



**Governor's Council on Workforce Investment**

**2018-2022**

**STRATEGIC PLAN**



**DRAFT**

## Council on Workforce Investment 2018-2022 Strategic Plan

Governor Scott Walker  
Room 115 East  
Wisconsin State Capitol  
Madison, WI 53703

Dear Governor Walker:

On behalf of the Council on Workforce Investment (CWI), it is our honor to submit the 2018-2022 Council on Workforce Investment Strategic Plan for your review. Through the 2013 Executive Order 100, you tasked the CWI with aligning Wisconsin's workforce and talent development initiatives and investments with its economic development strategies. The goal of this publication is to ensure that careers with high market value and in-demand skill sets are filled with the most qualified individuals to provide Wisconsin with a competitive advantage for attracting and retaining businesses.

The CWI recognizes that skilled talent is one of the most critical factors contributing to the success of Wisconsin's driver industries and the economy overall. The CWI 2018-2022 Strategic Plan makes recommendations to address a broad range of workforce development system challenges through sustainable short-term and long-term activities that are designed to cultivate, attract, and retain skilled talent. In order to ensure a robust pipeline of work-ready, highly qualified individuals to support Wisconsin's businesses and job creators, the state needs to take action with great urgency to implement the CWI's recommendations.

With your support, the CWI intends to maintain the 2018-2022 Strategic Plan as a living document for use in continuing to shape and advance Wisconsin's workforce policies, strategies, and desired outcomes. Starting in 2018, review of progress and updates to this Plan will be added as a standing item on the CWI's meeting agenda.

Recommendations and plan details may be refined and updated with input from key stakeholders to ensure continual integration of the state's evolving talent and economic development strategies.

Under your direction, CWI members stand ready to serve as communication and implementation ambassadors for this Plan.

Kind Regards,  
S. Mark Tyler, Chair  
Governor's Council on Workforce Investment

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## Council on Workforce Investment Mission

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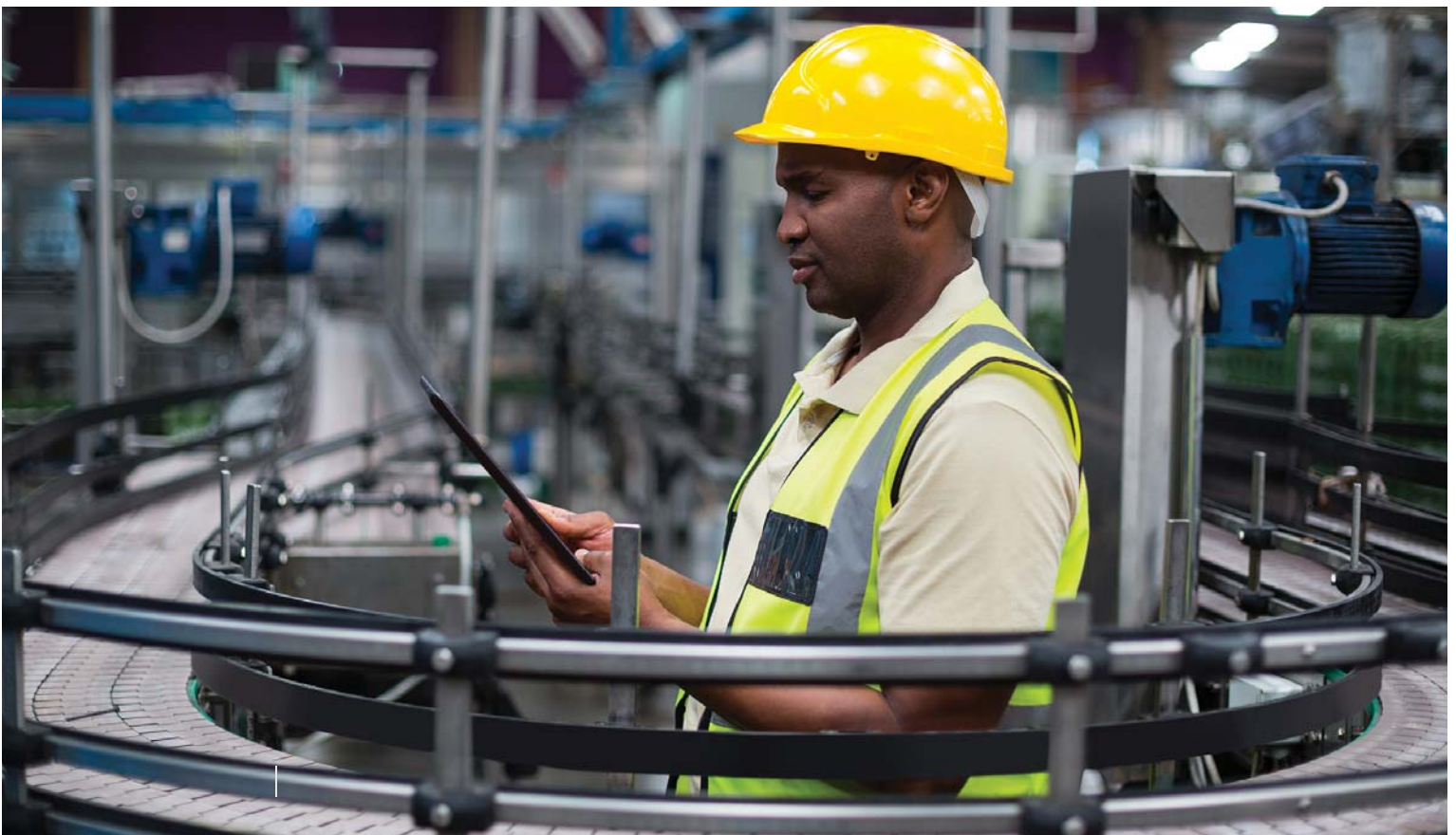
The Governor's Council on Workforce Investment (CWI) is the federally mandated entity under the Workforce Innovation and Opportunity Act (WIOA) that assists the Governor in developing innovative and dynamic approaches to develop Wisconsin's workforce.

The Council plays an essential advisory role in policies that help Wisconsin employers attract, train and retain the workers they need and ensure workers can access training for in-demand careers with the ultimate goal of moving Wisconsin's economy forward.

Members of the CWI include a majority of business leaders, as well as state legislators and local elected officials, representatives from educational institutions, community-based organizations, and labor representatives from throughout the state.

The Council works closely with the Department of Workforce Development (DWD) to 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.
- ▶ Achieving Governor Walker's vision for workforce development requires collaboration between DWD, state agencies, economic development entities, workforce development organizations, and educational institutions to support a robust talent pipeline.
- ▶ The Council will also leverage strong partnerships within Wisconsin's workforce development system to lay the foundation for continuing enhancements that will benefit Wisconsin businesses and workers.



# Executive Summary

## Overview

The Governor’s Council on Workforce Investment (CWI) was established in 2000 as a federal mandate under the former Workforce Investment Act (WIA) and continued under the 2014 Workforce Innovation and Opportunity Act (WIOA) to assist the state of Wisconsin in identifying and implementing innovative and dynamic workforce development strategies. The Council is charged with the ultimate goal of moving Wisconsin’s economy forward by ensuring that workers have the necessary access to in-demand career training and employment opportunities and employers have a robust skilled labor pipeline to be successful.

The CWI membership is appointed by the Governor and includes a majority of business leaders, state legislators, local elected officials, educational institutions, community-based organizations, and labor representatives from across the state. Its members work in partnership with the Department of Workforce Development (DWD) and the state’s workforce development partner agencies to create outcome-based workforce development strategies that are data-driven and reflective of employer demand.

## Strategic Planning Process

In October 2017, the CWI initiated an update to its strategic plan. An online survey was completed by the Council members followed by an all-day planning session with staff from the National Governors’ Association. The Council identified Five Priority Areas and the Strategic Initiatives Committee assigned the Priorities to the various Committees as shown below.

## Priorities & Assigned Committees

On November 29, 2017, Governor Walker announced his Workforce Agenda (designated as “WA” in the plan). The Council worked diligently to ensure its Strategic Plan supports the objectives of the Governor’s Workforce Agenda. Between November 2017 and March 2018, CWI members held committee meetings, conducted research and performed other work to identify the future state, flesh out objectives, and prioritize action items. This Plan reflects the outcome of this work.



-  **PRIORITY I:**  
**INCREASE EDUCATIONAL ATTAINMENT AND MAKE IT AFFORDABLE FOR ALL WISCONSIN RESIDENTS**  
Resource Alignment Committee
-  **PRIORITY II:**  
**INCREASE NET MIGRATION TO WISCONSIN**  
Partnership Committee
-  **PRIORITY III:**  
**INCREASE AWARENESS AND EXPAND WORKER TRAINING PROGRAMS, INTERNSHIPS AND APPRENTICESHIPS**  
Partnership Committee
-  **PRIORITY IV:**  
**SERVE UNDER-REPRESENTED POPULATIONS**  
Workforce Innovation and Opportunity Act Committee - WIOA
-  **PRIORITY V:**  
**IMPROVE ACCESS AND UNDERSTANDING OF WORKFORCE INVESTMENT ASSETS**  
Resource Alignment Committee

## PRIORITY I:

# INCREASE EDUCATIONAL ATTAINMENT AND MAKE IT AFFORDABLE FOR ALL WISCONSIN RESIDENTS

Resource Alignment Committee

## ➤ Opportunity / Issue

- ▶ Wisconsin needs real-time skills development and innovation that support the education and training of the current and future workforce to meet the needs of driver industries.
- ▶ Wisconsin needs a demand-driven career pathway system based on real-time labor market information to connect career exploration with the jobs and careers that driver industries offer.
- ▶ Wisconsin's Pre-K-12 and post-secondary education systems need to be nimble and responsive to the changing workforce requirements of employers.
- ▶ Wisconsin needs to build an education system that provides work readiness skills, in addition to specific career skills.
- ▶ Wisconsin's parents, students, counselors, teachers, principals, superintendents, and others need to be equipped with workforce data and projections to better prepare students for employability requirements.

## ➤ Future State

60% of Wisconsin adult population will have post-secondary credentials.

## ➤ Action Plan

- A. Increase Worker Training [WA]: Invest in K12 Education; Expand Opportunities in Our Technical Colleges; Strengthen Ties Between the UW System and The Workforce; and Support Students at Private Colleges & Universities
  - 1. Ensure All Wisconsin Residents Have Increased Awareness of and Opportunity to Participate in Career Pathways**
    - a. Continue to Develop Career Pathways for High-Demand Careers
    - b. Develop a Broad-Based Plan to Educate Wisconsin Citizens About All Available Pathway Options
  - 2. Focus on Addressing the K-16 Achievement Gaps**
    - a. Support Current and Additional Strategies to Address K-16 Achievement Gaps
  - 3. Expand / Increase Competency-Based / Assessment-Based Education**
- B. Increase Worker Training - Increase Wisconsin Fast Forward Worker Training [WA]
  - 1. Evaluate and Review Program for Effectiveness and Process Improvement**
- C. Engage Employers in Workforce Development
  - 1. Invest in Employer Engagement with Career Pathways Development and Encourage Increased Opportunities for High Quality Work-Based Learning Experiences**
  - 2. Invest in Employer Engagement with Sector Consortia**

## **INCREASE NET MIGRATION TO WISCONSIN**

Partnership Committee

### **Opportunity / Issue**

To meet current and future workforce demands of the state's employers, Wisconsin needs to engage in enhanced strategies to market the state's unique assets to attract and retain talent.

### **Future State**

Increase net migration by supporting a marketing campaign focused on diversity, and regional flavor that answers the question: "Why Wisconsin?"

Wisconsin has a coordinated, fully deployed campaign that attracts and retains talent. Three target audiences include:

- ◆ Students and alumni
- ◆ Military vets
- ◆ People from neighboring States

### **Action Plan**

- A. Attract and Retain Talent: Advance national marketing campaign to grow Wisconsin's workforce [WA]
  1. Partner with Wisconsin Economic Development Corporation (WEDC) to Deploy the "Think-Make-Happen" Campaign.
  2. Partner with WEDC on Statewide Strategies, Approaches and Plans to Retain College Graduates, Attract Out of State Students, and Encourage Alumni to Move Back to Wisconsin

## **PRIORITY III:**

# **INCREASE AWARENESS AND EXPAND WORKER TRAINING PROGRAMS, INTERNSHIPS AND APPRENTICESHIPS**

Partnership Committee

## **Opportunity / Issue**

Wisconsin needs to increase access to and expand programs like internships, apprenticeships and other work-based learning programs that provide unique opportunities for individuals to learn occupational skills through on-the-job training.

## **Future State**

Increased opportunities for Wisconsin students to create and connect their education to work experience. Education leads to work, an internship, apprenticeship, or career.

## **Action Plan**

- A. Increase Awareness of Career Opportunities in Wisconsin
  - 1. **Support Full Deployment of the “Inspire” Program**
  - 2. **Expand Outreach to Non-Traditional and Community-Based Workforce Partners**
  - 3. **Develop and Deploy Internships, Apprenticeships, and Career Campaign – Promotion / Marketing / Public Relations**
- B. Increase Worker Training - Encourage and Expand Adult Apprenticeships and Internships [WA]
  - 1. **Expand and Deploy Registered Apprenticeships in High-Demand Occupations**
  - 2. **Expand Youth Apprenticeship to Align with Registered Apprenticeship Opportunities**
  - 3. **Expand and Promote Post-Secondary Internship Opportunities**
- C. Engage Employers to Promote the “Pride and Dignity of Work”
  - 1. **Target Companies with Legacy Stories to Recruit Future Generations**
  - 2. **Develop and Deploy US Chamber of Commerce Collaborative Pull Model**
  - 3. **Provide Motivation for Employers to Hire Someone Directly into a Registered Apprenticeship**



**SERVE UNDER-REPRESENTED POPULATIONS**

Workforce Innovation and Opportunity Act Committee - WIOA

**Opportunity / Issue**

Under-represented populations (reentry population, veterans, low-income, people with disabilities, etc.) need access to good-paying jobs and career pathways.

**Future State**

Under-represented populations have access to careers through differentiated, targeted strategies.

**Action Plan**

- A. Remove Barriers to Work - Provide Training in Correctional Facilities [WA]
  - 1. **Expand / Create Vocational Training Programs for All Eligible Inmates Prior to Release**
  - 2. **Make Early Release Available for Those Who Complete Targeted Training**
  - 3. **Expunge the Court Record of Certain Crimes and Those of Inmates Who Complete a Technical Certification**
- B. Remove Barriers to Work - Support Veterans' Post-Military Career Goals [WA]
  - 1. **Provide Credit for Prior Learning for Military Vets**
  - 2. **Reach Out to Out-of-State Military Bases to Those Being Discharged to Come to Wisconsin and Promote the Options We Offer Here (See Net Migration Initiative)**
- C. Remove Barriers to Work - Help People with Disabilities Enter the Workforce [WA]
  - 1. **Meet / Coordinate with DVR to Identify and Address Potential Service Gaps**
  - 2. **Provide Motivation to Employers that Employ People with Disabilities**
- D. Better Support Mental Health and Addiction Challenges
  - 1. **Educate Committee on Current State of Mental Health Issues (Addiction, etc.) and Existing Programs**
  - 2. **Determine How to Include Mental Health Treatment as a Benefit of Worker Training Programs**
  - 3. **Improve Access to Mental Health Professionals and Treatment**
- E. Remove Barriers to Work – Support Welfare Reform [WA]
  - 1. **Help Low Income Families**
  - 2. **Ensure State Agencies and Programs are Coordinated**
  - 3. **Create a One-Stop Resource Center for Under-Represented Populations**
  - 4. **Educate State Partners on WIOA**
- F. Help Out-of-School Youth
- G. Advocate, Improve and Expand Access to Transportation

## **IMPROVE ACCESS AND UNDERSTANDING OF WORKFORCE INVESTMENT ASSETS**

Resource Alignment Committee

### **Opportunity / Issue**

There are numerous Federal, State, County, and Local Workforce Investments available. Many employers and citizens do not know what is available. There also is not a comprehensive Key Performance Indicator dashboard for our Workforce Investments.

### **Future State**

Employers, citizens and people thinking of moving to Wisconsin, know how to access the available workforce investments. We also understand and manage the outcomes and key performance indicators of our efforts.

### **Action Plan**

- A. Develop an “Asset Map” to Allow for Greater Resource Alignment and Encourage Greater Productivity and Efficiency Among Wisconsin People and Employers
  1. **Define the Purpose, Audience, Uses, and Requirements of an “Asset Map”**
  2. **Develop Requirements and Analysis for a One-Stop Clearinghouse / “Asset Map” of CWI Workforce Investments Resources Available**
  3. **Identify Overlap and Competing Programs**
- B. Develop a CWI Dashboard of Common Key Performance Indicators

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