improving “hard” skills and improving longevity in work participation
- Increase the number of programs with industry-validated Technical Skills Attainment (TSA)



Workforce



Objective 3E: Develop and target strategies that increase the number of individuals who are work and career ready

- Increase the percentage of the working age population in Wisconsin with a postsecondary credential
 - 60Forward – by 2027, 60% of Wisconsin's population between ages 25 and 64 will have a postsecondary credential
- Increase the number of individuals receiving credentials under WIOA Title I funds



Workforce



Objective 3F:

Support policies that promote the resilience of incumbent workers

- Improve the availability of childcare centers throughout the state
- Increase wages for childcare workers
- Address issues causing disparities in the number of women participating in the workforce
- Promote business investment in early care and education statewide
- Evaluate the outcomes from the programs under the Workforce Solutions Initiatives Grants (Workforce Innovation Grant, Worker Connection Program, Worker Advancement Initiative Grants) and potentially replicate successful programs



Focus Area #4: Organization & Resource Alignment



Organization & Resource Alignment



Objective 4A: Identify and address the organizational and structural changes necessary to improve collaboration and accountability.

Objective 4B: Continue developing a longitudinal data system and identify opportunity for collaboration and expand capacity to support evidence-based decision making.

Objective 4C: Define and create an effective state and local partner communication strategy to increase awareness of workforce services.

Objective 4D: Build a stronger, more coordinated relationship between state and local workforce partners.



Organization & Resource Alignment



Objective 4A:

Identify and address the organizational and structural changes necessary to improve collaboration and accountability.

- Benchmarks focus on collaboration and accountability:
 - Strengthened partnerships across state agencies and with community-based partners and additional stakeholders
 - Defined measurements of accountability – determined by customer satisfaction, customer outcomes, or other metrics
- Establish a standard operating procedure for referrals
- Implement a system for tracking and measuring referrals across agencies/organizations



Organization & Resource Alignment



Objective 4A:

Identify and address the organizational and structural changes necessary to improve collaboration and accountability.

- Maximize resources of agencies that are workforce development partners (e.g., SNAP, WIOA, W-2/TANF, WTCS, etc.)
- Standardized measures on collaboration and referrals between community-based organizations and state/federal programs
 - Include measures and standard operating procedures in local planning guides and MOUs for local Workforce Development Board plans



Organization & Resource Alignment



Objective 4B:

Continue developing a longitudinal data system and identify opportunity for collaboration and expand capacity to support evidence-based decision making.

- Complete sharing of data across partners
- Longitudinal data system that can track information from when people enter school and into their working life
- The CWI uses the data governance system as a tool for policy development and recommendations



Organization & Resource Alignment



Objective 4C: Define and create an effective state and local partner communication strategy to increase awareness of workforce services.

- Increase utilization of business relationships
- Deliver communications on workforce programs to partners within the workforce system for further distribution
- Measured effectiveness of the WIOA Executive Committee/Job Center Task Force rebranding efforts to businesses and job seekers
- Measured effectiveness of tailored outreach and communications
- Business climate survey results show improved awareness and utilization of the workforce development system by job seekers and businesses



Organization & Resource Alignment



Objective 4D: Build a stronger, more coordinated relationship between state and local workforce partners.

- Evaluate the outcomes from the programs under the Workforce Solutions Initiatives Grants (Workforce Innovation Grant, Worker Connection Program, Worker Advancement Initiative Grants) and highlight success stories and effective partnerships
- Additional engagement with other community leaders and business owners to promote workforce services
 - Maintain strong collaborations and shared performance accountability with traditional WIOA partners while improving collaboration with additional partners



Organization & Resource Alignment



Objective 4D: Build a stronger, more coordinated relationship between state and local workforce partners.

- Sharing of performance measures and offering trainings in a contextual format to achieve higher success
- Develop methods for the CWI to help showcase the benefits and successful outcomes from stronger, coordinated relationships



2022-2026 CWI Strategic Plan Partners

STATE OF WISCONSIN



Department of Workforce Development



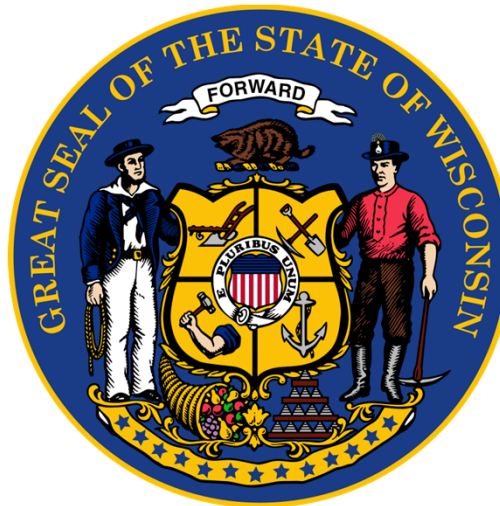
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Children and Families



DWD.WISCONSIN.GOV



Becky Kikkert

Director, Office of Special Initiatives
Division of Employment & Training
WI Department of Workforce Development
(608) 733-3890

RebeccaL.Kikkert@dwd.wisconsin.gov

Patrick Lonergan

CWI Program & Policy Analyst
Division of Employment & Training
WI Department of Workforce Development
(608) 405-4279

Patrick.Lonergan@dwd.wisconsin.gov

