



Council on Workforce Investment Strategic Plan & Business Climate Survey

CWI Strategic Plan Retreat

August 17, 2021

Key Challenges

Key challenges raised by each work group:

- Childcare
- Transportation
- Broadband
- Digital Literacy
- Diversity and Inclusion
- Talent Attraction



KWIB Strategic Plan

WORK READY KENTUCKY: VISION AND DESIRED IMPACT

“Create a workforce development system that is value driven for employers, aligns education with industry demands, prepares Kentuckians for the future of work and drives economic development.”



#1 Employers

Goal #1: Actively engage employers to drive Kentucky's workforce development system.



#2 Education

Goal #2: Align and integrate P-12, adult education and postsecondary education to provide lifelong opportunities for Kentuckians that prepare them for the rapidly shifting realities of work in the future.



#3 Workforce Participation

Goal #3: Increase Kentucky's workforce participation by creating opportunities, incenting workforce participation, and removing employment barriers for Kentuckians.



#4 Organization and Resource Alignment

Goal #4: Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve workforce development in Kentucky.



WI 2022 – 2026 Strategic Plan Key Themes

Mission: Craft a comprehensive workforce development strategy that anticipates employer labor needs while building and strengthening Wisconsin's workforce; supports the development of a highly skilled labor force; and empowers individuals to pursue and retain good paying careers.



#1 Employers

Goal #1: Engage employers to drive Wisconsin's workforce development system.



#2 Education

Goal #2: Align and integrate P-12, adult education and postsecondary education to provide lifelong opportunities to equip Wisconsinites with skills relevant to the future of work.



#3 Workforce

Goal #3: Increase Wisconsin's workforce participation by promoting infrastructure to improve access to job opportunities, incentivizing workforce participation, and helping improve the sustainability of work for working families.



#4 Organization and Resource Alignment

Goal #4: Focus resources on the most effective initiatives and improve the return on our workforce investment, utilizing data to constantly improve our understanding of the impact of workforce development initiatives.



Strategic Plan Expectations

- **Sets a common strategic direction** with an urgent call to action to guide workforce development activities across Wisconsin;
- **Prioritizes actions** that are attainable and measurable through the application of performance metrics;
- **Increases and improves communication and collaboration** among employers, education and training providers, regional workforce boards and areas, and state and local government organizations; and
- **Identifies challenges and opportunities** to improve the workforce system through an increase in workforce participation and retention, attainment of wages that promote self-sufficiency, and the provision of high-quality, accessible, and effective workforce training programs targeted to areas of growth within Wisconsin.



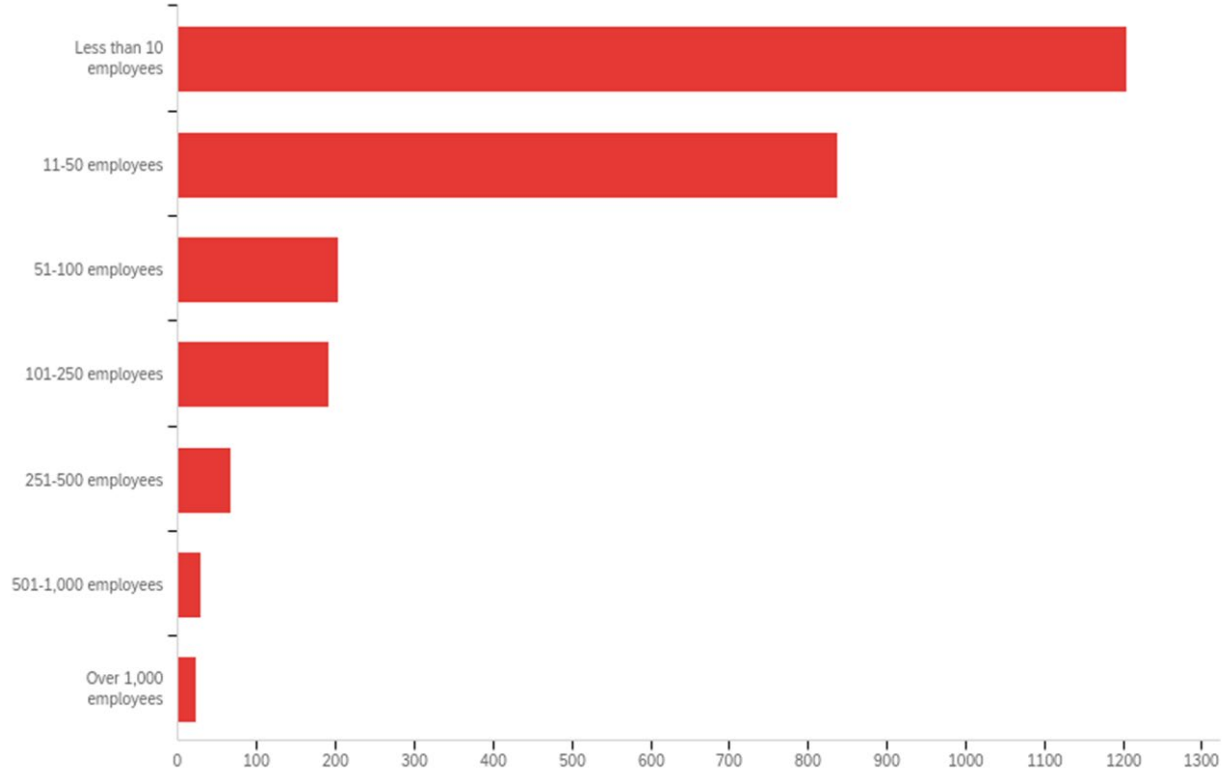
CWI Business Climate Survey

Conducted Business Survey July 2021

- Surveyed employers throughout Wisconsin
- Gathered information about the needs and constraints facing Wisconsin businesses
- Receive Wisconsin business input for potential recommendations for solutions facing them
- Over 2,500 businesses throughout Wisconsin responded to the survey



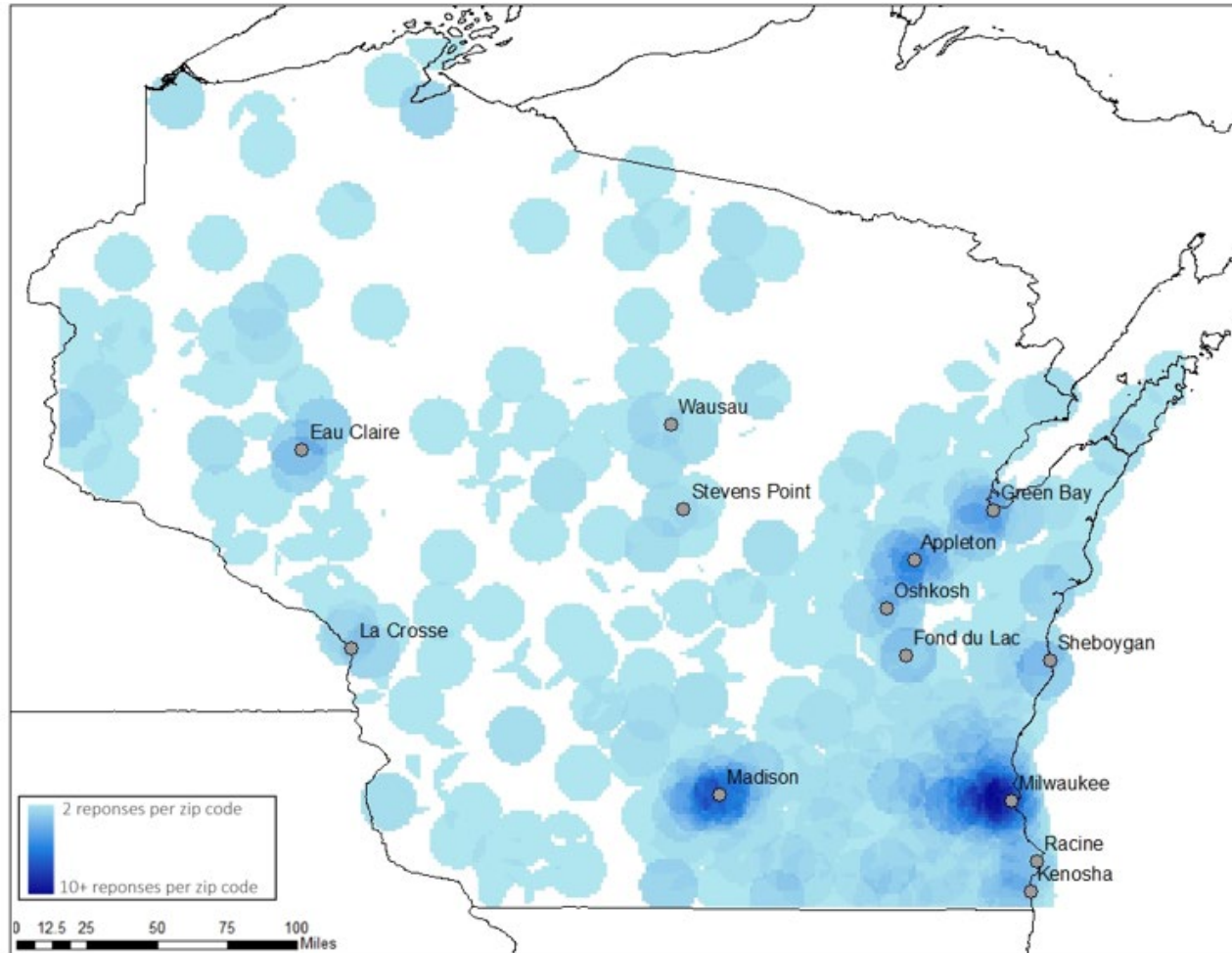
Respondent Characteristics - Size



Number of Employees	
≤ 10 employees	47%
11-50 employees	33%
51-100 employees	8%
101-250 employees	7%
251-500 employees	3%
501-1,000 employees	1%
> 1,000 employees	1%
*Totals may not add to 100% due to rounding	



Respondent Characteristics - Location

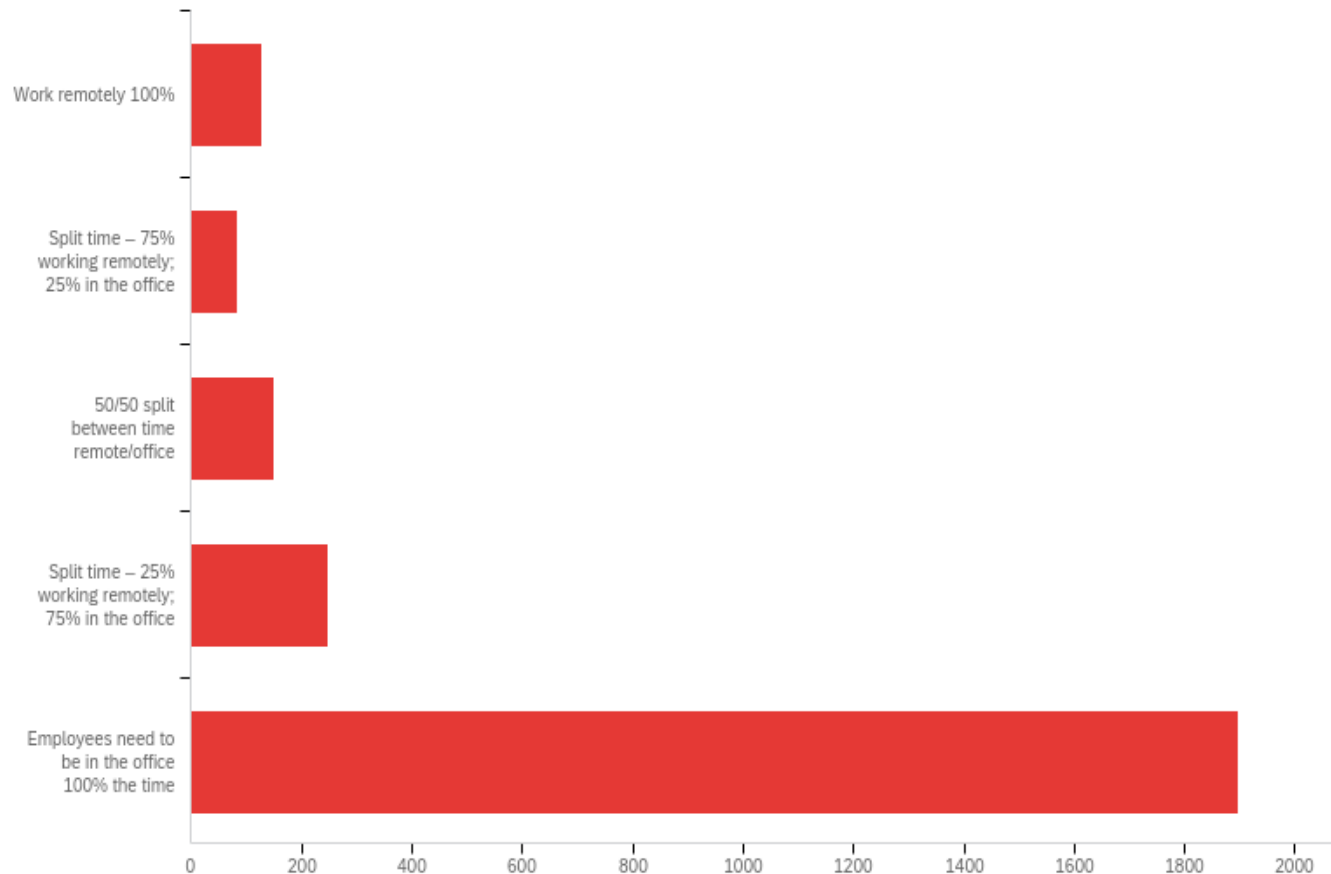


Respondent Characteristics - Industry

Answer	%
7225 Restaurants and Other Eating Places	5.01%
5412 Accounting, Tax Preparation, Bookkeeping, and Payroll Services	3.58%
6244 Child Day Care Services	3.32%
2389 Other Specialty Trade Contractors	3.11%
2361 Residential Building Construction	2.61%
8111 Automotive Repair and Maintenance	2.02%
6213 Offices of Other Health Practitioners	1.94%
5242 Agencies, Brokerages, and Other Insurance Related Activities	1.77%
6111 Elementary and Secondary Schools	1.77%
5419 Other Professional, Scientific, and Technical Services	1.68%
6233 Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	1.52%
8121 Personal Care Services	1.47%
6216 Home Health Care Services	1.39%
5416 Management, Scientific, and Technical Consulting Services	1.30%
4841 General Freight Trucking	1.22%
5415 Computer Systems Design and Related Services	1.22%
2362 Nonresidential Building Construction	1.18%
3399 Other Miscellaneous Manufacturing	1.18%
5413 Architectural, Engineering, and Related Services	1.14%
7224 Drinking Places (Alcoholic Beverages)	1.14%
3312 Steel Product Manufacturing from Purchased Steel	1.09%
4471 Gasoline Stations	1.09%
4539 Other Miscellaneous Store Retailers	1.09%
7211 Traveler Accommodation	1.09%
9211 Executive, Legislative, and Other General Government Support	1.09%
3261 Plastics Product Manufacturing	1.05%
5617 Services to Buildings and Dwellings	1.05%



Respondent Characteristics – Remote Work

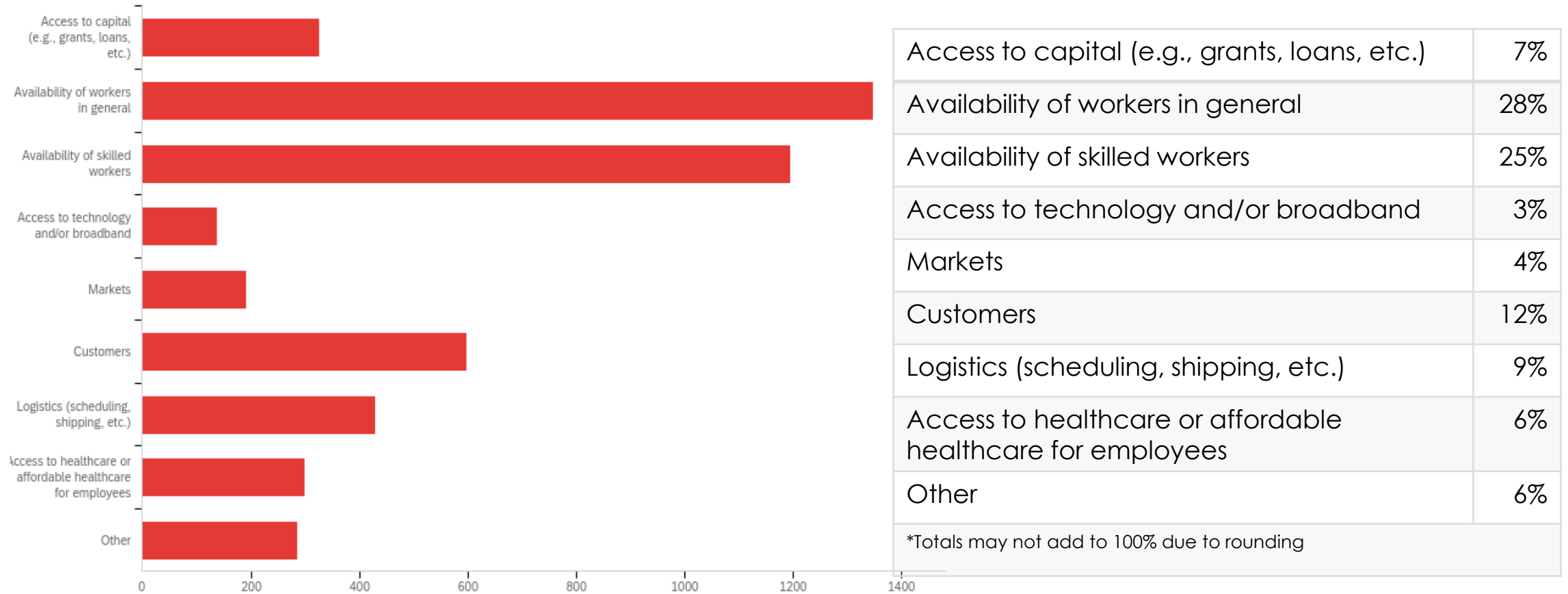


Practices Related to Remote Work	
Work remotely 100%	5%
Split time – 75% working remotely; 25% in the office	3%
50/50 split between time remote/office	6%
Split time – 25% working remotely; 75% in the office	10%
Employees need to be in the office 100% the time	76%
*Totals may not add to 100% due to rounding	



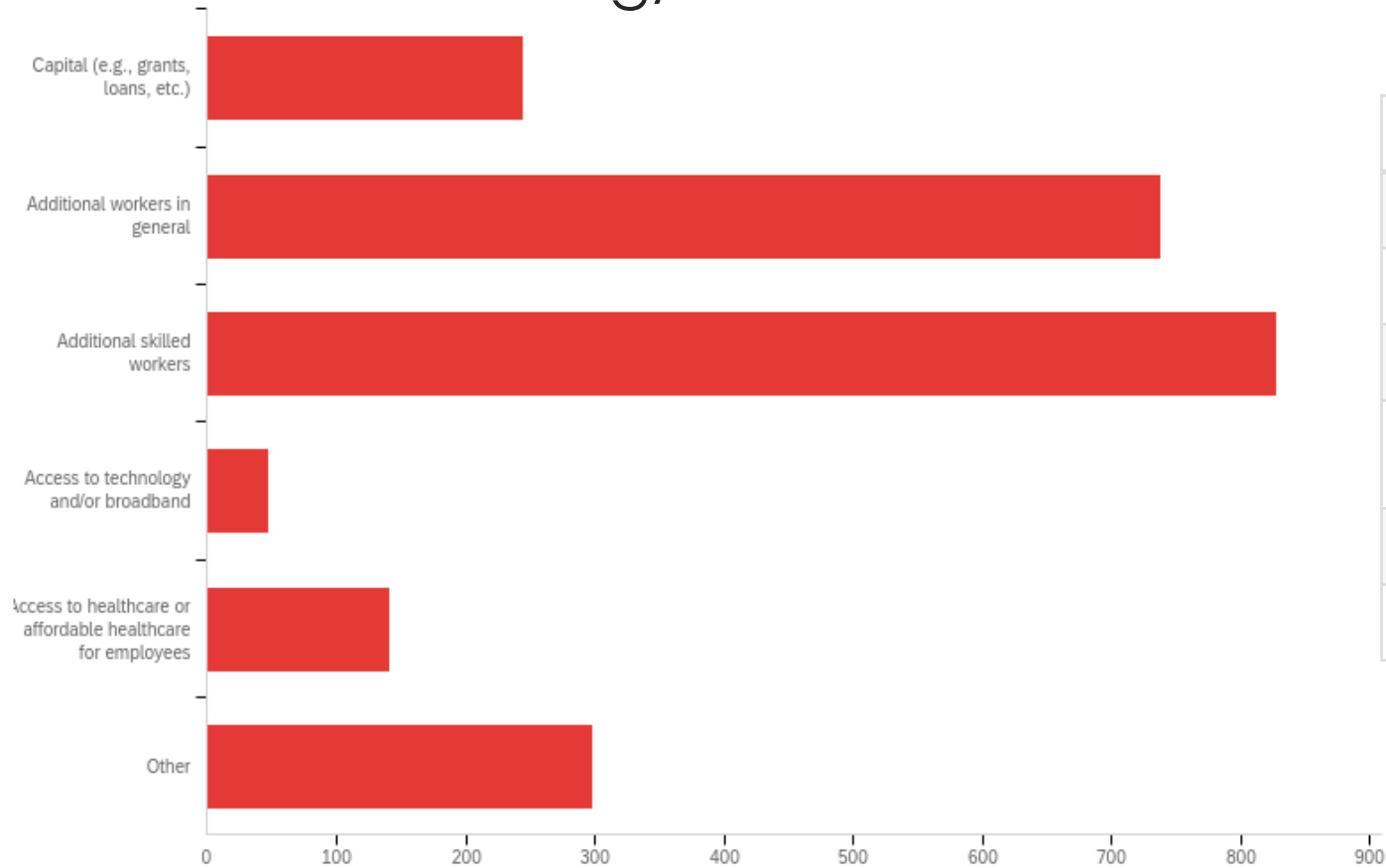
Resource Constraints & Business Needs

Critical Business Resource Constraints: Over the Last Year



Resource Constraints & Business Needs

Most Pressing/Immediate Needs for Business to Succeed

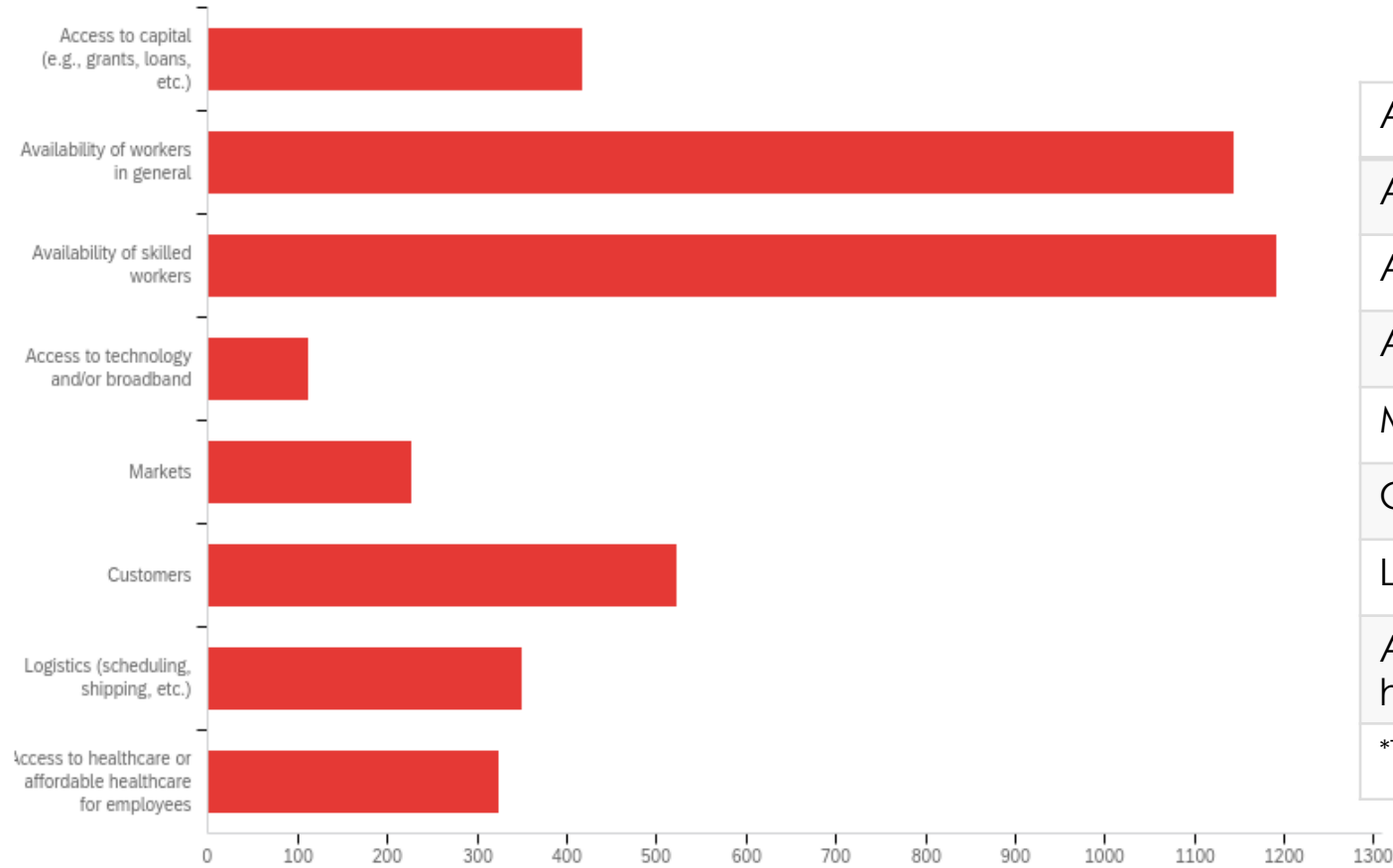


Capital (e.g., grants, loans, etc.)	11%
Additional workers in general	32%
Additional skilled workers	36%
Access to technology and/or broadband	2%
Access to healthcare or affordable healthcare for employees	6%
Other	13%
*Totals may not add to 100% due to rounding	



Resource Constraints & Business Needs

Critical Business Resource Constraints: Over the Next Year

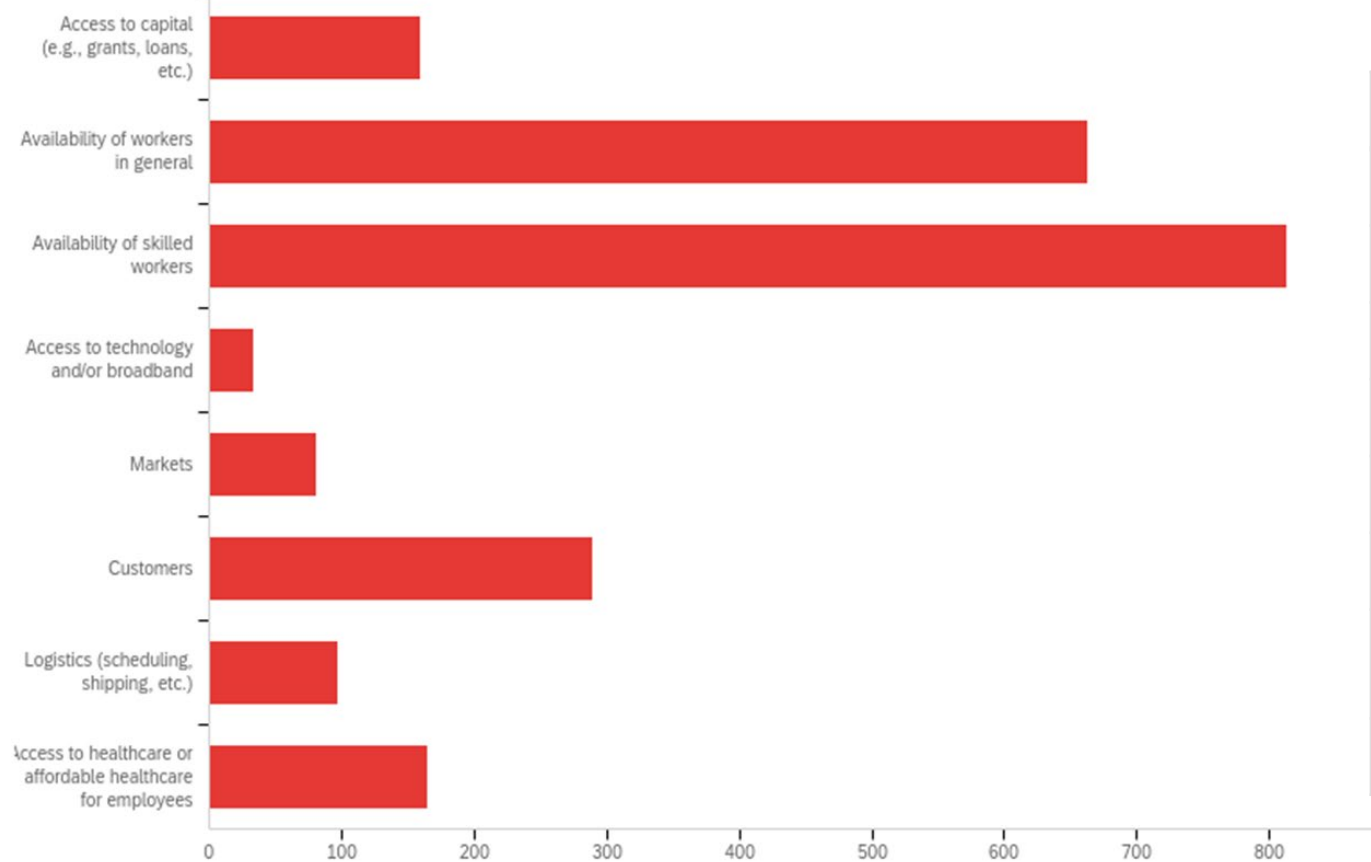


Access to capital (e.g., grants, loans, etc.)	10%
Availability of workers in general	27%
Availability of skilled workers	28%
Access to technology and/or broadband	3%
Markets	5%
Customers	12%
Logistics (scheduling, shipping, etc.)	8%
Access to healthcare or affordable healthcare for employees	8%
*Totals may not add to 100% due to rounding	



Resource Constraints & Business Needs

Critical Business Resource Constraints: Over the Next Three Years

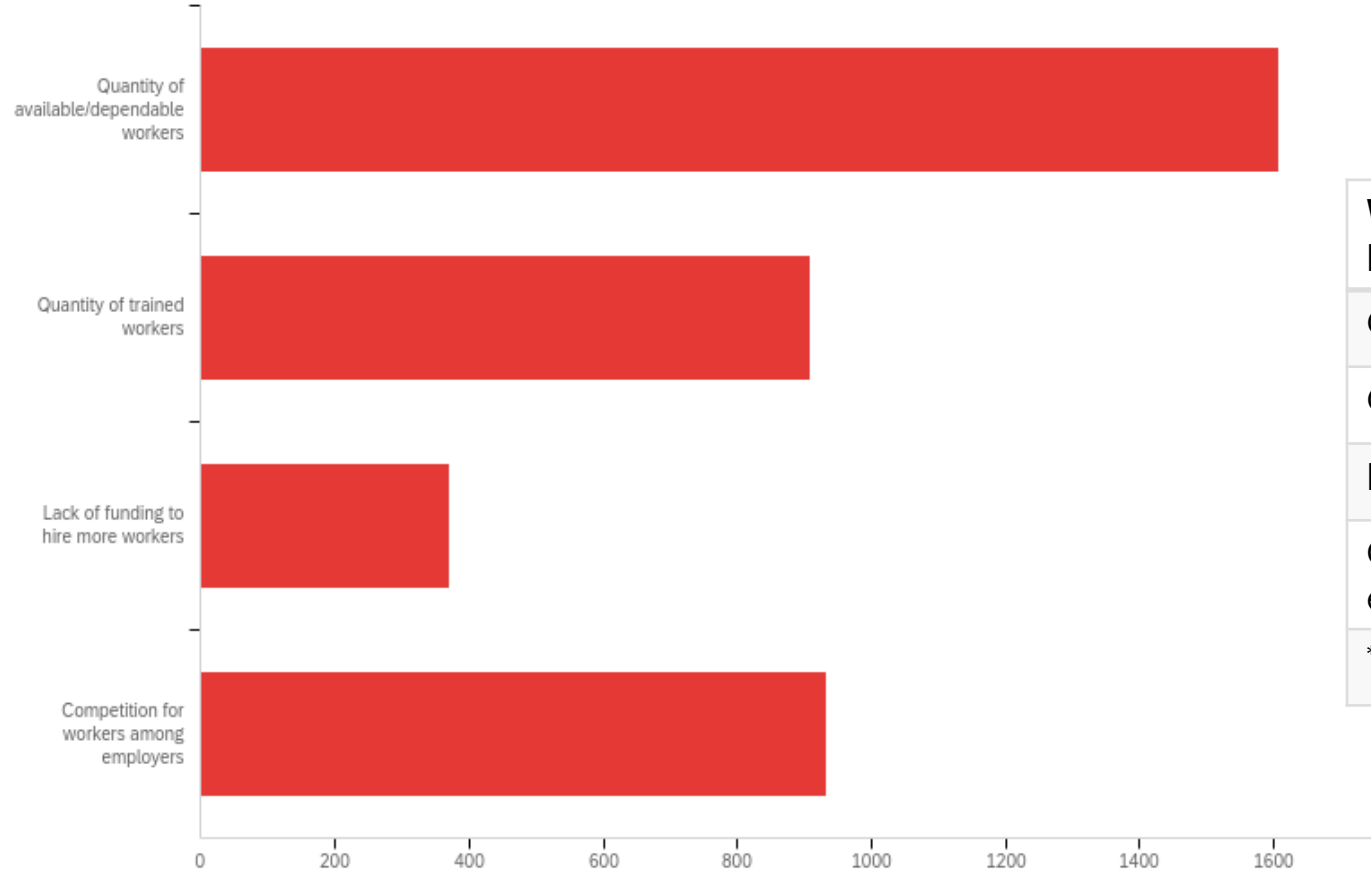


Access to capital (e.g., grants, loans, etc.)	7%
Availability of workers in general	29%
Availability of skilled workers	35%
Access to technology and/or broadband	1%
Markets	4%
Customers	13%
Logistics (scheduling, shipping, etc.)	4%
Access to healthcare or affordable healthcare for employees	7%
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Resource Constraints & Business Needs

Critical Business Resource Constraints: Challenges with Workers



What Worker Specific Challenges are Businesses Experiencing

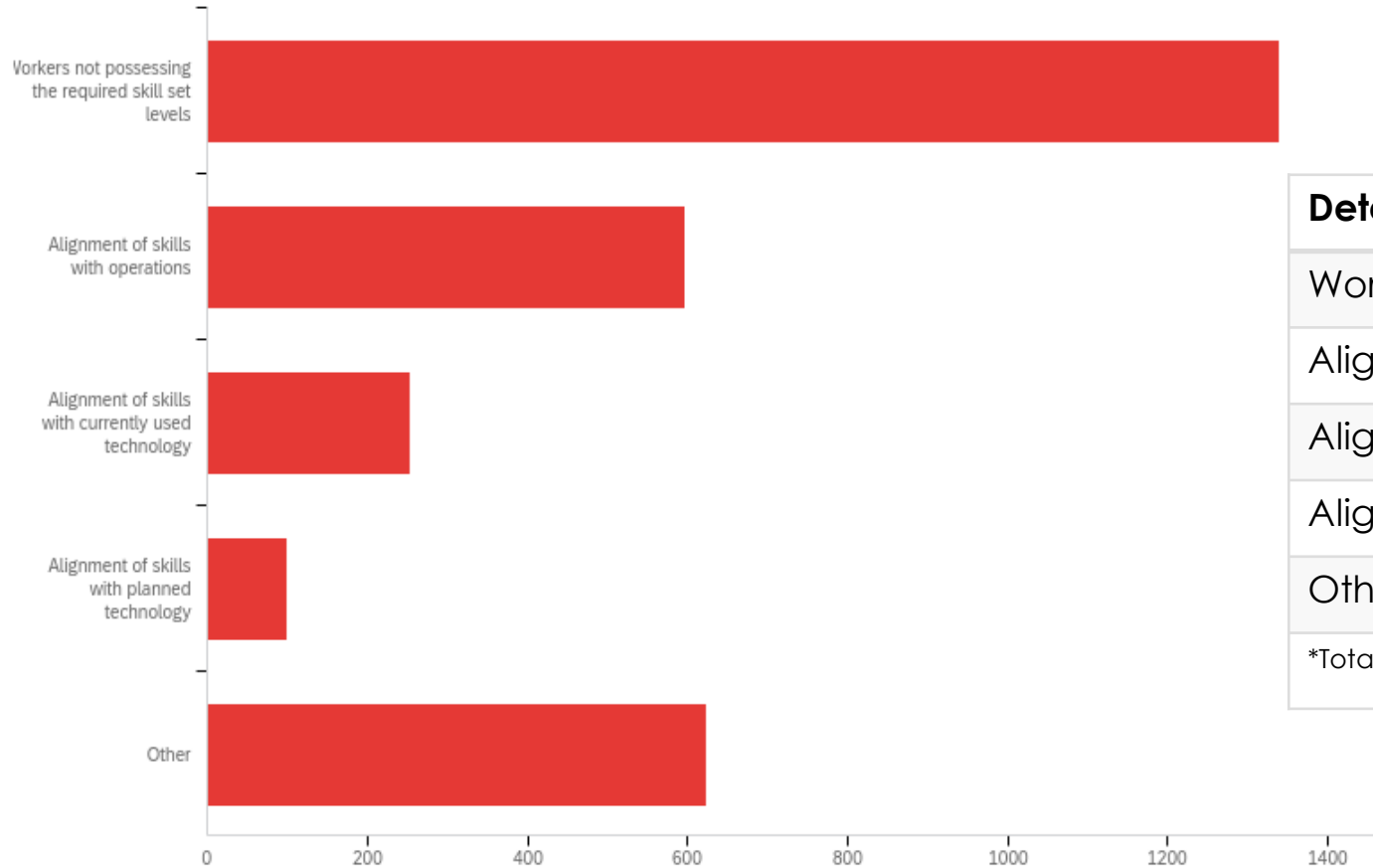
Quantity of available workers	42%
Quantity of trained workers	24%
Lack of funding to hire more workers	10%
Competition for workers among employers	24%

*Totals may not add to 100% due to rounding



Resource Constraints & Business Needs

Critical Business Resource Constraints: Worker Quality Challenges

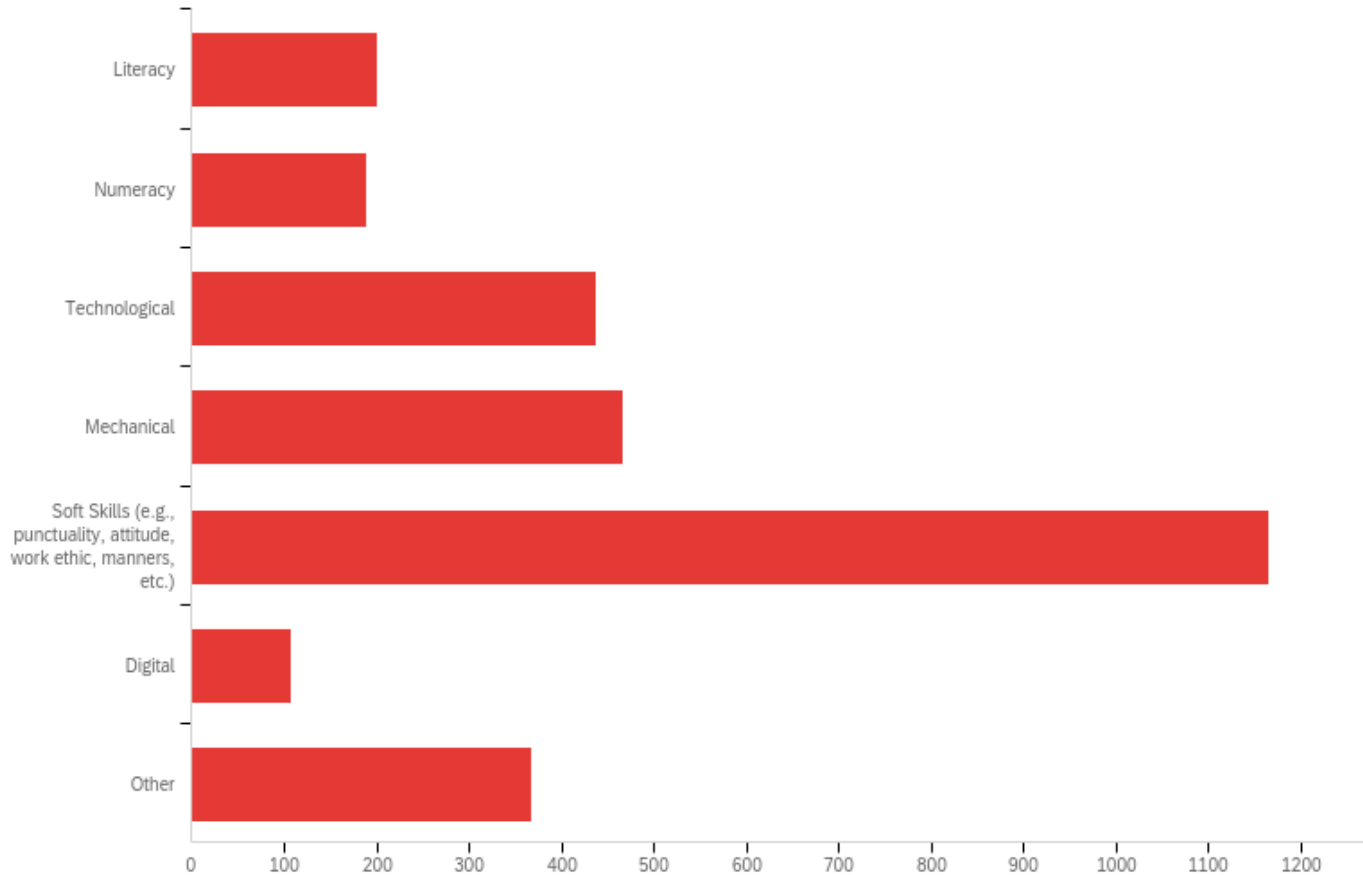


Determinants of Worker Quality Challenges	
Workers not possessing the required skill set levels	46%
Alignment of skills with operations	21%
Alignment of skills with currently used technology	9%
Alignment of skills with planned technology	3%
Other	21%
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Resource Constraints & Business Needs

Critical Business Resource Constraints: Worker Skill Set Challenges



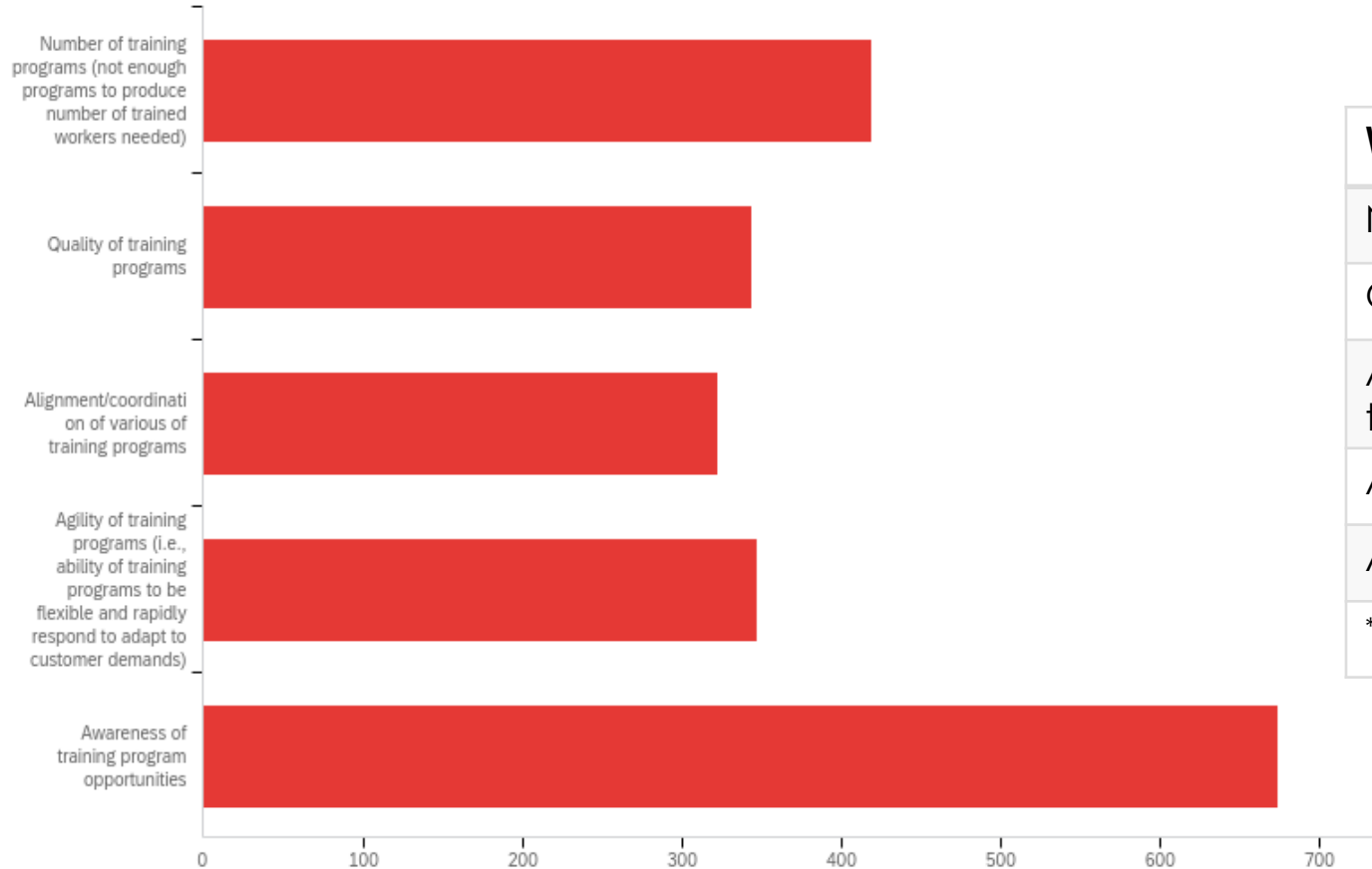
What Types of Skills are Workers Missing	
Literacy	7%
Numeracy	6%
Technological	15%
Mechanical	16%
Soft Skills	40%
Digital	4%
Other	13%

*Totals may not add to 100% due to rounding



Resource Constraints & Business Needs

Critical Business Resource Constraints: Worker Skill Set Challenges

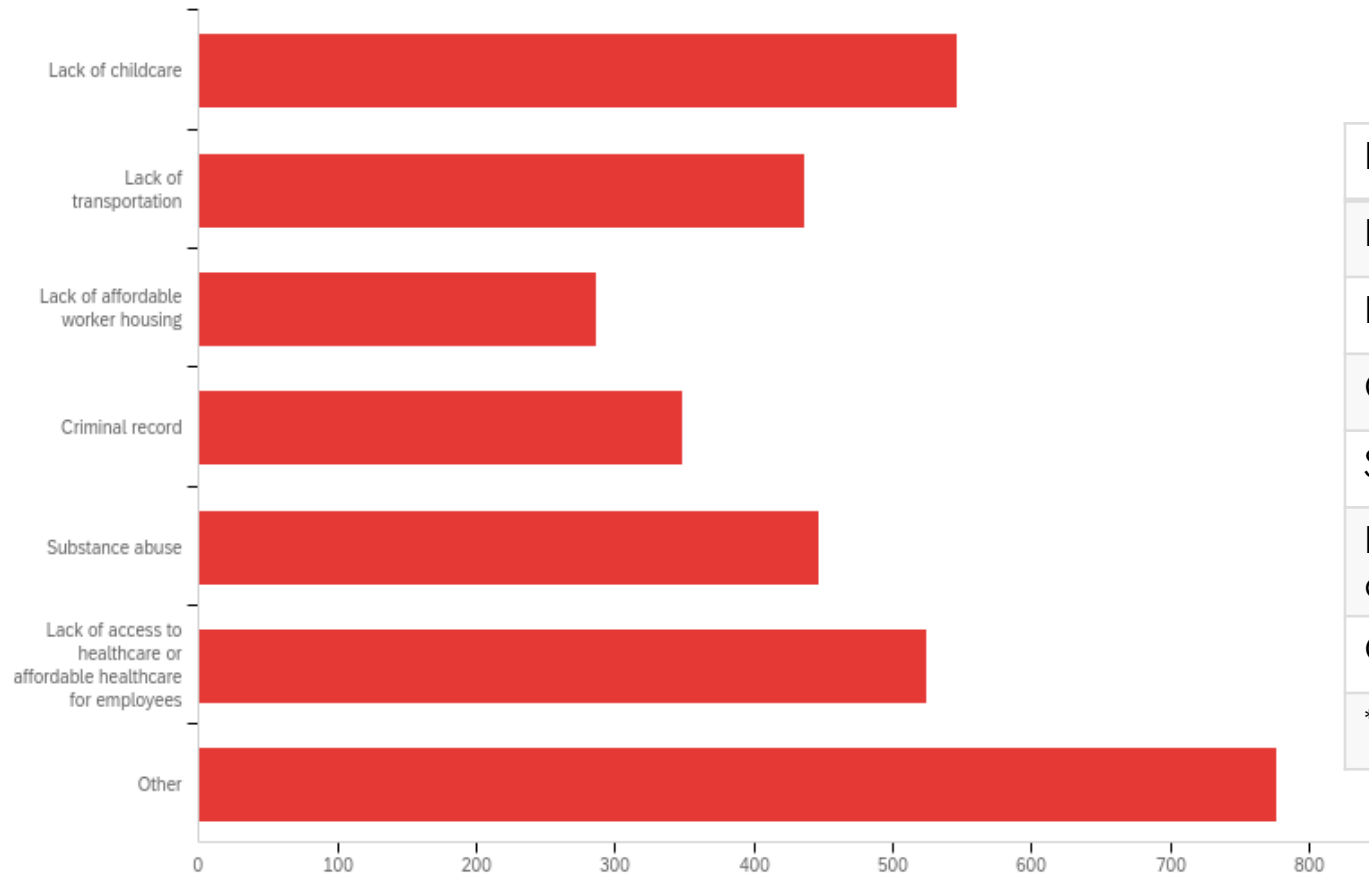


What are the Unmet Skills Training Needs	
Number of training programs	20%
Quality of training programs	17%
Alignment/coordination of various training programs	15%
Agility of training programs	17%
Awareness of training programs	32%
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Resource Constraints & Business Needs

Critical Business Resource Constraints: Other Barriers to Obtaining Workers

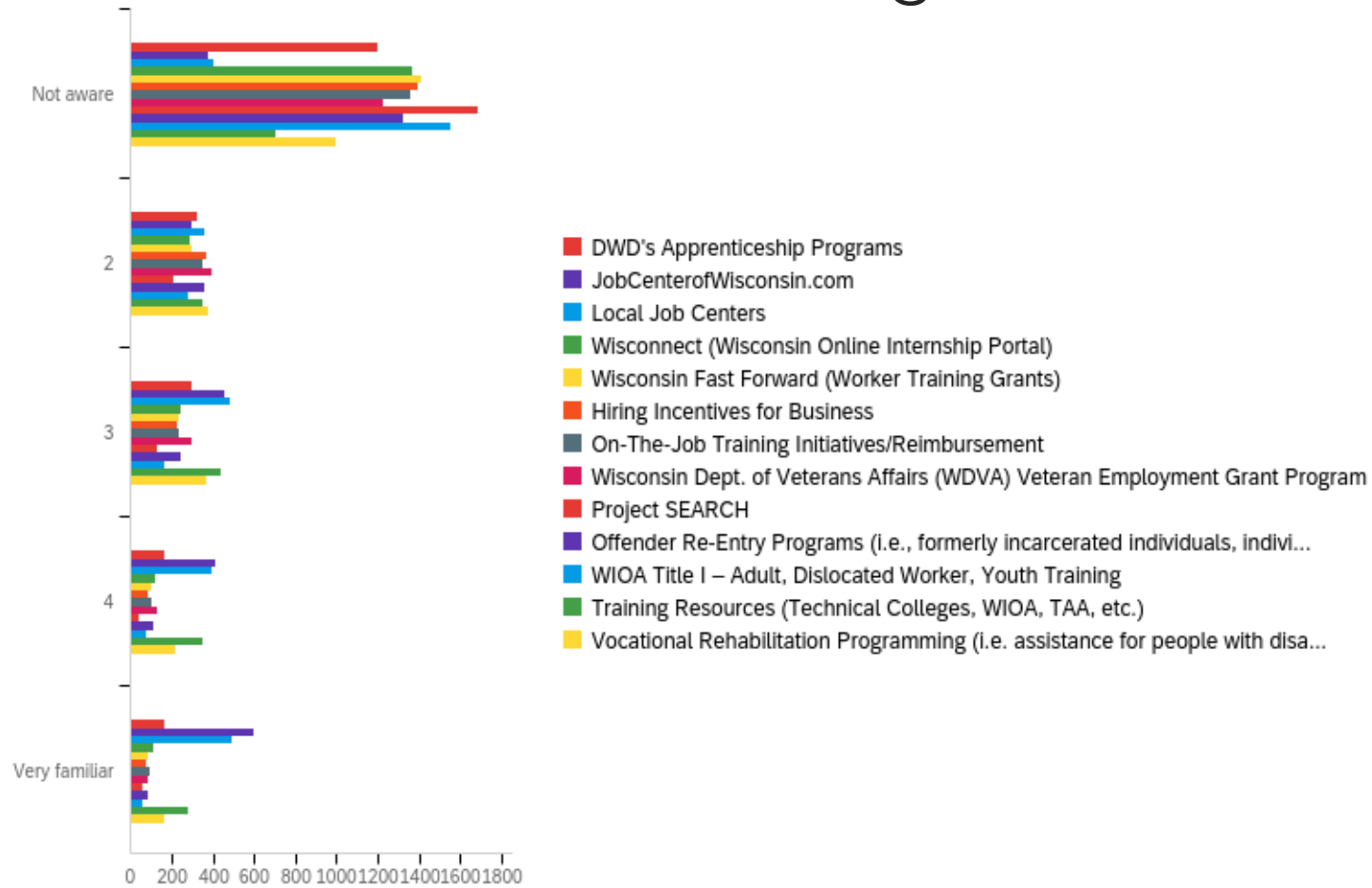


Lack of Childcare	16%
Lack of transportation	13%
Lack of affordable worker housing	9%
Criminal records	11%
Substance abuse	13%
Lack of access to healthcare or affordable healthcare for employees	16%
Other	23%
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Awareness & Utilization of Services

Awareness of Programs



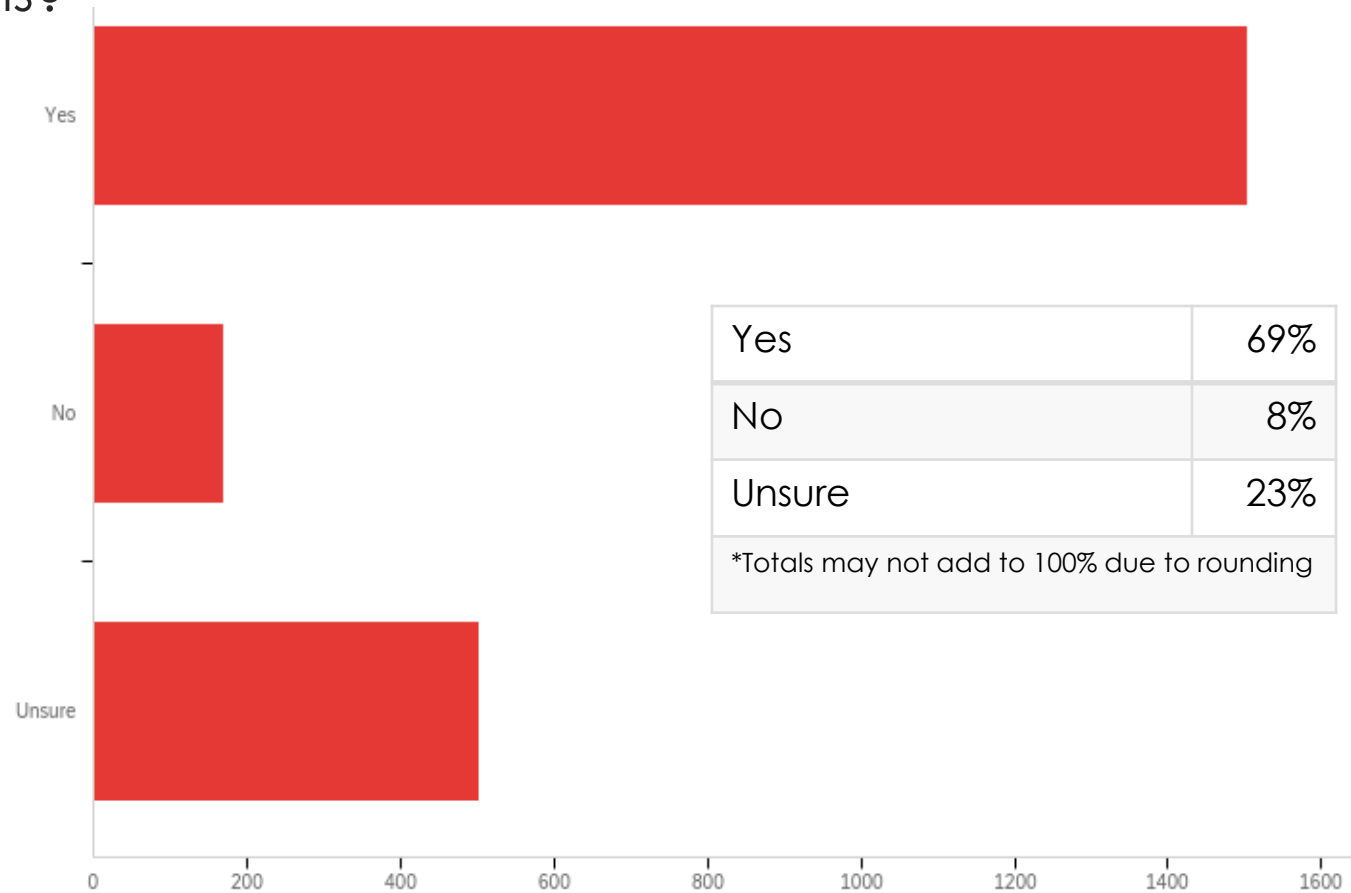
Awareness & Utilization of Services

Program	Not Aware				Very Familiar
DWD's Apprenticeship Programs	56%	15%	14%	8%	8%
JobCenterofWisconsin.com	18%	14%	21%	19%	28%
Local Job Centers	19%	17%	23%	18%	23%
Wisconnect (Wisconsin Online Internship Portal)	64%	13%	11%	6%	5%
Wisconsin Fast Forward (Worker Training Grants)	66%	14%	11%	5%	4%
Hiring Incentives for Business	65%	17%	11%	4%	3%
On-The-Job Training Initiatives/Reimbursement	64%	16%	11%	5%	4%
Wisconsin Dept. of Veterans Affairs (WDVA) Veteran Employment Grant Program	58%	19%	14%	6%	4%
Project SEARCH	80%	10%	6%	2%	3%
Offender Re-Entry Programs	63%	17%	12%	5%	4%
WIOA Title I - Adult, Dislocated Worker, Youth Training	73%	13%	8%	3%	3%
Training Resources (Technical Colleges, WIOA, TAA, etc.)	33%	17%	21%	17%	13%
Vocational Rehabilitation Programming (i.e., assistance for people with disabilities)	47%	18%	17%	10%	8%
*Totals may not add to 100% due to rounding					



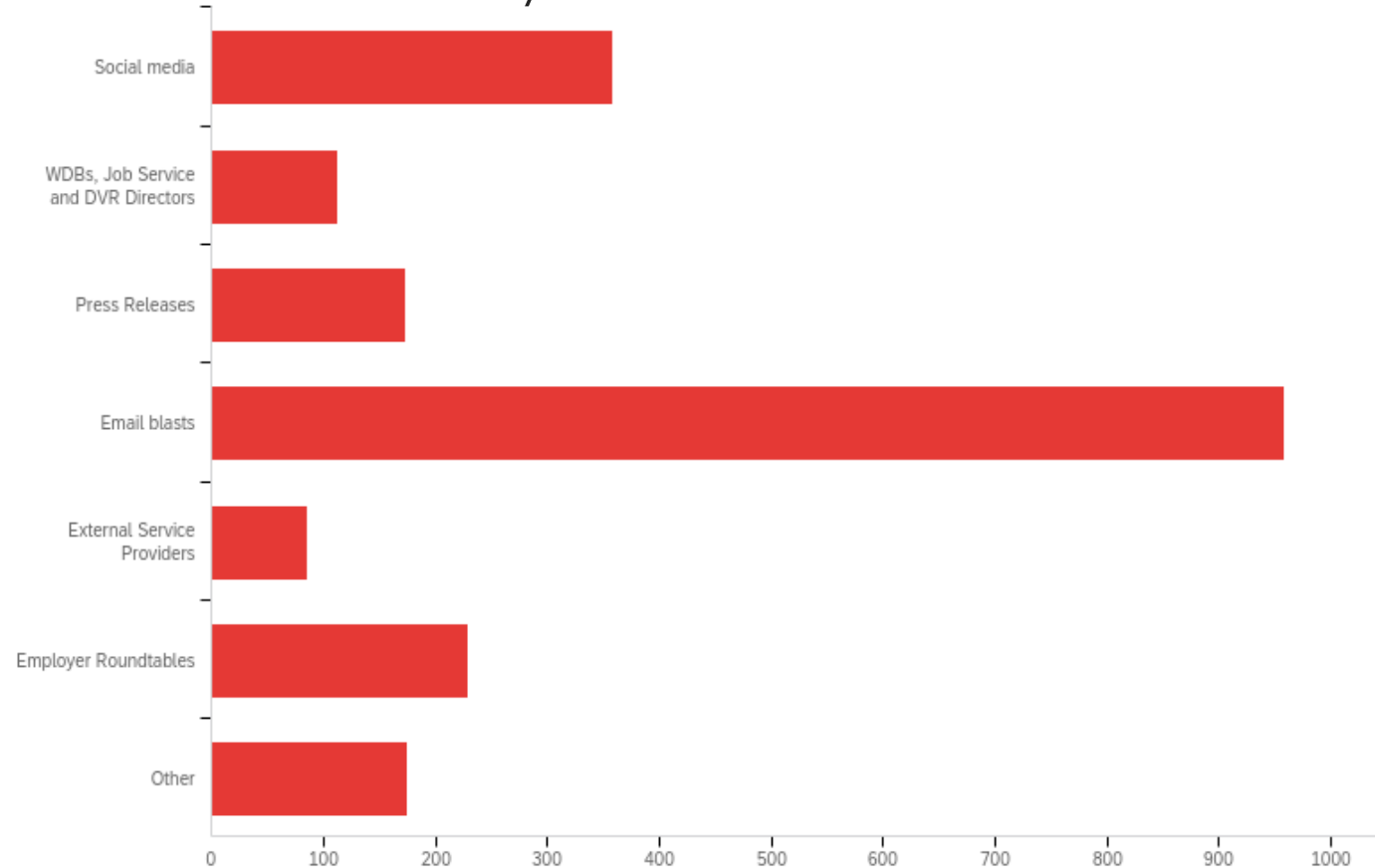
Awareness & Utilization of Services

Does more information need to be shared with the employer community on these programs?



Awareness & Utilization of Services

Suggestions for the most effective method to promote these programs to the business community:



Social media	17%
Workforce Development Board, Job Service and DVR Directors	5%
Press releases	8%
Email blasts	46%
External service providers	4%
Employer roundtables	11%
Other	8%
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Awareness & Utilization of Services

Utilization of Programs



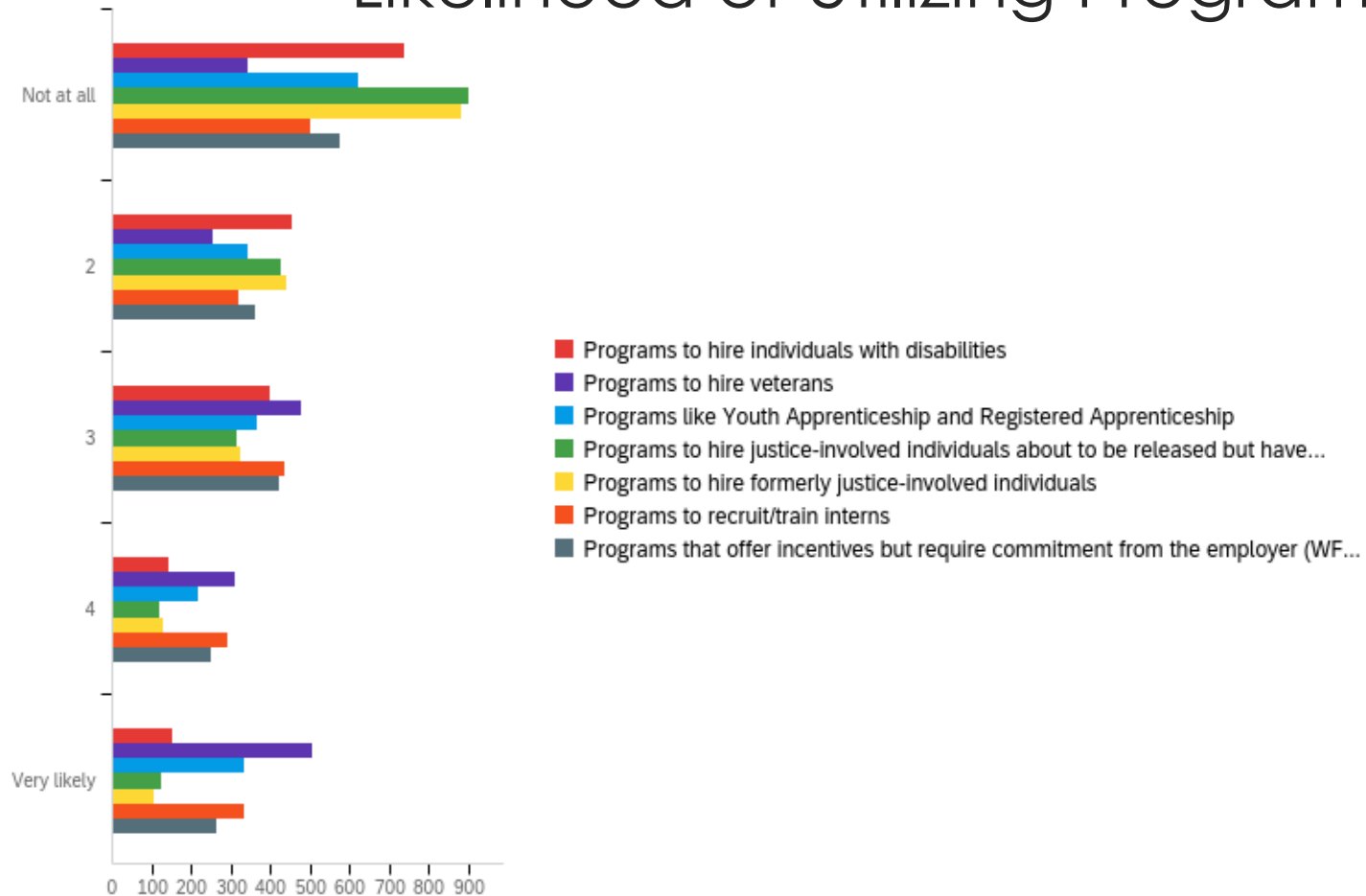
Awareness & Utilization of Services

Program	Not at All				Very Much
Programs to hire individuals with disabilities	75%	13%	7%	3%	2%
Programs to hire veterans	71%	12%	9%	5%	4%
Programs like Youth Apprenticeship and Registered Apprenticeship	74%	9%	7%	4%	6%
Programs to hire justice-involved individuals about to be released but have completed a relevant technical training/certification	85%	8%	4%	1%	1%
Programs to hire formerly justice-involved individuals	85%	8%	5%	1%	1%
Programs to recruit/train interns	68%	11%	11%	6%	4%
Programs that offer incentives but require commitment from the employer (WFF - grants to support customized training programs for skilled workers, on-the-job training incentives, etc.)	83%	9%	5%	2%	1%
*Totals may not add to 100% due to rounding					



Awareness & Utilization of Services

Likelihood of Utilizing Programs



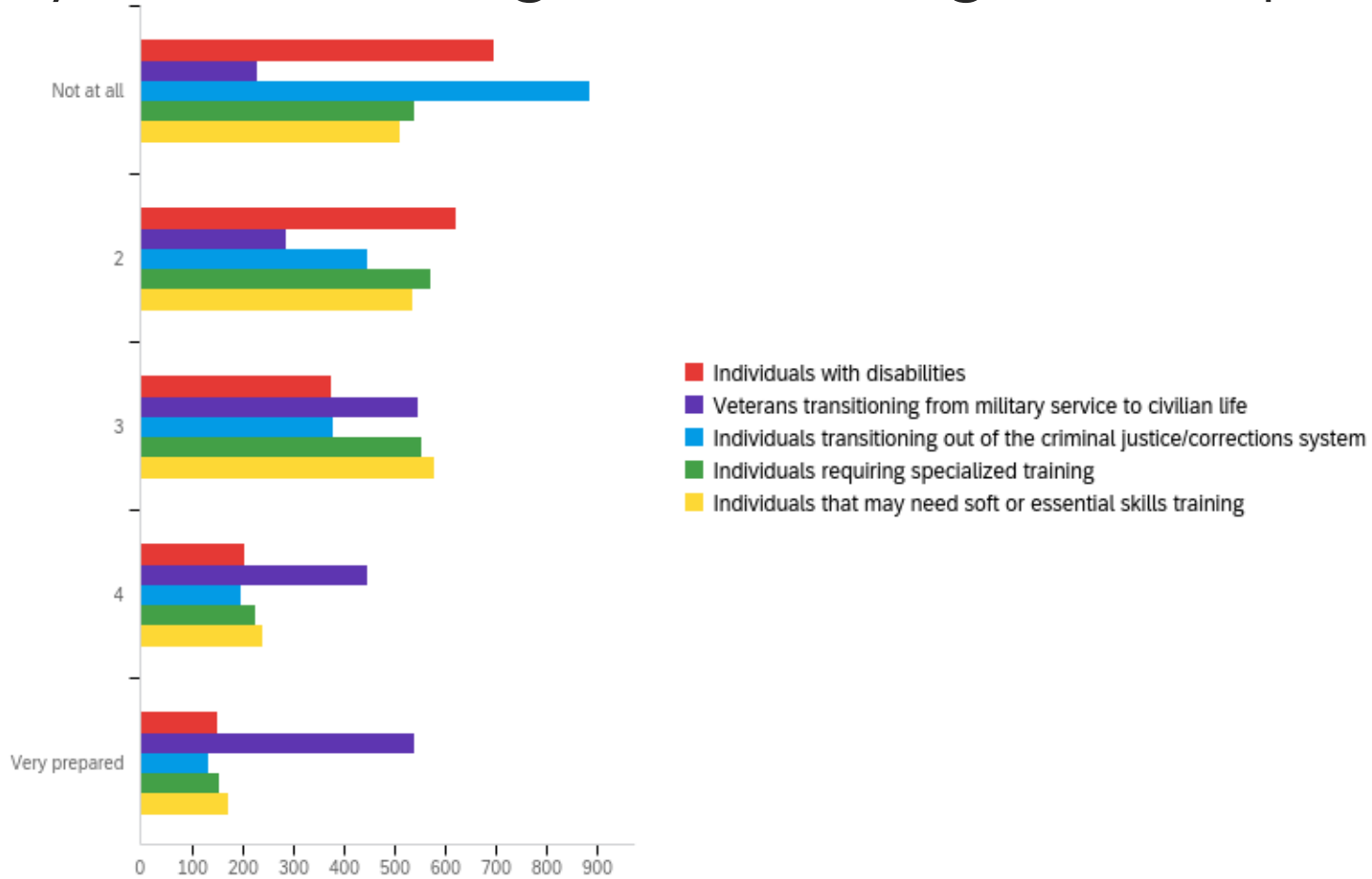
Awareness & Utilization of Services

Program	Not at All				Very Likely
Programs to hire individuals with disabilities	39%	24%	21%	7%	8%
Programs to hire veterans	18%	13%	25%	16%	27%
Programs like Youth Apprenticeship and Registered Apprenticeship	33%	18%	19%	12%	18%
Programs to hire justice-involved individuals about to be released but have completed a relevant technical training/certification	48%	23%	17%	6%	6%
Programs to hire formerly justice-involved individuals	47%	23%	17%	7%	6%
Programs to recruit/train interns	27%	17%	23%	16%	18%
Programs that offer incentives but require commitment from the employer (WFF - grants to support customized training programs for skilled workers, on-the-job training incentives, etc.)	30%	19%	22%	13%	14%
*Totals may not add to 100% due to rounding					



Awareness & Utilization of Services

Capacity to Utilize Programs for Targeted Populations



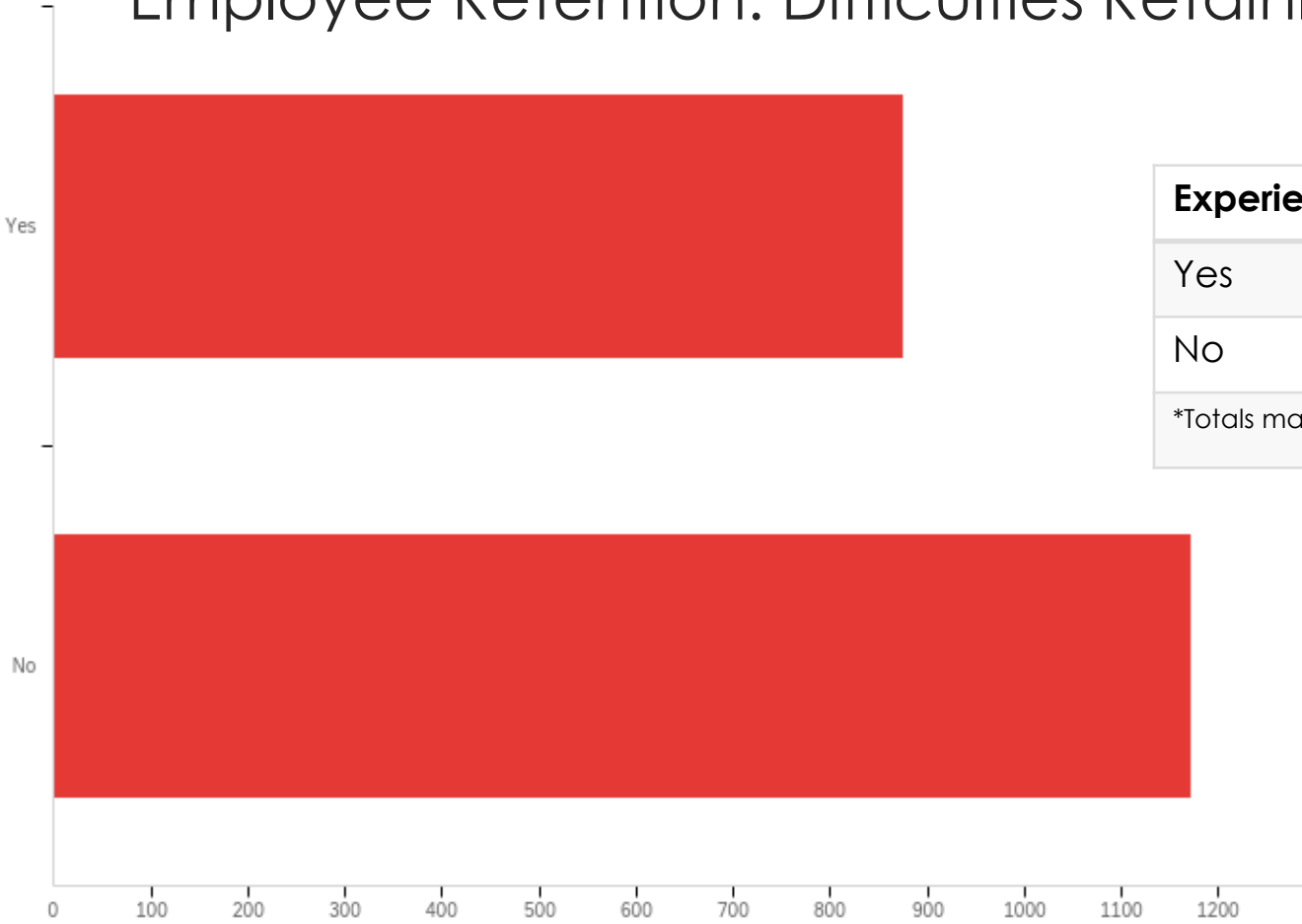
Awareness & Utilization of Services

Program	Not at All				Very Prepared
Individuals with disabilities	34%	30%	18%	10%	7%
Veterans transitioning from military service to civilian life	11%	14%	27%	22%	26%
Individuals transitioning out of the criminal justice/corrections system	43%	22%	19%	10%	7%
Individuals requiring specialized training	26%	28%	27%	11%	8%
Individuals that may need soft or essential skills training	25%	26%	28%	12%	8%
*Totals may not add to 100% due to rounding					



Recruitment, Retention & Upskilling/Training

Employee Retention: Difficulties Retaining Employees

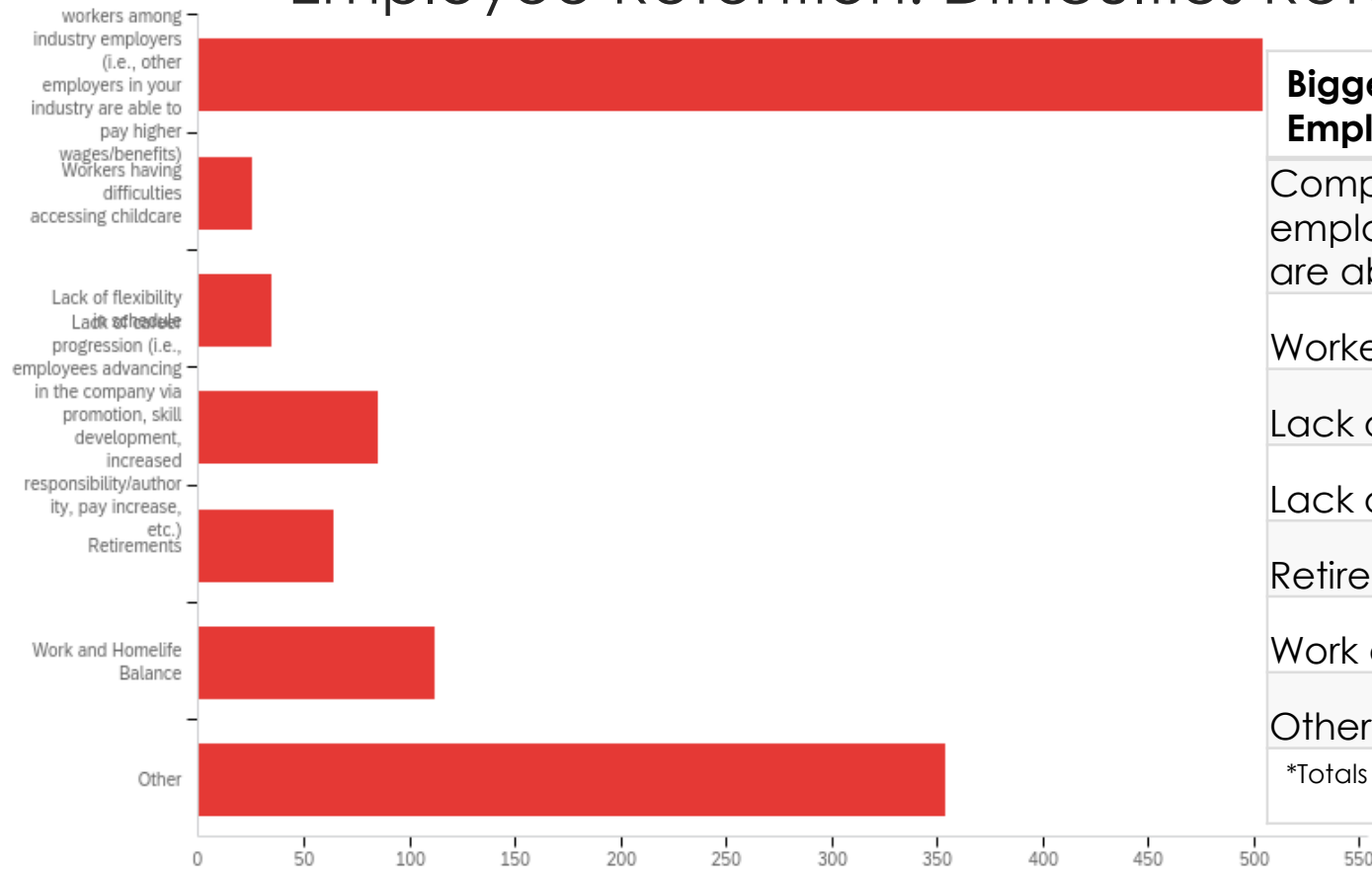


Experiencing Trouble Retaining Employees	
Yes	43%
No	57%
*Totals may not add to 100% due to rounding	



Recruitment, Retention & Upskilling/Training

Employee Retention: Difficulties Retaining Employees



Biggest Reason Employees Give for Leaving Current Employer

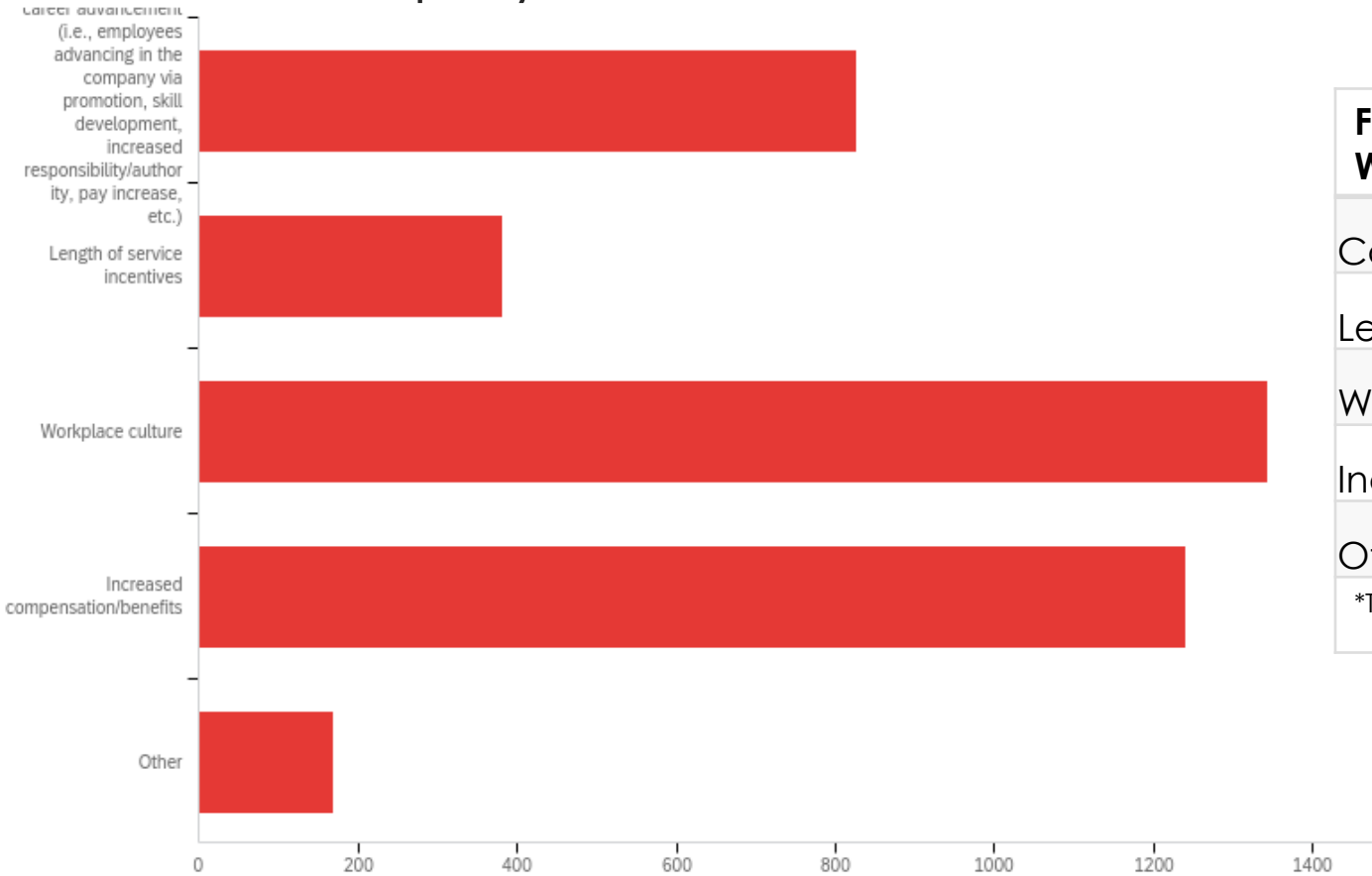
Competition for workers among industry employers (i.e., other employers in your industry are able to pay higher wages/benefits)	43%
Workers having difficulties accessing childcare	2%
Lack of flexibility in schedule	3%
Lack of career progression	7%
Retirements	5%
Work and Homelife Balance	9%
Other	30%

*Totals may not add to 100% due to rounding



Recruitment, Retention & Upskilling/Training

Employee Retention: Success Retaining Employees

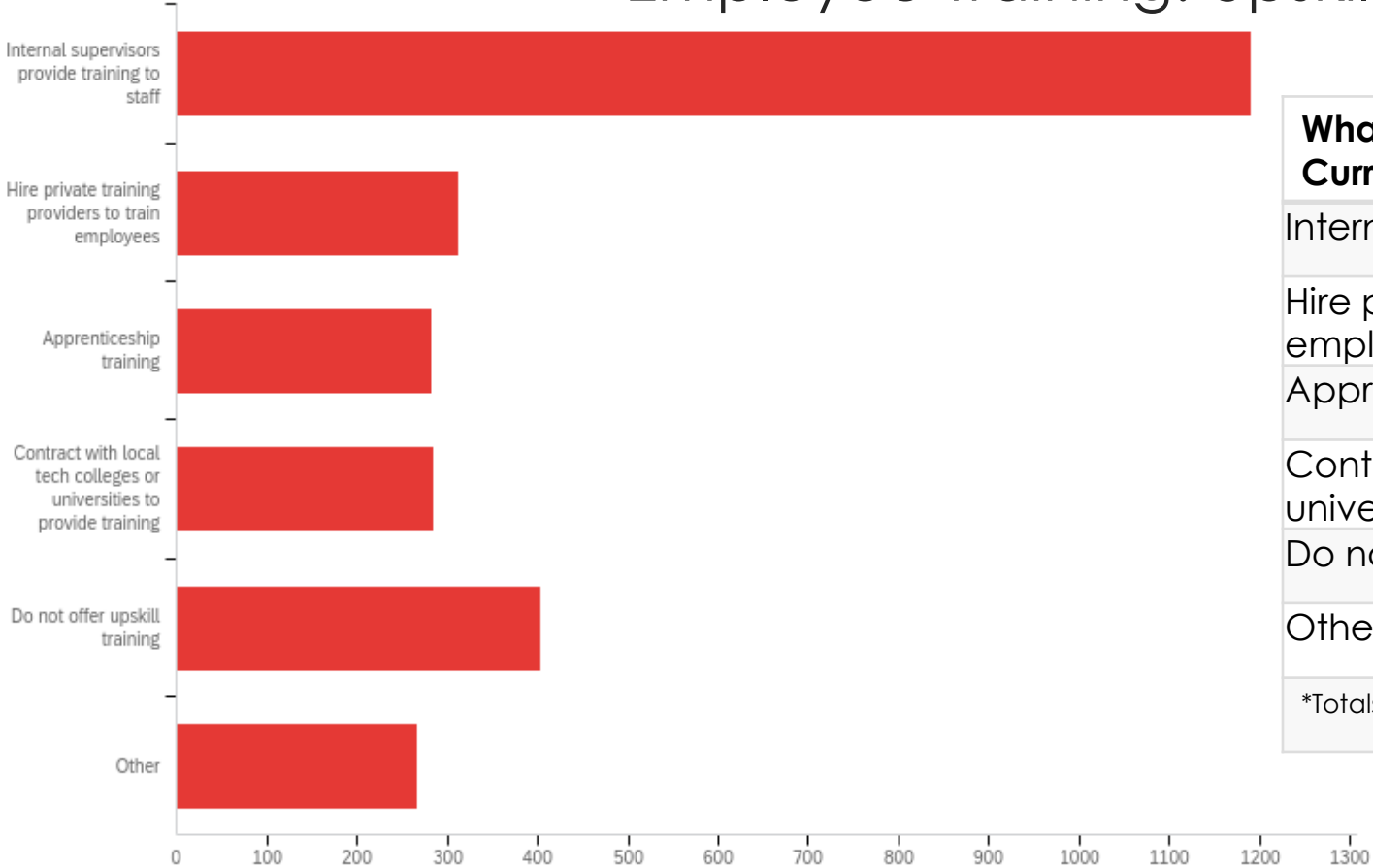


Factors that have been Successful for Retaining Workers	
Career advancement opportunities	21%
Length of service incentives	10%
Workplace culture	34%
Increased compensation/benefits	31%
Other	4%
*Totals may not add to 100% due to rounding	



Recruitment, Retention & Upskilling/Training

Employee Training: Upskilling



Internal supervisors provide training	43%
Hire private training providers to train employees	11%
Apprenticeship training	10%
Contract with local tech colleges and universities to provide training	10%
Do not offer upskill training	15%
Other	10%
*Totals may not add to 100% due to rounding	



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