



STATE OF WISCONSIN
**DWD**
Department of Workforce Development

Wisconsin Fast Forward

ANNUAL REPORT • DECEMBER 2016





STATE OF WISCONSIN
DWD

Department of Workforce Development

Wisconsin Fast Forward

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"Wisconsin Fast Forward supports a robust pipeline of skilled talent that keeps Wisconsin employers competitive and provides workers with a pathway to the middle class. We will continue to make investments that equip Wisconsin workers with the skills needed to fill jobs in the modern economy."

- Wisconsin Governor Scott Walker



December 29, 2016

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

Senator Alberta Darling
Co-Chair, Joint Finance Committee
Room 317 East
Wisconsin State Capitol
Madison, WI 53703

Representative John Nygren
Co-Chair, Joint Finance Committee
Room 309 East
Wisconsin State Capitol
Madison, WI 53703

Dear Governor Walker, Senator Darling, and Representative Nygren:

On behalf of the Wisconsin Department of Workforce Development (DWD), I am honored to submit the 2016 Wisconsin Fast Forward (WFF) Annual Report to you for your review.

The 2016 WFF Annual Report highlights program activity and grant-funded training results per Wisconsin Statute 106.27 (3). To fully illustrate how your program commitment is positively impacting Wisconsin's workforce, this report focuses on initial contracted grant awards and includes program highlights through October 31, 2016. Examples include:

- ▶ Implementing an Internship program to improve coordination and increase the number of internship opportunities for Wisconsin college students with businesses across the state.
- ▶ Completing the 3-phase launch of Labor Market System enhancements to improve employer and talent connections through advanced skills matching tools and integrated labor market data for making informed employment decisions.
- ▶ Initiating comprehensive program reviews and grant project audits to ensure program integrity and accountability.

Under Governor Walker's leadership, WFF is encouraging partnerships between employers and workforce and economic development organizations to provide worker training that is not readily available through existing education or training providers. Moving forward, our agency will continue to seek input from these stakeholders to ensure that future grant announcements are responsive to the needs of employers and address known labor shortages.

DWD looks forward to showcasing additional WFF program successes in future reports.

Sincerely,

Secretary Ray Allen
Department of Workforce Development

Wisconsin Fast Forward Overview

Bipartisan Initiative

Nationally-recognized, innovative talent development solution driven by Wisconsin businesses to train and retain highly skilled workers.

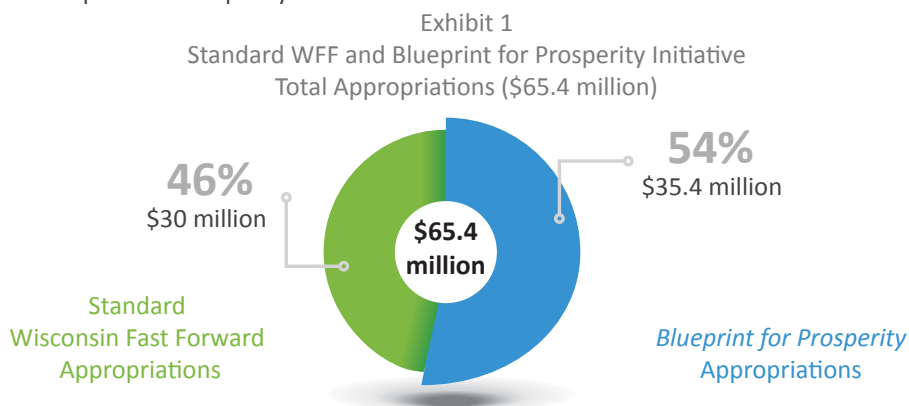
The State of Wisconsin's \$30 million total investment in the WFF (2013 Wisconsin Act 9) program serves as a national best practice model for assisting hundreds of employers and thousands of employees with addressing the skills gap through customized skills training grants. With overwhelming support from the State Legislature, Governor Scott Walker signed the program into law in March 2013 to:

1. Create the Department of Workforce Development (DWD) – Office of Skills Development (OSD).
2. Authorize four positions to administer the WFF grant program and serve as a technical resource for any Wisconsin business seeking skilled workers.
3. Fund, develop and implement an enhanced, cutting-edge Labor Market Information System (LMIS).

Applauded by policy makers for quickly targeting and addressing workforce skills shortages, the WFF program was expanded in March 2014 through a \$35.4 million investment in the Blueprint for Prosperity (2013 Wisconsin Act 139) initiative to:

1. Reduce Wisconsin Technical College System waiting lists in high-demand fields.
2. Provide high school pupils with skills training and industry-recognized certification in high-demand fields.
3. Enhance employment opportunities for persons with disabilities, including service disabled veterans.

Exhibit 1 below illustrates total appropriations for the Standard WFF and Blueprint for Prosperity initiative:



The WFF program was further expanded when Governor Scott Walker signed:

1. 2015 Wisconsin Act 283 in March 2016 that includes authorization for two full-time positions housed in the OSD to coordinate internship opportunities for Wisconsin businesses and college students.
2. 2015 Wisconsin Act 348 in April 2016 to consolidate into a single appropriation Wisconsin's investment in the WFF, Youth Apprenticeship, Registered Apprenticeship and other workforce training programs, increasing DWD's ability to distribute funds to areas with the greatest demand in a timely manner. Find outcomes by program here: dwd.wisconsin.gov

Timeline

2013

- FEB: WFF legislation introduced
- MAR: Wisconsin Act 9 signed
- OCT: Emergency Administrative Rules take effect (DWD 801)
- NOV: WFF Round 1 GPA issued

2014

- FEB: WFF Round 1 grants awarded and Round 2 GPA issued
- MAR: → Blueprint for Prosperity enacted
→ High School Pupil (HSP) GPA issued
- APR: Wait List Reduction GPA issued
- MAY: Permanent Administrative Rules take effect and High School Pupil grants awarded
- JUN: WFF Round 2 and Wait List Reduction grants awarded
- SEP: WFF Round 3 GPA issued
- DEC: → Training Workers with Disabilities grants awarded
→ WFF Round 3 grants awarded
→ HSP Round 2 GPA issued

2015

- APR: HSP Round 2 grants awarded
- MAY: WFF Round 4 GPA issued
- JUL: WFF FY 15-17 reauthorization signed
- AUG: LMIS Focus Groups held
- SEP: Launched LMIS – Phase 1
- DEC: WFF Round 4 grants awarded

2016

- JAN: → LMIS – Phase 2 launched
→ HSP Round 3 GPA issued
- MAR: Internship coordination legislation enacted
- APR: Funding consolidation legislation enacted and LMIS – Phase 3 launched
- JUN: HSP Round 3 grants awarded
- SEP: WFF Round 5 grants open



(Seated) Governor Walker signs 2015 Wisconsin Act 283 with (Standing From Left) UW-La Crosse Chancellor Joe Gow, DWD Secretary Ray Allen and DWD Legislative Advisor Andrew Evenson. The legislation authorizes DWD to provide student internship coordination.

OSD Facts

Purpose

- ▶ Provide technical assistance to and serve as a resource for Wisconsin businesses experiencing a need for skilled workers.
- ▶ Administer Standard WFF and Blueprint for Prosperity Initiative grants through a transparent and accountable process.
- ▶ Coordinate and increase the number of internship opportunities available to Wisconsin college students.

Outreach

Inception to October 31, 2016:



Skills Development Support

Improving talent development outcomes by helping hundreds of Wisconsin businesses identify and implement effective training solutions to upskill thousands of workers.

Skills Development Inquiries

Wisconsin employers turn to the OSD for effective talent development solutions to recruit, train and retain highly skilled workers. Skills development inquiries are reviewed and resolved quickly through the OSD's Inquiry Review Committee, consisting of knowledge experts from the DWD, Wisconsin Economic Development Corporation (WEDC), Wisconsin Technical College System (WTCS), and Wisconsin Workforce Development Association (WWDA). Submit skills development inquiries at:

wisconsinfastforward.com/skills_inquiry.asp

Grant Program Management

The OSD administers the Standard WFF and Blueprint for Prosperity Initiative grant programs through a transparent and accountable process. Grant Program Announcements (GPAs) are developed with expert guidance from economic advisors through the OSD's Technical Review Committee to address identified skills gaps and labor shortages by industry sector or occupational area. Wisconsin employers and their economic and workforce development partners may submit customized worker training grant applications as GPAs are issued. GPA-specific evaluation committees review all eligible grant proposals and make funding recommendations to the OSD. Grant awards support short- and medium-term employer-led worker training projects that:

- ▶ Encourage increased collaboration between businesses and workforce training partners.
- ▶ Fill current and ongoing employer skill requirements.
- ▶ Place workers in long-term jobs with opportunities for professional growth and increased pay.

Internship Coordination

Governor Scott Walker signed 2015 Wisconsin Act 283 in March 2016, expanding the OSD to coordinate and increase the number of internship opportunities available to Wisconsin college students. Program partners include the DWD, University of Wisconsin System (UWS), Wisconsin Association of Independent Colleges and Universities (WAICU), WTCS and Wisconsin employers. Since college students who intern for a Wisconsin company are more likely to stay in the state after graduation, internships are valuable workforce retention strategy. Additional benefits include:

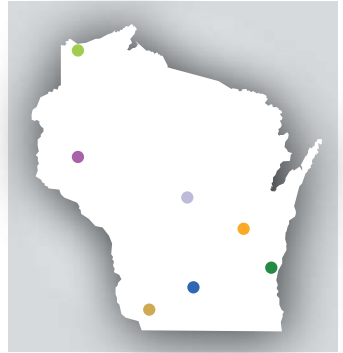
- ▶ Allowing employers to observe students before extending a permanent job offer.
- ▶ Enabling students to demonstrate their skills in a work environment.

The OSD scheduled seven Workforce Alignment Workshops across Wisconsin through October 2016 to obtain feedback from businesses, economic and workforce development leaders and educators regarding opportunities to better align employer hiring needs with higher education learning outcomes

Office of Skills Development

through internships and other solutions. Workshop discussion notes point to the need for:

- ▶ A free, user-friendly internship website to connect employers and students.
- ▶ A web-based internship resource library with tools for employers and students.
- ▶ DWD to take a more active role in promoting statewide internship opportunities.



Over 350 business, economic development and higher education leaders attended these Workforce Alignment Workshops:

- UW-Oshkosh
- UW-Platteville
- UW-Stevens Point
- UW-Stout
- UW-Superior
- Concordia University
- Madison College

Internship Champions



◀ Kent Precision Foods Group Chief Scientist Doug Stetzer shared his company's long-term commitment to providing internship opportunities at the UW-Superior Workforce Alignment Workshop.

"Our company's most successful internships are driven on relationships with our local colleges and universities. Internships must provide real world experience for the intern and be beneficial for the business. We are thrilled that DWD and UW-Superior are partnering to expand internship opportunities in our region."

- Doug Stetzer, Kent Precision Foods Group Chief Scientist

Kent Precision Foods Group Research and Development and Quality Control Departments lead Sapanna Putthayangkul-Ripley joined the company as a UW-Superior intern less than three years ago.



Skyward CEO Cliff King attends the Workforce Alignment Workshop at UW-Stevens Point, expressing the value of internships for employers and students.

"Our internship partnership with UW-Stevens Point has been extremely successful. We have found this to be a great method to attract upcoming graduates looking for real world experience and allows us to evaluate their skill sets and whether they would be a good fit for our organization. I strongly encourage every business to consider implementing an internship program. You will find that it is well worth the investment that will improve your abilities to attract and retain new graduates, especially from fields of study that are in high demand."

- Cliff King, Skyward CEO



◀ UW-Platteville Student Scott Sibik gave remarks about his internship experience at the Workforce Alignment Workshop on campus.

"Interning at Honkamp Krueger & Co., P.C. is one of the best career moves I made. Not just because of the great company culture and the wonderful individuals I worked with, but the experience that allowed me to translate classroom material into real world application. The partners and managers make the internship experience meaningful by acknowledging that we, as students, do make an impactful contribution."

- UW-Platteville Student Scott Sibik

Cultivating a strong environment for private sector job creation

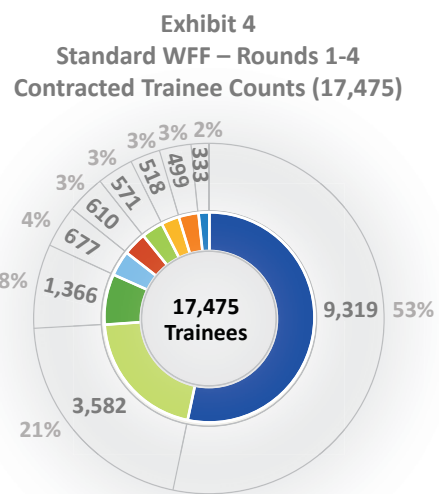
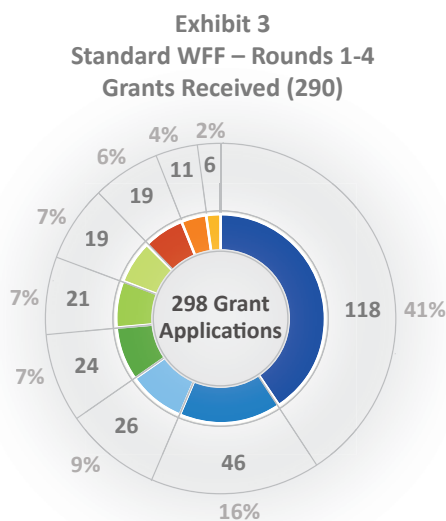
The State of Wisconsin's \$30 million investment in the Standard WFF grant program cultivates a strong environment for private sector job creation by helping Wisconsin businesses train highly skilled workers to fill job openings. As a catalyst for talent development, the program encourages increased collaboration between Wisconsin businesses and workforce training partners for the development and implementation of customized and sustainable short- and medium-term training programs that place workers in long-term positions with opportunities for professional growth and economic advancement. Exhibit 2 below highlights Standard WFF Funding Allocations and Account Balances through October 31, 2016 for public grant awards per applicant requests:

Exhibit 2
Standard WFF Funding Allocations and Account Balances

Program	Allocation	Applicant Requested	Intent to Award Grant Amount	Contracted Grant Amount	Reimbursed	Total Grant Contracts
Round 1	\$2,700,000	\$4,071,700	\$2,604,943	\$2,599,158	\$1,757,292	32
Round 2	\$7,500,000	\$5,622,313	\$3,429,005	\$3,424,005	\$2,003,671	47
Round 3	\$8,000,000	\$11,048,041	\$6,472,005	\$6,322,427	\$2,515,223	64*
Round 4	\$8,000,000	\$12,014,939	\$6,209,214	\$5,725,580	\$1,046,830	54
Round 5	\$5,000,000	TBD	TBD	TBD	TBD	TBD
Total	\$31,200,000	\$32,756,993	\$18,715,167	\$18,071,170	\$7,323,016	197

*The OSD issued 67 Round 3 grant contracts (2015 WFF Annual Report) and grantees executed 64 Round 3 grant contracts.

GPA's were issued to support workforce training needs across nine industry sectors with high demand for skilled workers during the first four rounds of grant funding. Exhibits 3 and 4 showcase the number of Standard WFF Grants Received and Contracted Trainee Counts by GPA:



- Manufacturing
- Construction
- Customer Service
- Information Technologies
- Financial Services
- Small Business
- Transportation
- Healthcare
- Agriculture

A total of two Standard WFF – Round 5 GPA's were released through October 31, 2016 with staggered application deadlines through the fourth quarter of 2016. Grant awards and additional Round 5 GPA's will be announced in 2017. Learn more about Standard WFF GPA's here: WisconsinFastForward.com/wff_standard.htm

Grant Program Activity

Grant Helps Train Skilled Industrial Maintenance Workers in the Fox Valley

DWD awarded the Fox Valley Workforce Development Board (FVWDB) a \$229,000 grant to address employer demand for skilled industrial maintenance workers by training current employees through Fox Valley Technical College (FVTC) for career-advancing jobs and higher wages at 11 businesses: Arrowhead Conveyor Corporation, Bemis Healthcare Packaging, Bemis Packaging, Bemis Wisconsin, Busse/SJI Corporation, Hoffmaster Group, Hoffmaster Group – Food Service, Marvel Manufacturing Company, McCain Foods USA, Sargento Foods and Waupaca Foundry.

Participating businesses selected training content for delivery by FVTC in an accelerated format across multiple shifts. Trainees were paid by their employers to attend training once a week for eight hours over two semesters. Program graduates earned 10 technical college credits, a completion certificate and the skills required for career advancement with wage increases up to \$3 per hour.

DWD officials joined the FVWDB in May 2016 at a graduation ceremony for 46 Industrial Maintenance trainees at the FVTC - DJ Bordini Center. Waupaca Foundry Executive Vice President of Human Resources Joey Leonard and Hoffmaster Group trainee Loyd Kutchenriter addressed graduates and their families during the ceremony.



"As most Wisconsin manufacturers know, attracting and retaining a skilled trades workforce has become increasingly difficult. Waupaca Foundry's grant participation supports our long-standing commitment to employee career development by enhancing the skills of 17 employees for placement in jobs they desire and the company needs filled."

- Joey Leonard, Waupaca Foundry Executive Vice President of Human Resources



▲ (First Row, Left): Hoffmaster Group trainee Loyd Kutchenriter celebrates with trainees and grant partners at Fox Valley Workforce Development Board's Industrial Maintenance worker training grant graduation ceremony.

Hoffmaster Group trainee Loyd Kutchenriter said, "I have always believed in learning new things and training to improve my skills and abilities. Participating in Wisconsin Fast Forward grant training helped me and my co-workers gain valuable job skills from knowledgeable instructors while learning alongside a wide variety of people from other local companies. The training was beneficial to employers and their worker trainees."

- Loyd Kutchenriter, Hoffmaster Group trainee

Over 7,400 Wisconsin Youth and Adults Obtain In-Demand Training

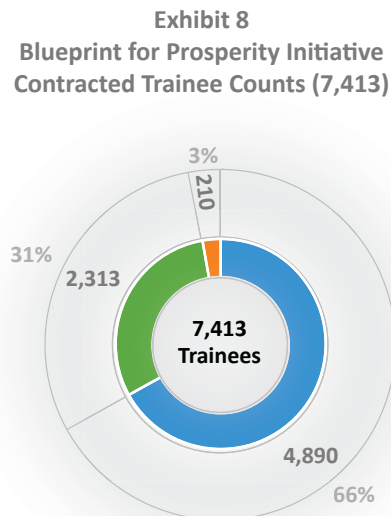
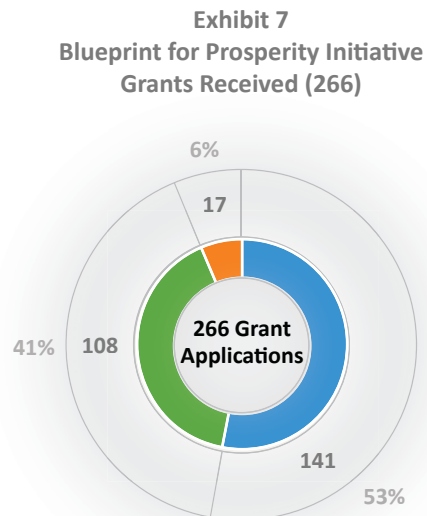
The Blueprint for Prosperity Initiative expands the WFF program through an additional investment of \$35.4 million in State General Purpose Revenue, providing in-demand skills training based on Wisconsin employer requirements for three target populations: Wisconsin technical college students, high school pupils, and persons with disabilities, including service-disabled veterans. Highlights include grant contracts totaling:

1. \$27,669,151 to 16 Wisconsin Technical Colleges to reduce instruction wait lists for 4,890 students in 99 high demand programs.
2. \$5,291,384 to 83 projects to train 2,313 high school pupils in high demand fields that offer industry-recognized credentials.
3. Award \$621,385 to enhance employer-driven job opportunities for 210 persons with disabilities.
4. Invest \$850,000 to expand Project SEARCH to assist students with disabilities with their transition into the workforce.

Exhibit 6 features Blueprint for Prosperity Initiative Funding Allocations and Account Balances through October 31, 2016:

Program	Allocation	Applicant Requested	Intent to Award Grant Amount	Contracted Grant Amount	Reimbursed	Total Grant Contracts
Technical College Wait List	\$31,000,000	\$38,696,551	\$28,021,052	\$27,669,151	\$16,436,186	99
High School Pupil Round 1	\$1,500,000	\$3,209,450	\$2,125,939	\$2,065,652	\$1,477,545	29
High School Pupil Round 2	\$3,000,000	\$3,124,924	\$2,525,173	\$2,422,220	\$817,325	42
High School Pupil Round 3	\$3,000,000	\$2,086,823	\$845,918	\$803,512	TBD	12
Training Workers with Disabilities	\$1,000,000	\$1,189,112	\$622,340	\$621,385	\$32,348	11
Project SEARCH	\$850,000	\$850,000	\$850,000	\$850,000	\$27,181	1
TOTAL:	\$40,350,000	\$49,156,860	\$34,990,422	\$34,431,920	\$18,790,585	194

Exhibits 7 and 8 demonstrate the demand for high value job skills training opportunities:



Grant Program Activity

Gateway Technical College Receives Grant to Train Inmates at Racine Correctional Institution



▲ CNC Machinist training graduate John Yang addresses peers and their families at the RCI graduation ceremony.

Lt. Governor Rebecca Kleefisch, Wisconsin Department of Corrections (DOC) Secretary Jon Litscher, DWD Secretary Ray Allen, and Gateway Technical College (GTC) President Bryan Albrecht joined inmates and their families at a Racine Correctional Institution (RCI) graduation ceremony. Among them were 18 Computer Numerical Control (CNC) machining graduates who will receive a GTC certificate.

Lt. Governor Kleefisch said: "Today's celebration marks inmates turning the page in their old lives and marching towards their future in the Wisconsin workforce. By choosing to equip themselves with talents employers need, the inmates have learned valuable skills that will make their communities stronger. These inmates today are taking the first step towards success and a better future."

GTC received Blueprint for Prosperity Initiative funding to provide CNC machining instruction for up to 40 inmates at RCI prior to their release. Inmates who were selected to participate in training were required to have a record of good behavior and must have been within 18 months of their release. Training occurred in DOC's self-contained mobile CNC lab that can be moved between DOC correctional facilities.



▼ Lt. Governor congratulates CNC machinist graduates.



"Wisconsin and DWD have pursued several initiatives in partnership with job centers and corrections officials to assist citizens in overcoming barriers and realizing successful re-entry into the community," DWD Secretary Ray Allen said. "Through this partnership, with funding from a Wisconsin Fast Forward – Blueprint for Prosperity grant, men and women under the custody or supervision of the Department of Corrections have an opportunity to learn the job skills that employers demand."



Milwaukee Area Technical College (MATC) also received a Blueprint for Prosperity Initiative grant to provide additional CNC training to inmates. Learn about MATC's training success [here](#).

◀ DWD Secretary Ray Allen congratulates CNC machinist graduates.

Customized Grant Training Increases Skills and Wages of Wisconsin Workers

Standard WFF grants support customized skills training to help unemployed and underemployed workers attain jobs, new hires retain jobs and incumbent workers receive wage increases. Trainee wages vary greatly depending on the occupational title and market demand for skilled labor by industry and region. As of October 31, 2016, a total of 64 Standard WFF grant projects have closed with training outcomes, reporting pre- and post-training wages for 2,371 trainees. Per Grant Close-Out Reports for these projects, Exhibit 9 and 10 showcase Average Pre- and Post-Training Wages by Round and Trainee Classification:

Exhibit 9
Standard WFF Average Pre- and Post-Training Wages
per Grant Close-Out Reports (64) by Round

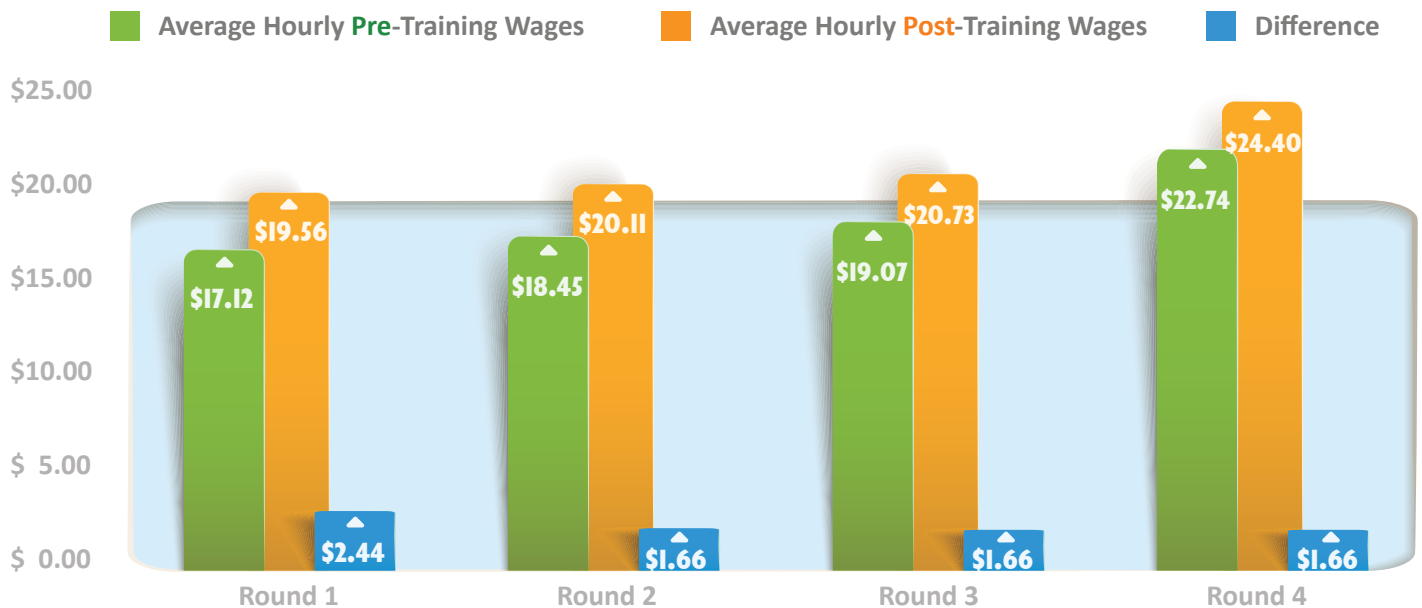


Exhibit 10
Standard WFF Average Pre- and Post-Training Wages
per Grant Close-Out Reports (64) by Trainee Classification

Trainee Classification	Total Trainees	Trainees with Wage Data	Pre-Training Avg Hr Wage	Post-Training Avg Hr Wage	Post-Training Avg Hr Increase
Unemployed Trainees Who Obtained Employment	401	162	\$0.00	\$12.52	\$12.52
Underemployed Trainees Who Obtained Employment	186	149	\$21.61	\$23.52	\$1.91
New Hire Trainees Who Retained Employment	668	554	\$15.13	\$16.43	\$1.29
Incumbent Worker Trainees Who Received Wage Increases	1,685	1,506	\$20.79	\$21.96	\$1.17
Total	2,940	2,371	\$18.10	\$20.12	\$2.02

Total Grant Training Participation Soars to 24,888 Workers

The OSD has issued grant contacts to serve 17,475 workers through the Standard WFF grant program and 7,413 trainees through the Blueprint for Prosperity Initiative, helping a total of 24,888 people across Wisconsin increase their in-demand skills. Exhibit 11 provides an overview of the Blueprint for Prosperity Initiative Training Enrollment Outcomes by Grant Program through October 31, 2016:

Exhibit 11
Blueprint for Prosperity Initiative
Training Enrollment Outcomes by Grant Program

Grant Program	Intent to Award Trainees	Grantee Contracted Trainees	Trainees Enrolled in Training
Technical College Wait List	4,908	4,890	7,305
High School Pupil-Round 1	949	939	1,009
High School Pupil-Round 2	1,102	1,072	776
High School Pupil-Round 3	310	302	98
Training Workers with Disabilities	210	210	68
TOTAL:	7,479	7,413	9,256

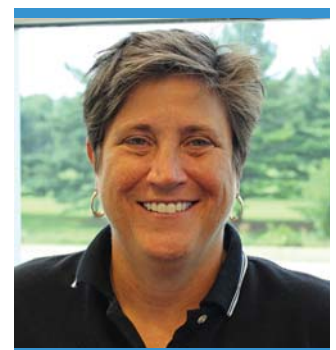
Exceeding Technical College Wait List Reduction Student Enrollment Goals

For the second consecutive year, the 16 Wisconsin technical colleges collectively exceeded the Technical College Wait List Reduction grant program contracted enrollment goal of 4,890 students, registering 7,305 or 128% more students. Additionally, enrolled students have earned 4,673 high demand credentials through Blueprint for Prosperity Initiative grant funding.

Originally scheduled to end in June 2016, Wisconsin Technical Colleges were given an opportunity to extend Technical College Wait List Reduction grant training opportunities due to successful student enrollment outcomes. The grant training extension enabled DWD's technical college partners to serve significantly more students on current wait lists through additional courses this summer and fall.

“Employer engagement is at the heart of our colleges’ ability to align programs with real-world talent needs. The colleges have shown a strong return on investment yet again.”

- Dr. Morna K. Foy, President, Wisconsin Technical College System



Find high skill training at your technical college: wtcsystem.edu

Additional Impact

Labor Market Information System (LMIS)

LMIS – Phase 1 enhancements launched on September 16, 2015, making new, mobile-friendly employment tools available to employers and job seekers at no cost, 24 hours a day on Wisconsin's online public labor exchange, JobCenterofWisconsin.com (JCW). Phase 1 enhancements move the state's LMIS toward the ultimate vision of a best-in-class system that integrates existing applications, such as JobNet Business, Skill Explorer and WORKnet, with the latest available labor market information (LMI) to connect talent with job postings based on skills. Additional LMIS enhancements were made available through Phase 2 in January 2016, Phase 3 in May 2016 and other scheduled improvements during the year. Highlights include:

- ▶ Unveiled MyLMI landing page and widgets to help employers, job seekers and other users create and customize desired labor market data.
- ▶ Released MyJCW dashboard for employers and redesigned dashboard for job seekers.
- ▶ Published proximity search features for employers and job seekers.
- ▶ Added a Quick Job Search feature accessible from the JCW homepage.
- ▶ Updated landing page designs for employers and job seekers.
- ▶ Implemented an education and training locator widget.



Logon to JCW to target in-demand careers and drive hiring results: JobCenterofWisconsin.com

Accountability

The surge of interest and participation in the pioneering Standard WFF grant program has increased with each round of grants. As a result, the OSD engaged in two capacity-building strategies in fall 2015 to continue managing the state's program investment:

- ▶ **Value Stream Mapping (VSM):** The exercise examined and redesigned the grant development process beginning with the receipt of grant applications through contract award and modifications. Implementing identified enhancements would result in saving: 1) 168 business hours or 21 work days in grant application processing time, reducing grantee wait times by 32 business hours or 4 work days; and 2) Over 500 business hours or 60 work days to review an average of 100 applications received in a round.
- ▶ **Operations Manual Updates:** The OSD conducted a comprehensive review of existing operating policies and procedures and made significant updates. The review also identified opportunities to streamline operations, enhance customer service and support program integrity.

In December 2015, DWD initiated more comprehensive grant project audit functions beyond ongoing desk reviews and attestations performed by the OSD staff. Multiple grant audits are ongoing to identify strengths and pinpoint areas for improvement to further strengthen the foundation of this initiative in developing Wisconsin's talent in the years to come.

WFF Newsletter

Subscribe now to learn about new grant opportunities:
wisconsinfastforward.com/newsletter/subscribe.htm

STATE OF WISCONSIN



Department of Workforce Development

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