



Workforce Innovation and Opportunity Act



WISCONSIN WIOA ANNUAL REPORT

Program Year 2024 | July 1, 2024 – June 30, 2025

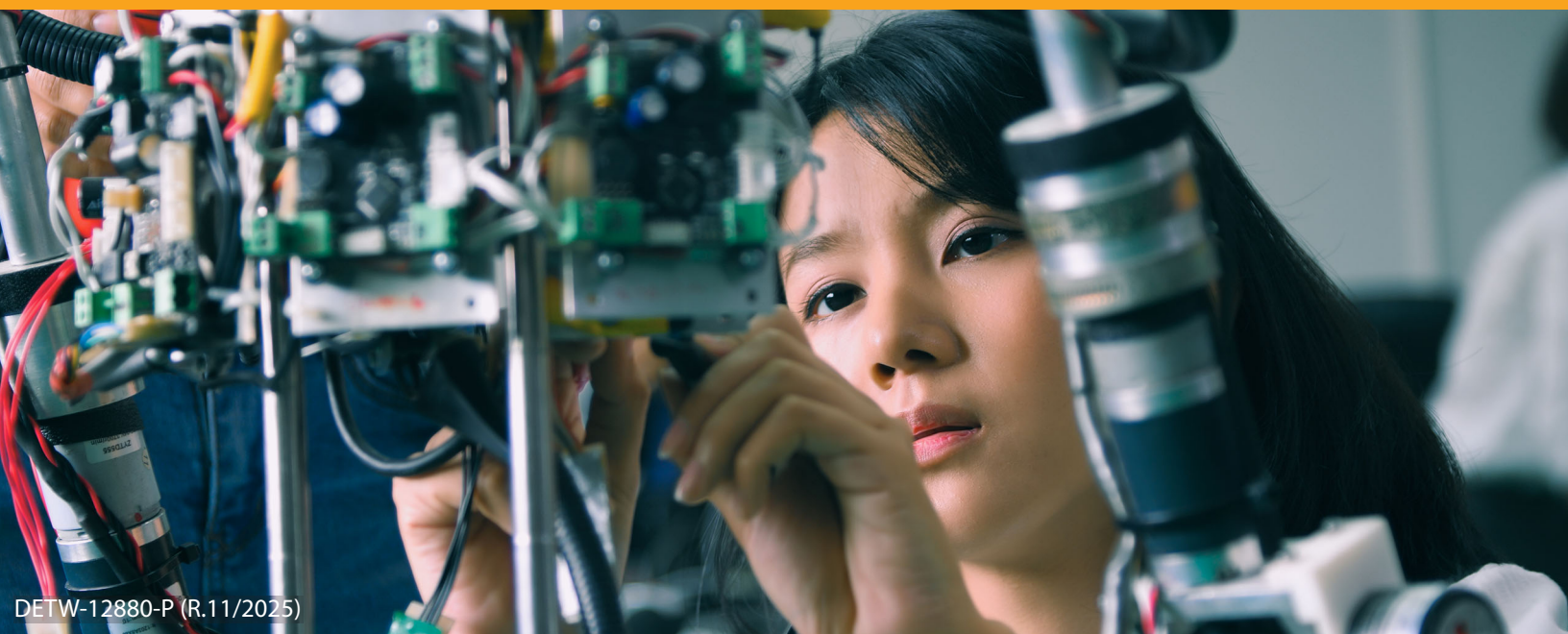


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Tony Evers, Governor
Amy Pechacek, Secretary

November 26, 2025

Ms. Pam Gerassimides
Regional Administrator
U.S. Department of Labor - Employment and Training Administration
John C. Kluczynski Federal Building
230 South Dearborn Street, 6th Floor
Chicago, IL 60604

Dear Administrator Gerassimides:

We are pleased to submit Wisconsin's Workforce Innovation and Opportunity Act (WIOA) annual report for program year 2024 (PY24).

Under Governor Tony Evers, the Wisconsin Department of Workforce Development (DWD) and the Governor's Council on Workforce Investment assess employer and worker needs, then align them in a way to strengthen the state's economy. The result has been months of record-breaking high labor force participation, record low unemployment, and increased adaptability in an ever-changing economy. Successful programs and services allow DWD to identify, propagate, and scale practices to the regional and state level to continuously improve the workforce system.

Workforce development is economic development, and Wisconsin's workforce development system is stronger than ever. We continue to build upon our accomplishments, which move our workforce – and the entire state of Wisconsin – forward.

Sincerely,

A handwritten signature in black ink, appearing to read "Amy Pechacek".

Amy Pechacek
Secretary
Department of Workforce Development

A handwritten signature in blue ink, appearing to read "Sachin Shivaram".

Sachin Shivaram
Chair
Governor's Council on Workforce Investment

Introduction

The following report by the Wisconsin Department of Workforce Development (DWD) and the Governor's Council on Workforce Investment (CWI) highlights the successes achieved through the Workforce Innovation and Opportunity Act (WIOA) in Wisconsin for WIOA Program Year 2024 (PY 2024).

DWD is Wisconsin's state agency responsible for administering the WIOA Title I and III programs. DWD also oversees other workforce development programs including vocational rehabilitation (WIOA Title IV), registered and youth apprenticeship, state-funded Wisconsin Fast Forward grants, workforce development grants funded by the American Rescue Plan Act-State and Local Fiscal Recovery Funds (ARPA-SLFRF), the Migrant and Seasonal Farm Worker program, Unemployment Insurance, Worker's Compensation, and other workforce-related programs.

CWI is the federally mandated state workforce board that advises the governor on methods to develop Wisconsin's workforce. Under the direction of Governor Tony Evers and CWI, the state continues to enhance the services available to the current and future workforce.

This report fulfills the WIOA requirement to submit an annual statewide performance report narrative to the United States Department of Labor (DOL) on performance progress for WIOA Title I programs (Adult, Dislocated Worker, and Youth) and WIOA Title III Wagner-Peyser Employment Services as described in Training and Performance Guidance Letter (TEGL) 05-18, Change 1. This narrative details the state's Combined State Plan strategic vision and goals; performance data on the core common performance measures; status of state evaluation efforts and improvement activities; and workforce development system participant information for the performance period July 1, 2024-June 30, 2025.

The participant data provided in this report are generated by the Participant Individual Record Layout (PIRL), which have been uploaded to the Workforce Integrated Performance System (WIPS). The state submitted the required performance data to DOL on Sept. 30, 2025.

Waivers

In PY 2024, DWD had two approved waivers of WIOA Title I Youth program requirements:

1. A waiver of the requirement that states and local areas expend 75% of all Governor's Reserve and local area formula Youth funds on out-of-school youth (OSY).
2. A waiver allowing the use of Individual Training Accounts (ITAs) for in-school youth (ISY) ages 16 and older.

These waivers were initially approved by U.S. DOL's Employment and Training Administration (ETA) on Dec. 31, 2020, renewed for PY 2022 and PY 2023 on June 6, 2022, and renewed for PY 2024 and PY 2025 on May 30, 2024.

Out-of-School Youth (OSY) Minimum Expenditure Waiver: Wisconsin received a waiver lowering the OSY minimum expenditure requirement for local formula Title I Youth funds from 75% to 50%. Through this waiver's implementation, Wisconsin intended to ensure that local Workforce Development Areas (WDAs) had sufficient funding to serve eligible in-school youth. In PY 2024, 11% (\$837,911.91) of local formula Youth program funds were spent on in-school youth. The percentage of in-school youth served by Wisconsin's WIOA Title I Youth program has increased over recent program years.

Program Year	In-School Youth Participants	Out-of-School Youth Participants
PY 2020 (first year of the waivers implementation)	21% (264 participants)	79% (1,011 participants)

PY 2023	33% (532 participants)	67% (1,101 participants)
PY 2024	36% (638 participants)	64% (1,131 participants)

Individualized Training Accounts (ITAs) for In-School Youth (ISY) Waiver: Through this approved waiver, Wisconsin allowed local areas to provide training services through WIOA-funded ITAs to ISY ages 16 and older. Through this waiver's implementation, Wisconsin intended to provide more funding options for local areas to make training services available to ISY participants and increase usage of ITAs by ISY participants. The number of ISY participants who had an ITA established to receive WIOA-funded training decreased from 43 in PY 2023 to 28 in PY 2024. This continued usage of ITAs by ISY participants reflects an ability to meet the local areas' need for more funding options to make training services available to ISY participants.

Both Waivers: Due to the nature of the two waivers approved for PY 2024, some goals were the same as in previous program years. Highlights of achievements relevant to both waivers are detailed below.

The waivers allowed for an increased number of youth served by the WIOA Youth program, including the number of youth in local areas who received work experiences. As a result, the state's business community had increased access to qualified workers.

- 499 Youth program participants began work experience services in PY 2024, compared to 404 in PY 2023, a 24% increase. The number of Youth program participants who engaged in work experience services that began in PY 2023, compared to those who engaged in work experience services that began in PY 2024, changed as follows:
 - Employment opportunities increased by 29%
 - Internships increased by 100%
 - On-the-Job Training decreased by 82%
 - Pre-Apprenticeship decreased by 47%
- The number of in-school youth participants who received a work experience service that began in PY 2024 compared to those who received a work experience service that began in PY 2023 changed as follows:
 - Employment opportunities increased by 47%
 - Internships decreased by 84%
 - On-the-Job Training had no change

The waivers of WIOA Title I Youth program requirement were associated with improvements on state performance outcomes in PY 2024. In PY 2024, Wisconsin achieved 110% of its Youth Measurable Skill Gains goal, with 717 youth achieving a measurable skill gain. Likewise, Wisconsin achieved 105% of its Youth Credential Attainment goal for PY 2024, with 424 youth earning a credential. These positive impacts on Wisconsin's performance outcomes—further demonstrated through the state's waiver evaluation—encouraged the state to pursue renewal of these waivers in the PY 2024-27 WIOA Combined State Plan.

In PY 2024, DWD had three approved waivers of WIOA Title I Adult and Dislocated Worker program requirements:

1. A waiver to adjust the six-month employment requirement for incumbent worker training (IWT).
2. A waiver to increase on-the-job training (OJT) employer reimbursement up to 90% for businesses with 50 or fewer employees.

3. A waiver of the requirement for a dislocated worker who has ceased to qualify for unemployment compensation to be eligible to receive needs-based payment only if the worker is enrolled in training services.

These waivers were approved by U.S. DOL's ETA on May 30, 2024, and are effective through June 2028.

Incumbent Worker Training (IWT) 6-month Employment Requirement Waiver: This waiver allowed Wisconsin to eliminate the six-month employment requirement in its definition of incumbent worker. In PY 2021 and PY 2022, 291 individuals received incumbent worker training. Following the implementation of this waiver, 106 individuals received IWT in PY 2023 and 148 individuals received IWT in PY 2024.

On-The-Job Training (OJT) Employer Reimbursement Rate Limit Waiver: This waiver allowed an increase of on-the-job training employer reimbursement up to 90% (from 75%) for business with 50 or fewer employees. In PY 2021 and PY 2022, 100 Adult program participants, 17 Dislocated Worker program participants, and 23 Youth program participants in Wisconsin received on-the-job training. Following the implementation of this waiver in Wisconsin, the number of program participants who received on-the-job training is as follows:

Program Year	Adult Program	Dislocated Worker Program	Youth Program
2023	61 participants	13 participants	17 participants
2024	44 participants	9 participants	3 participants

Additional Eligibility Requirements for Dislocated Workers Receiving Needs-Related Payments Waiver: This waiver allowed Wisconsin, via state policy, to establish uniform eligibility requirements for Adult and Dislocated Worker program participants to receive needs-related payments using only the eligibility requirements of WIOA Section 134(d)(3)(A). In PY 2021 and PY 2022, no Dislocated Worker program participants in Wisconsin received needs-related payments. As a result of this waiver in PY 2024, three Dislocated Worker program participants received needs-related payments.

With PY 2024 results demonstrating positive performance impact and business engagement, Wisconsin plans to continue implementing these waivers into PY 2025.

Evaluations

Wisconsin conducts ongoing evaluations of its core programs in accordance with WIOA Section 116(e). The data stewards and evaluation and research workgroups, composed of members from all WIOA core partners, established the following workplan for moving forward over the next four years with evaluation of WIOA programs:

- With partner and stakeholder feedback, develop and prioritize learning questions and evidence gathering through a [four-year learning agenda](#) and [annual evidence plan](#) (both updated).
- Use all four methods of evidence gathering, including:
 1. Foundational fact finding,
 2. Performance measurement,
 3. Policy analysis, and
 4. Evaluation.
- Create data-based continuous improvement loops through qualitative customer and staff feedback loops and quantitative [dashboards](#).

- Use research and evaluation, data steward, and performance advisory meetings to learn from partner evaluations and to partner on evaluation across WIOA partners.
- Conduct and [share](#) evidence gathering through internal resources and external partnerships (updated).

DWD continues to use existing methods of evaluation such as annual compliance program and fiscal monitoring of local Workforce Development Boards (WDBs), data validation, and performance evaluation. WIOA programs partner with the Wisconsin Governor's Council on Workforce Investment (CWI) to verify and monitor the [CWI performance metrics](#) for ongoing performance monitoring and to provide a feedback loop for continuous improvement.

Evidence-Based Policy and Decision-Making Collaboration

DWD continues to expand its staff and technical research capacity. The DWD [Workforce Data Integration System \(WDIS\) website](#) includes both the current learning agenda and evidence plan. The learning agenda was developed by WIOA state partners, with local WDB and partner input, and informed by the WIOA State Plan. The WDIS website provides links to current research, evaluation findings, and employment and training dashboards so WDBs and the public can make data-informed, evidence-based decisions. Further, Wisconsin program and evaluation staff work in partnership with evaluation requirements and technical assistance provided by the Secretary of Labor and the Secretary of Education under Section 116(e) of WIOA.

Several tools support evidence-based decision-making across the variety of employment and training programs. DWD constructed the Longitudinal Workforce Database (LWD) designed to integrate data from disparate sources to provide a mechanism for cross-program data sharing. Several projects use the LWD to analyze employment outcomes and co-enrollment. The IBM InfoSphere Identity Insight data matching tool is in implementation and aims to match data from different data sources, including DWD's Division of Employment and Training (DET), Division of Vocational Rehabilitation (DVR), and Unemployment Insurance (UI) Division. Wisconsin has safe and secure space in the [Coleridge Initiative's Administrative Data Resource Facility \(ADRF\)](#). This space contains Unemployment Insurance (UI) claim, UI wage, UI state directory of new hire, and WIOA Title I, III, IV and workforce partner career, training, and support service data. DWD staff partner with researchers to analyze the data to build evidence to inform workforce planning, services, training, and supports for employers, workers, and job seekers.

Research

WIOA law focuses on evaluation activities that both go beyond measuring performance and includes or informs WIOA Title I programs. Evaluation efforts that meet these criteria are highlighted first within this section. Performance related activities and evaluation efforts of other WIOA Title programs and partners are reported after these targeted highlights.

WIOA Title I Adult Return on Investment Study: WDIS staff worked with interns from the University of Wisconsin-Madison to analyze WIOA Title I service, cost, and outcomes data. The study evaluated the [return on investment \(ROI\) for Wisconsin WIOA Title I Adult Program](#) PY 2021 exiting program participants. Researchers analyzed the wage growth compared to cost of service, inflation, and a comparison group of Title III program service recipients, controlling for demographic factors and pre-existing trends. The results demonstrate a clear, positive wage growth of WIOA Title I Adult program participants, exceeding cost of service, inflation, and the comparison group, and indicating a positive ROI for the program.

Service Cost Compared to Wage Regression Prediction of Wage Changes from Program Entry to Eight Quarters after Exit

Services	Count	Cost per Participant	Wage Growth Estimate
Career (Constant)	1,539	\$3,934.08	\$4,528.69
Training	1,029	\$2,407.62	\$5,323.29
Support	959	\$893.97	\$5,655.27
Career and Training	1,029	\$6,341.70	\$9,851.98
Career and Support	959	\$4,828.05	\$10,183.96
Career, Training, and Support		\$7,235.67	\$15,507.25

Association between Training and Employment Outcomes: Wisconsin's WDIS Research and Evaluation workgroup worked on a research study to learn more about what demographics, employment influencers, and training services funded by different WIOA and partner training programs predict higher wages. Researchers extracted and analyzed data for 186,130 Workforce Data Integration System (WDIS) participating episodes that ended between April 1, 2019, and March 31, 2020. Initial analyses indicate that training across the different programs is associated with higher wages. Several workforce training programs were associated with higher wages both six months and two full years after program exit after controlling for demographics, education, and wages prior to program entry. Registered apprenticeship (RA) stood out as the program associated with the largest employment gains. Participants in a RA had an increase in wages of over \$5,000 more per quarter (over \$20,000 per year), which persisted two years after exit. Work-based learning and on-the-job training were also consistently positively associated with employment rates and wages, though somewhat smaller in magnitude. Work-based learning participants had wage increases of \$1,600 per quarter more two quarters after exit, and on-the-job training participants had wage increases of \$1,250 per quarter more two quarters after exit. Other training programs were also associated with higher wages and employment rates, albeit at lower levels. These included Wisconsin Fast Forward (WFF) grant-funded employer training, occupational and vocational training, and youth apprenticeship (YA). Researchers are now working on publishing the findings from this report.

WIOA Co-Enrollment Reports: Given that research has demonstrated improved employment outcomes when individuals co-enroll across WIOA programs and partners ([Hartman et al., 2024](#)), Wisconsin WIOA partners use co-enrollment reports to assess prevalence of [Wisconsin WIOA co-enrollment](#) and discuss additional partnership opportunities. Given the observed higher wages when WIOA participants co-enroll in apprenticeship opportunities, WDIS researchers have built and will continue building quarterly co-enrollment reports across apprenticeship (including both registered and youth) programs and WIOA Title IV, Veterans, and WIOA Title I Adult, Dislocated Worker, and Youth programs to further inform co-enrollment in partner programs. Work is being done to include apprenticeship co-enrollment and demographic information in the co-enrollment dashboards.

WIOA Evaluation Peer Learning Cohort (PLC) Customer Feedback Loop Foundational Fact Finding: Wisconsin continued work started as part of the WIOA Evaluation Peer Learning Cohort (EvalPLC). The aim of the cohort was to improve coordination of Wisconsin WIOA evaluation activities, specifically to learn ways to improve customer feedback loops to better assess program effectiveness and increase customer satisfaction. The Wisconsin EvalPLC workgroup included all WIOA Title programs as well as partners from TANF, SNAP, apprenticeship, and a regional one-stop operator. The group shared current customer feedback practices and gathered information on customer feedback loops from the research literature, other states, and federal partners. The group found that it is important to plan for customer feedback, include feedback throughout the entire process, and incorporate feedback in an iterative process, while also adjusting feedback loops based on collected feedback. The group then collaborated and developed a Customer Feedback User Guide. The guide provides information on what customer feedback is, why gathering feedback is important, what successful customer feedback looks like, and technology tips for implementation. There is further

information on the role, scope, and methodology of gathering staff feedback, in part as a compliment and/or supplement to customer feedback. Finally, the guide provides examples and resources.

Worker Connection Evaluation: The Worker Connection program was funded with American Rescue Plan Act (ARPA) funds and piloted strategies that may be adapted by job centers and WIOA Title I programs. Specifically, Worker Connection piloted the use of targeted outreach, one-on-one career navigation services, and WorkAdvance training. Worker Connection was piloted between 2022 and 2024 in two Workforce Development Areas (WDAs), enrolling 3,127 participants, providing 19,755 career services, and connecting over 500 participants to WorkAdvance training. The University of Wisconsin Center for Education Research conducted a [process evaluation](#) of the Worker Connection pilot program.

After networking with 713 community partners, researchers found that the Career Navigators could better connect with underutilized talent pools. These partnerships help connect individuals who were unemployed, underemployed, or not in the labor force but would be with the right supports. Career Navigators used data from the current population survey and local community conversations to identify underutilized talent pools, including individuals with no high school degree, long-term unemployed, individuals who believed there is no work for them, individuals who last worked in accommodation and food services, unmarried minority men, female parents, individuals in rural areas, unhoused individuals, individuals with disabilities, and justice-involved individuals. Career Navigators then used this information to identify local community organizations that were already connected to these individuals, including visiting libraries, other government agencies, education and training organizations, housing insecurity and recovery organizations, immigrant organizations, homeless shelters, recovery centers, correctional facilities, other workforce organizations, and other support organizations. This collaborative effort improved targeted outreach to underutilized talent pools, with 71% of enrollments the result of referrals from partner organizations and programs. As a result, 28% of participants were single parents, 15% self-identified as having a disability, 20% were unhoused at entry, 26% had an arrest or conviction record at entry, 29% were not employed for 27 weeks or more at entry, and 33% were believed to be overqualified at most recent job.

Career Navigators used a human-centered, skills-based approach with job seekers, navigating career goals and services with participants. They were trained to use motivational interviewing with a trauma- (or healing) informed lens, an effective technique to guide clients through the discovery process to develop a positive profile and identify their conditions of work. Researchers found that 68% of clients who received a positive profile (identified interests, skills, abilities, etc.) connected with a good job match. Developing a positive profile and identifying a job seeker's interests, skills, and abilities improved their ability to use local career navigation tools and local networks to connect job seekers to local jobs and/or training to better reach career goals. Project partners also recognized the need for short-term affordable skill-building training to help meet the skilled workforce needs of local businesses.

The Worker Connection program provided a pilot of implementing a training model to fill this need. Researchers identified a need to improve data collection from these training programs and use the data to improve operational implementation of this needed training resource. There is a continued need for funding to make training possible, especially as training costs continue to increase and when job seekers have limited income and resources, with many job seekers having transportation, childcare, housing, food, and other support needs. The Wisconsin Department of Workforce Development's Bureau of Job Service is using the findings from the Worker Connection pilot to hire a Career Navigator in each Workforce Development area and train these new staff based on the research findings of this pilot program.

Career Pathways Advancement Evaluation: Wisconsin's Career Pathways Advancement (CPA) initiative is funded by the U.S. Department of Education (DOE)'s Rehabilitation Services Administration Disability Initiative Fund. Wisconsin's initiative uses career pathways for career advancement, with the

aim to improve employment outcomes for people with disabilities and connect vocational rehabilitation consumers to high-quality, high-demand local jobs. In addition, the grant aims to increase the number of people with disabilities who connect to trainings in manufacturing, construction, digital technology, and healthcare career pathways. The CPA project evaluation, a partnership between DWD staff and University of Wisconsin (UW) researchers, goes beyond DWD's Division of Vocational Rehabilitation (WIOA Title IV) consumer services and outcomes to include WIOA Title I, II, and III partners. The evaluation includes co-enrollment across WIOA Title partners to encourage coordination of career pathways services and increase inclusivity of people with disabilities.

As of Oct. 16, 2024:

- Wisconsin's CPA initiative had 1,068 participants enrolled with 41% of them co-enrolled in another WIOA or partner program including 24 participants co-enrolled in the WIOA Title II program.
- Out of the 1,068 participants:
 - 56% enrolled in a health care career pathway
 - 25% enrolled in a digital/information technology career pathway
 - 11% enrolled in a manufacturing career pathway
 - 8% enrolled in a construction career pathway
- Most participants have connected to training: 93% of all participants started training in their chosen career pathway and 73% of all participants have obtained a measurable skill gain and/or credential.
- A small number of participants have completed training, including 157 participants who have both exited DVR services and are employed in one of the four career pathways:
 - 52% in health care
 - 25% in manufacturing
 - 17% in construction
 - 6% in digital/information technology

During the next period of this evaluation effort, researchers will determine if these career advancement strategies lead to increases in wages, hours worked per week, and employer benefits, and decreases in public benefits.

Labor Market Information Research and Reports: Wisconsin continues to provide updated labor market information (LMI) on [WisConomy](#). The [website](#) contains interactive tools and reports that include:

- [Award-winning visual catalog data dashboards](#), most recently awarded the "Best State LMI Product or Collaboration for Data Collection and Dissemination" at the 2024 Council for Community and Economic Research Annual Conference.
- [2020-2040 General Purpose Tax Revenue Projections for Wisconsin](#)
- [2025 County Profiles](#)
- [Labor Supply Projections for Wisconsin 2020-2040](#)
- [2024 WI State and Regional Economic Analysis](#)
- [Registered Nurse Supply and Demand Forecasts 2022-2040](#)

- [Wisconsin Recovery Report 2023-2025](#)

LMI staff continue supporting maintenance of the [DWD Career Pathways website](#) so job seekers can navigate labor market information as they explore occupations in 16 career clusters by education level. The website provides career pathway examples with local hot jobs (jobs that pay above the state median wage, are expected to grow faster than average, and have the most projected openings) and links users to local trainings for each occupation, apprenticeship opportunities, as well as information about the occupation on the Job Center of Wisconsin's [Skill Explorer](#), which has been updated to reflect the resources and features on the DWD Career Pathways website.

RESEA Evaluation: In Wisconsin, the Re-Employment Services and Eligibility Assessment (RESEA) program is administered by DWD's Bureau of Job Service (WIOA Title III Wagner-Peyser). The Bureau of Job Service contracted an outside evaluator, Actus Policy Research, to conduct a confirmatory impact, exploratory, and process/implementation analysis. Actus Policy Research recently completed the [final Wisconsin RESEA evaluation report](#). Random assignment started April 2022 and continued through the fall of 2023. During this time, 48,110 UI claimants were enrolled and randomly assigned to one RESEA meeting (29.4%), multiple RESEA meetings (29.5%), and no RESEA meetings (41.1%). Researchers determined random assignment was indeed random and enrollment numbers were sufficient to detect differences between groups. The evaluation found participants with one or more RESEA meetings had a higher access to job counseling services (65% compared to 3% in the control group), as well as statistically significant decreases in the number of benefit weeks UI payments were collected, the benefit amount collected, and the proportion of claimants with exhausted benefits. Researchers found the UI benefit cost savings (i.e., reduction of benefit weeks and amount collected) exceed the cost of the RESEA program. They also found that the RESEA assessment score predicts who will benefit most from RESEA services, which would increase the efficiency of the program rather than randomly selecting participants. A modest increase in employment rates (0.8 percentage points) one quarter after program entry was also found, but these differences were not observed in later quarters.

Title IV Evaluation: In addition to the Career Pathways Advancement evaluation, Wisconsin's WIOA Title IV, Division Vocational Rehabilitation (DVR), continues to engage in evaluation activities in data partnership with the Wisconsin Departments of Public Instruction (DPI) and Health Services (DHS) with the aim to track and monitor competitive integrated employment (CIE) for individuals with disabilities who receive publicly-funded community services. The most recent data is available in the [2025 Joint CIE Report](#).

In alignment with recommendations from [a prior study](#), DVR undertook a survey of participants in the Milwaukee area to evaluate customer satisfaction focusing on VR staff cultural competency with support from the Survey Research Center at the University of Wisconsin-River Falls. Results confirmed both that job seekers felt VR staff employed culturally competent methods, and that tailoring efforts to the specific needs of consumers by race, age, and location is warranted based on significant gaps in outcomes. This survey also used a novel approach of SMS-texting to conduct outreach, yielding additional information about the efficacy of this approach, which DVR will consider when designing future participant feedback processes.

In addition, WDIS researchers collaborated with the [National Technical Assistance Center on Transition: The Collaborative](#) (NTACT:C) and the [Vocational Rehabilitation Technical Assistance Center for Quality Employment](#) (VRTAC-QE) to write a paper on [Education and Pre-Employment Transition Service Predictors of Wages for Transition Age Youth with Disabilities](#). Researchers found that credential attainment, pre-employment transition services, and co-enrollment in partner programs predicted higher wages two quarters for transition age youth (14 to 24 years old) after exiting WIOA Title IV services. These findings varied by demographics, lived experiences, and state-level differences

in service delivery. Wisconsin WIOA Title IV program was highlighted as the third highest state predicting higher wages after receiving pre-employment transition services, with youth averaging \$1,033.71 more in quarterly earnings two quarters after exit.

WIOA Title II Action Research: As part of its broader effort to enhance data sustainability and accessibility, the Wisconsin Technical College System (WTCS) has transitioned its Adult Education Dashboard from Tableau to Microsoft Power BI. This move supports long-term cost efficiency and better integration with existing Microsoft tools used across the system. The Adult Education Dashboard, which provides critical insights into adult learner engagement, outcomes, and program performance, is now in the final stages of publication within the Power BI platform. Dr. Hilary Barker from WTCS is actively seeking feedback from stakeholders to ensure the dashboard continues to meet the evolving needs of educators and administrators and remains a valuable resource for data-informed decision-making in adult education.

Customer Satisfaction

DWD's Division of Employment and Training (DET) coordinated monitoring team continued a WIOA Title I participant satisfaction survey, which was implemented in PY 2019 for annual local WDB monitoring. DET emailed a survey to all WIOA Title I Adult, Dislocated Worker, and Youth participants who were active during the previous 12 months. DET sent reminders to participants to improve response rates. The survey was emailed to 6,770 participants statewide, receiving 793 responses for an average statewide response rate of 12%. The response rate within each of the 11 local Workforce Development Areas (WDAs) ranged from 5% to 18%.

Workforce Development Area	Survey Emails	Responses Received	Response Rate
WDA 1	454 sent	55	12%
WDA 2	2,257 sent	319	14%
WDA 3	198 sent	16	9%
WDA 4	260 sent	49	18%
WDA 5	573 sent	19	17%
WDA 6	427 sent	47	11%
WDA 7	356 sent	29	5%
WDA 8	336 sent	42	12%
WDA 9	216 sent	39	18%
WDA 10	1,197 sent	131	10%
WDA 11	496 sent	47	9%
Statewide Total	6,770 sent	793	12%

The results of each area's participant survey, including both statistical and qualitative feedback and comments, were shared and discussed with each local WDB during annual monitoring. These discussions created the opportunity to highlight both local strengths and areas of improvement. The DET monitoring team retained the participant satisfaction survey as a component of PY 2024 annual monitoring to compare year-over-year results and collect information for continuous improvement.

In addition to WIOA Title I participant surveys, DET's one-stop system certification materials require local WDAs to have systems in place for collecting and analyzing customer feedback from both job seekers and businesses, such as customer satisfaction surveys, and to use the information to improve service delivery. These certification materials were distributed and used by the local areas for the next certification of the three-year cycle occurring in PY 2025.

Approaches to assessing customer satisfaction were also initiated by DWD's Division of Employment and Training Bureau of Job Service (BJS) in June 2025, with the dissemination of the first quarterly JCW (Job Center of Wisconsin) Customer Satisfaction Surveys. The June 2025 survey efforts focused on job seekers that registered on JCW during the period from March 1, 2025, to May 31, 2025. The following summarizes the total surveys sent out and the response rate and survey results.

- Job seekers emailed: 12,758
- Received responses: 431 (3.8%)
- Respondents who believed the programs/services on JCW helped them achieve their career and/or training goals: 53%

Moving forward, BJS will continue to send out quarterly customer satisfaction surveys until it migrates to a new labor exchange system in late 2026. The intention is to build regular customer satisfaction surveys into the new system.

Efforts related to ongoing process improvement for efforts to collect and evaluate customer satisfaction are supported by the Workforce Data Integration System (WDIS). WDIS established and maintains a one-stop dashboard for available data sources created or used by DWD in standardized data formats. This work aims to understand the impacts of DWD training, programs, and services to build evidence to inform decision making and improve outcomes. The Integrated Service Delivery (ISD) team, through a partnership with WIOA program and partner staff, developed a Customer Feedback User Guide. This guide will inform future work to gather and use customer feedback to identify areas of success and improvement and inform decisions to improve organizational products and services. In addition, the ISD team led efforts to evaluate existing partnerships across state agencies and with community-based organizations to develop a data catalogue to map the data sharing process and identify blockers and opportunities for improvement.

State Strategies

Governor's Council on Workforce Investment

The Governor's Council on Workforce Investment (CWI) is the federally mandated state entity under WIOA that assists the governor by providing leadership that aligns the public education and workforce development systems. The council provides oversight of the one-stop system of Wisconsin's American Job Centers, develops the four-year WIOA state plan, and represents the embodiment of public-private partnerships. The council's focus goes beyond statutory requirements and includes efforts for developing and growing the state's economy by aligning talent development initiatives and economic development strategies.

The governor appoints members of the CWI in accordance with the requirements enumerated in 20 CFR § 679.110(b)(3). Led by private sector business representatives, who make up a majority of the board's membership, the CWI also includes organized labor; leaders from state agencies responsible for post-secondary education, career and technical education, workforce development, and economic development; and community organizations. Members take a central role in setting the vision for the state, model and manage strategic partnerships, and use data and other tools to keep the system accountable.

WIOA Combined State Plan Vision and Goals

Wisconsin submitted its PY 2024–2027 WIOA Combined State Plan in March 2023. The State Plan establishes the vision and framework for an integrated workforce development system that advances the competitiveness of workers, job seekers, and employers by improving equity, economic opportunity, and sustainability statewide.

CWI identified strategic priorities that form the foundation of the WIOA Combined State Plan. These goals reflect Wisconsin's evolving economic environment, shifting demographics, and employer demand for a skilled workforce. Alignment among workforce system partners strengthens Wisconsin's ability to support economic growth, career advancement, and economic self-sufficiency.

PY 2024 Overview

The council includes an executive committee and four standing committees that provide a formalized structure for members and stakeholders to actively participate in the maintenance, support, and refinement of the workforce system's activities.

CWI Education Committee: As part of their goal, the CWI Education committee focuses on initiatives related to career pathways, early childhood education, and entrepreneurship. Recognizing the importance of early childhood education as both an economic and workforce issue, the Education Committee supported efforts outlined in the WIOA Combined State Plan related to addressing the child care challenges impacting Wisconsin families. At the May 2025 CWI meeting, members familiarized themselves with how DWD is working on early childhood educator workforce development solutions in partnership with the Wisconsin Department of Children and Families (DCF). Council members reviewed strategies DWD initiated for expanding career pathways by developing and promoting apprenticeship programs in the early childhood care and educational sectors to attract and retain more talent, and how DCF is expanding supports for entrepreneurs to pursue state licensure to open child care businesses. DWD's early childhood educator campaign, launched in August 2024, was the first outreach effort of this initiative. The campaign ran on DWD's digital platforms and featured digital ads and radio spots in the Milwaukee and Madison markets.

CWI Employer Committee: The CWI Employer Committee continued efforts to engage all Wisconsin employers to drive, build, and use the workforce development system, and advance the goals in the State Plan that are centered around work-based learning and employer engagement with the workforce system. In 2024, DWD concluded the Winning with Wisconsin's Workforce series, hosting 19 events with 1,482 registrants. These forums were provided at no cost to the attendees and were designed to bring regional business and workforce system partners together to discuss economic and labor market opportunities, resources, and innovative solutions to meet a variety of workforce needs. The Winning with Wisconsin's Workforce series highlighted workforce development investments, available funding, and local successes with worker recruitment and retention.

To further advance the Employer Committee's priority to support employers' efforts to attract, hire and retain employees from all populations, there are dedicated Business Services Teams (BSTs) throughout the state that include specialists across the workforce system who are trained to provide support to employers. This cross-program business engagement coordinated by BSTs results in reducing duplication and improving employer access to services. One example is the Windmills Training, which provides free customizable training to an employer to identify, challenge, and change beliefs and perceptions about disability and employment. This training helps business leaders, hiring managers, and other team members develop a new perspective on the unique abilities of all individuals who add value to their company.

The committee also prioritized expanding employer input in workforce program design. The Wisconsin Technical College System (WTCS) now offers over 1,900 industry-validated programs supported by local employer advisory committees. CWI continues to champion the development of additional programs aligned to industry demand, ensuring the workforce system remains responsive to employer needs.

CWI Workforce Committee: Promoting workforce participation and strengthening the infrastructure that supports the development of a skilled and educated workforce remain top priorities for the CWI

Workforce Committee. In alignment with the PY 2024-2027 WIOA Combined State Plan goals to expand workforce participation, advance career pathways, and increase credential attainment, the committee has focused on strategies to improve Wisconsin's approach to non-degree credentials.

During PY 2024, the committee examined practices and data related to credential attainment and explored ways to enhance access to non-degree credential programs that align with employer demand. These discussions informed recommendations for expanding the availability and recognition of non-degree credentials as viable pathways to high-quality employment. Through this work, the committee hopes their recommendations support both the state's credential attainment performance goals and Wisconsin's broader efforts to create equitable, responsive, and employer-driven workforce development opportunities.

WIOA Governance & Resource Alignment Committee: Finally, the CWI WIOA Governance & Resource Alignment Committee not only assists the governor in carrying out the statutory requirements in compliance with the federal WIOA guidelines, as listed in 20 CFR. § 679.130, they advocate for resource alignment to maximize return on investment and use data for continuous improvement of the workforce system. In response to considerations and recommendations proposed in Wisconsin's PY 2024-27 WIOA Combined State plan, this committee consolidated two previously separate entities dedicated to WIOA governance into one committee under CWI. To further support this initiative and improve efficiencies, the Integrated Service Delivery (ISD) teams, the subgroups under the committee, were bolstered so that the appropriate personnel from all WIOA Title and partner programs are engaged to foster more efficient decisions and progress.

The council ended the program year by reviewing progress made on its 2022-2026 strategic plan. A series of strategic planning sessions will take place throughout the upcoming year as the council works to draft and finalize the next four-year strategic plan.

Performance Accountability

Performance Measures and Reporting

The WIOA core programs all report on common indicators using the federal definitions. The six primary indicators of performance are:

1. Employment Rate Second Quarter after Exit
2. Employment Rate Fourth Quarter after Exit
3. Median Earnings Second Quarter after Exit
4. Credential Attainment Rate*
5. Measurable Skills Gain*
6. Effectiveness in Serving Employers

*Credential Attainment Rate and Measurable Skills Gain are not required for Wagner-Peyser.

Performance Accountability System

Wisconsin's Title I and III programs exceeded the 50% threshold of all 18 negotiated indicators of performance during PY 2024, prior to adjusting actual performance using the Statistical Adjustment Model.

During PY 2024, the Title I and Trade Adjustment Assistance (TAA) programs included credential data from the National Student Clearinghouse House (NSCH) Tracker service. DWD's agreement with NSCH allows for the automation of some credential collection and reporting.

Wisconsin's Performance Advisory Committee (PAC) facilitated the development and delivery of performance technical assistance and training. Training was delivered via webinars as part of a "WIOA Data and Reporting Lifecycle Training Series." The PAC maintained a WIOA Performance SharePoint site with information regarding performance levels, results, and training.

During PY 2024, the PAC launched two new cross-agency advisory groups: 1) the Education & Training Advisory Group and 2) the Employment, Wages, and Business Services Advisory Group. The two groups shared a mission to analyze data and policy to enhance performance outcomes.

Common Exit Policy

Wisconsin has a [common exit policy](#) for DET-administered programs. Under Wisconsin's common exit policy, a program participant who is enrolled in multiple DET-administered programs to which the common exit policy applies will exit all the affected programs at a common date. After the participant has not received any qualifying services for 90 consecutive days, and no future services are planned from any of the affected programs, ASSET (DWD's management information system (MIS)) will retroactively look back to when the participant last received a qualifying service in any program in the common exit policy.

This definition does not include self-service, information-only activities, or follow-up services from partner programs. The DET partner programs in Wisconsin's common exit are:

- Title IB Adult
- Title IB Dislocated Worker
- Title IB Youth
- National Dislocated Worker Grants
- Title III Wagner-Peyser Employment Services
- Jobs for Veterans State Grant
- Trade Adjustment Assistance Act of 1974

Data Validation

Wisconsin's approach to data validation of performance information was originally set in PY 2018. In PY 2021 and PY 2022, the [data validation policy](#) that applies to Titles I and III was updated to include further clarification from TEGL 23-19 and a Data Validation by Element resource. In PY 2022, a new [WIOA Joint Data Validation Policy and Procedures](#) resource was developed to help improve data validation and data quality across programs. The policy was updated in PY 2023 and is included below. Wisconsin continues to analyze potential data quality issues through file reviews and using the Quarterly Report Analysis (QRA) for data integrity improvement.

The WIOA programs under Title I, Title III, National Dislocated Worker Grants, Jobs for Veterans State Grants (JVSG), and Trade Adjustment Assistance (TAA) conduct data validation reviews each program year prior to certification of annual reports. The program's data validation activities are addressed between monitoring and file reviews. Program areas follow the requirements in the U.S. DOL's [TEGL 23-19, Guidance for Validating Required Performance Data Submitted by Grant Recipients Change 1](#) and [Change 2](#) when conducting a review. In addition to the guidance provided by TEGL 23-19, each program area may develop policies to meet data validation requirements specific to their program. Programs may specify requirements for items such as the required data elements for validation, allowable source documentation, documentation collection, and the process for data and documentation storage and retrieval (see program-specific policies).

Error rates for data validation and data quality are determined as part of data validation reviews by calculating the percentage of records reviewed that contained a data documentation/data completeness or data accuracy error. The threshold for error rates is 10%, so if a data documentation/completeness or data accuracy error rate is greater than or equal to 10%, the error rate is considered not met and technical assistance/training will be required. Error rates by data element are calculated as follows:

- Local – A local area must have less than a 10% error rate for a single data element across programs. If the error rate exceeds 10%, specific local technical assistance will be required.
- Overall – Statewide, across all programs, a single data element must have less than a 10% error rate. Statewide training will be required if error rate exceeds 10%.

Data validation results and records reviewed will be retained for at least three years to follow the [federal records retention policy](#) and the [Maintenance and Retention of Records policy](#). All files submitted for

federal reporting will be preserved and saved in a secure location. Data validation roles, responsibilities, and procedures are detailed in Appendix C.

Local Statistical Adjustment Model (SAM) Activities

In PY 2021, DWD developed and implemented a Local Statistical Adjustment Model (LSAM) to use in local negotiations for PY 2022 and PY 2023, and again for PY 2024 and PY 2025. The LSAM was constructed for Wisconsin by a team of experienced researchers, economists, and policy analysts using the baseline statistical adjustment model concepts from U.S. DOL's ETA. The LSAM was used to determine the Local Adjusted Levels of Performance and Indicator Scores for PY 2021, PY 2022, PY 2023, and the same process will be used for PY 2024 adjustments.

Title I Local Area Negotiated Levels of Performance

During August and September 2024, DWD successfully set local negotiated levels of performance for PY 2024 and PY 2025 with 11 local WDAs. DWD used the LSAM as populated using historical U.S. DOL Participant Individual Record Layout (PIRL) participant data and economic data from the U.S. DOL Bureau of Labor Statistics. The negotiation results are in Table 1, 2 and 3 in Appendix A.

Performance Results

Wisconsin's Title I and III programs exceeded the 50% requirement of all 18 negotiated indicators of performance during PY 2024 prior to adjusting actual performance using the Statistical Adjustment Model.

Wisconsin's PY 2024 WIOA performance results for Title I Adult, Dislocated Worker, Youth, and Title III Wagner-Peyser Employment Service programs are explained in Appendix B.

Statewide Governor's Reserve Funds

Governors have the authority to reserve portions of their state's WIOA allotments as a set-aside (or "Governor's Reserve") for statewide workforce development activities or to invest in their highest workforce development priorities. These activities include both required and allowable uses under WIOA.

Feasibility Study of Wisconsin's One-Stop System: In June 2024, the Wisconsin Department of Workforce Development (DWD) partnered with the Institute for Research on Poverty (IRP) at the University of Wisconsin-Madison to conduct a feasibility study examining Wisconsin's implementation of WIOA and the state's one-stop delivery system. The study sought to identify effective practices, challenges, and opportunities for improvement in coordinating workforce services statewide. Key goals of the study included improving alignment among workforce partners, enhancing the coordination of services for job seekers and employers, and identifying strategies to streamline the customer experience across the one-stop system.

The mixed-methods study incorporated a literature and policy review, site observations at four Wisconsin Job Centers between September and December 2024, and 64 semi-structured interviews conducted from February through June 2025 with local WDB directors, one-stop operators, DWD and partner program staff, employers, and WIOA participants. Additional discussions with DWD leadership and the mapping of WIOA funding streams further contextualized the findings, supported by updated participation and performance data and the PY 2024-2027 WIOA Combined State Plan.

IRP submitted the final report to DWD in June 2025. DWD and IRP continue to collaborate in sharing findings with workforce partners and stakeholders. At the beginning of the current program year, study results were presented to the Governor's Council on Workforce Investment during its strategic planning retreat and at the 2025 WIOA Roundtable to inform state and local policy development and continuous

improvement initiatives. The study's insights will be used to guide future strategic planning and strengthen service integration within Wisconsin's one-stop delivery system in PY 2025.

Winning with Wisconsin's Workforce: DWD, together with the state's 11 local Workforce Development Boards (WDBs), used a portion of the Governor's Reserve funds to host statewide Winning with Wisconsin's Workforce events to educate and engage new partners on talent attraction strategies, apprenticeship opportunities, and other resources. The 2024 event series showcased state and local resources, training programs, and grant opportunities and covered topics including youth employment, artificial intelligence, and innovative ways to attract, develop, and retain top talent development programs.

Creation of Governor's Workforce-Focused Task Forces –

- **Governor's Task Force on the Healthcare Workforce:** In January 2024, Gov. Evers established the [Governor's Task Force on the Healthcare Workforce](#) by issuing Executive Order #220. He charged the task force with gathering and analyzing information and producing an advisory action plan for the 2025-27 state budget consideration. From March to August 2024, the task force heard from healthcare experts and leaders, analyzed labor market data, and produced an advisory action plan for the governor's review and consideration. In total, the task force adopted 10 recommendations with 26 action items representing a variety of policy and implementation approaches aimed at addressing issues such as education, training, recruitment, and retention of healthcare workers. These recommendations will help to move Wisconsin forward with sustainable solutions to retain, attract, and train talented workers to address the workforce challenges in a high-demand, priority industry. Governor's Reserve funds were used to obtain technical assistance, expert services, and other support for the work of the task force.
- **Governor's Task Force on Workforce and Artificial Intelligence:** In PY 2023, Gov. Evers signed Executive Order #211, creating the [Governor's Task Force on Workforce and Artificial Intelligence](#). Envisioned as a mechanism to adapt and equip a workforce capable of capitalizing on the generative AI transformation, creation of the governor's task force set in motion a comprehensive effort to help harness the evolving technologies and strengthen Wisconsin's workforce for the 21st century and beyond. The work of the task force culminated in an [advisory action plan](#) that was adopted in July of 2024 that offers specific policy proposals based on the collaborative work of the task force and the expertise of leaders from education, government, workforce development, economic development, and the business community. Themes of the policy proposals reflect the need to expand digital literacy; develop more flexible training and credentialing; continue efforts to remove employment barriers and connect underutilized talent pools with AI skills; improve government service delivery through strategic deployment of AI tools; and incentivize industry adoption of AI tools to enhance competitiveness and create high quality jobs. Governor's Reserve funds were used to obtain technical assistance, expert services, and other support for the work of the task force.

Worker Connection Program Best Practices: The Worker Connection program, which was piloted in the Milwaukee County and Bay Area WDAs using American Rescue Plan Act (ARPA) funds, was supported during PY 2024 using Governor's Reserve funds. The additional funding allowed expanded engagement with community-based organizations serving highly barriered populations in targeted communities. Specifically, Worker Connection expanded the use of targeted outreach, one-on-one career navigation services, and WorkAdvance training. The Worker Connection program has been able to reach underserved populations such as individuals who are justice-involved, unhoused, and experiencing long-term unemployment.

DocuSign: For the fifth consecutive year, DWD has used Governor's Reserve funds to provide grants for Wisconsin's local WDBs to obtain DocuSign licenses. This small amount of money has a large impact in allowing for the expansion of virtual and hybrid service delivery, as well as reducing administrative burden.

Rapid Response

Wisconsin's Rapid Response (RR) program is carried out by 11 local teams that extend layoff transition assistance across the state. DWD's Bureau of Workforce Training (BWT) provides oversight of the statewide program. The local RR teams are required to extend assistance in response to all known dislocation events within their respective Workforce Development Area (WDA) that are anticipated to impact at least 25 employees. BWT and the local RR teams use DWD's web-based, centralized Rapid Response Events Tracking System (RRETS) to track dislocation events—including those where layoff notices are officially filed with DWD—and the Rapid Response services that are provided.

During PY 2024, 77 new layoff notices covering 4,752 employees were filed with DWD pursuant to the federal Worker Adjustment and Retraining Notification (WARN) Act and/or Wisconsin's business closing and mass layoff law. The local RR teams extended layoff transition assistance to 5,546 employees spanning 105 employers, with a total of 333 employee-targeted services provided across the state.

The WDAs with the largest number of employee layoffs were:

- WDA 10: South Central (1,187 employees)
- WDA 3: Waukesha-Ozaukee-Washington (955)
- WDA 2: Milwaukee (805)

Combined, the employee layoffs in those three WDAs accounted for 53% of the tracked activity in the state.

DWD continued to support the state's RR program using the funding reserved from its annual Title I Dislocated Worker allotment, as described in WIOA Section 133(a)(2). Each year, DWD designates a portion of this reserve for the following three grants:

- **Annual Allotment Grants:** Annual Allotment grants provide financial resources to each local Workforce Development Board (WDB), so their designated local RR teams are able to carry out layoff transition assistance within their respective WDAs.
 - During PY 2024, DWD provided a total of \$750,000, with awards ranging from \$35,132 to \$152,317.
- **Dislocation Grants:** Dislocation grants provide local WDBs funding to supplement Annual Allotment Grants to provide layoff transition assistance for a specific dislocation event affecting 25 or more employees.
 - During PY 2024, DWD issued three new grants totaling \$27,928 to help make Rapid Response services available to 374 impacted employees.
- **Additional Assistance Grants:** Additional Assistance grants supplement a local WDB's Title I Dislocated Worker formula funds when significant layoffs place unanticipated demand on existing formula resources. Funds must be used towards Dislocated Worker Program services for eligible participants from a specific dislocation event.
 - During PY 2024, DWD issued six new grants for a combined total of \$372,580.

Wagner-Peyser Activities

The Wagner-Peyser program provides career services to job seekers and recruitment assistance to businesses. These services include in-person and virtual job search assistance, workshops for job seekers, job fairs, and various recruiting events. Wagner-Peyser Employment Services are administered by DWD's Bureau of Job Service (BJS) and coordinated amongst WIOA Titles I, III, and IV staff. This section highlights the efforts made to address workforce challenges, improve employer engagement, and meet the labor market's evolving needs.

Business Services

WIOA Title I staff focus on business services to employers serving adults, dislocated workers, and youth, and they work to promote recruitment, hiring, retention, and advancement of these job seekers. Title III staff within DWD's Division of Employment and Training (DET) focus on business services to employers serving youth and adults, similar to business services provided by Title I staff. Title IV staff within DWD's Division of Vocational Rehabilitation (DVR) work with individuals with disabilities and provides a wide variety of training to eligible consumers when necessary and appropriate to achieve their employment goal. Title I, III, and IV staff work collaboratively at the state level as well as at regional and local levels.

In Wisconsin, WIOA Title I, III, and IV staff work collaboratively at the state, regional, and local levels. Wisconsin's regional BSTs coordinate activities and resources with WIOA core and Combined State Plan programs to provide comprehensive, high-quality, customer-centered services to employers. BST members meet frequently to share program information, including the scope of services each program offers and the eligibility requirements. As a result of this collaboration, team members increase familiarity with one another's programs and become better equipped to share comprehensive information and resources with businesses.

Business Service Teams document information and the services provided to businesses using a shared platform: Job Center of Wisconsin Business (JCWB). By using this shared platform, BST members have access to real-time information regarding services delivered to businesses in their region. Teams share employment opportunities and company information with one another to leverage all resources to meet business's needs. Any user from a WIOA core or partner program with a demonstrated business need may access the system. Specifying a single tracking system reduces repetitive employer contacts and promotes collaborative business services.

Regional BSTs will continuously assess the local workforce landscape and identify additional allies and contributors that can add value to the team, including partners that serve underrepresented individuals. WIOA partner programs are continuously exploring methods to co-enroll customers who can benefit from diverse services.

Some examples of regional business services efforts include hosted Workforce Solution events geared toward employers. Some of the key themes consistently shared by businesses through conversations include:

- **Barriers to Employment:** Employers often express challenges in recruiting and retaining talent from populations such as justice-involved individuals, and individuals facing transportation barriers. Affordable child care also continues to be a significant barrier for parents seeking to enter or re-enter the workforce.
- **Community Engagement:** Employers value collaborative events such as targeted job fairs (e.g., veteran-focused or disability employment awareness events). These efforts have proven effective in connecting businesses with untapped talent pools while also showcasing employer best practices for inclusive hiring.

- **Highlighting Resources and Partnerships:** Hosted events such as *Perks That Work* highlight the benefits of hiring veterans, utilizing apprenticeships, and engaging with DVR services. Additionally, there is an annual *Success After Service* hiring event focused on connecting veterans with meaningful career opportunities.

PY 2024 Metrics:

- Job Center of Wisconsin (JCW) Job Postings: 190,920 (representing 213,001 job openings)
- Number of Employers Posting on JCW: 8,644
- JCW visits during PY 2024: 1,093,658

Services for Job Seekers

DWD's Bureau of Job Service (BJS) call center fielded 51,969 calls during PY 2024, an 8% increase over PY 2023. The call center continues to experience higher year-over-year call volume dating back to PY 2021.

The number of job seekers accessing services in job centers also remains relatively consistent year-over-year. In PY 2024, 14,748 job seekers access services in the resource rooms with Title III staff. Those job seekers received 41,358 staff-assisted services.

In addition, Wisconsin continues to provide services that job seekers can access conveniently from their homes. Wisconsin job seekers can schedule virtual meetings with staff to receive the same services they would in a job center. Job seekers can log in to JCW, view on-demand workshops, register, and attend virtual meetings with staff, and receive assistance virtually or in-person.

Re-Employment Services

The Re-Employment Services and Eligibility Assessment (RESEA) program is administered BJS staff in Wisconsin. During PY 2024, DWD provided re-employment services through both self-scheduled in-person and virtual sessions. In PY 2024, the following RESEA metrics include:

- RESEA letters mailed: 34,760
- Initial sessions completed: 12,792
 - Subsequent sessions completed: 4,328, of which, 82% were served virtually

Migrant Seasonal Farmworker Services

In Wisconsin, both federal and state laws direct services provided to Migrant and Seasonal Farmworkers (MSFW). BJS includes MSFW outreach specialists who help employers of MSFWs comply with federal regulations, provide services to MSFWs, administer the H-2A temporary labor visa program, and administer and enforce Wisconsin's migrant labor laws.

As required in federal regulations, staff members are assigned to conduct outreach to MSFWs across the state who are not reached by traditional intake activities conducted by local job center offices. This includes workers in Wisconsin on H-2A visas. Services are also provided in-person through the job centers and virtually through the Job Center of Wisconsin website and the bilingual call center. BJS currently has two job service staff providing outreach services to MSFWs.

The number of H-2A visa holders in Wisconsin continues to increase. Staff conduct outreach to these workers, but because of the terms of these workers' visa, H-2A workers are not eligible to receive job center services to obtain new or better employment. Therefore, while H-2A visa holders are included in the number of outreach contacts reported, any services provided are not eligible to contribute to Wagner-Peyser performance measures.

A new process was developed by BJS in PY 2022 to help coordinate outreach across the state. Annually, BJS staff now develop a statewide outreach plan, and outreach efforts include coordination with the local managers to develop goals and prioritize outreach to specific workers.

MSFW outreach specialists work closely and communicate with the migrant labor inspectors who implement and investigate violations of the state's migrant labor laws, and the foreign labor certification coordinator who administers H-2A visa applications and job orders. Additionally, the foreign labor certification coordinator shares job order information with local job centers to ensure domestic workers interested in the job orders attached to H-2A clearance orders are connected with employment opportunities.

The MSFW outreach specialists also coordinate outreach visits with the National Farmworker Jobs Program (NFJP) grantee, the UMOS Anti-Labor Trafficking Team, the Food and Farmworker Relief grantee, the Migrant Education Program, the High School Equivalent (HEP) grantee, the Mexican Consulate, migrant health care partners, and others. These partnerships assist migrant and seasonal farmworkers in accessing services and programs.

PY 2024 MSFW Highlights:

MSFW Outreach	<ul style="list-style-type: none"> • Outreach contacts: 2,479
State Migrant Labor Law	<ul style="list-style-type: none"> • Migrant labor camps certified: 289 • Migrant labor contractors certified: 36 • Agents of migrant labor contractors certified: 56
Foreign Labor Certification Program	<ul style="list-style-type: none"> • H-2A applications received and processed: 248 • H-2A workers requested: 3,179; H-2A workers approved: 3,021

National Dislocated Worker Grants (NDWGs)

During PY 2024, DET administered three National Dislocated Worker Grants (NDWGs). A total of 1,809 individuals were served through these grants.

Support to Communities (STC): On Aug. 28, 2020, DWD-DET received a \$5 million Support to Communities: Fostering Opioid Recovery through Workforce Development grant. The Fox Valley, North Central, Northwest, West Central, and Southwest WDBs served as the five subgrantees to provide career services, training activities, and employment services to individuals affected by substance use disorder issues or those seeking a career in the substance use disorder and recovery field. The subgrantees have convened local Support to Communities Councils that engage employers in the implementation of innovative approaches to address the economic and workforce-related impacts on local communities affected by the opioid and substance misuse epidemic while aligning and coordinating grant-funded service delivery. At the conclusion of the grant on August 31, 2024, 863 participants were served through STC. This is 428 more participants than the proposal commitment goal of 435 participants, a 98% increase over expected.

Quality Jobs, Equity, Strategy, and Training (QUEST) Disaster Recovery National Dislocated Worker Grant: On Sept. 26, 2023, DWD received a \$15 million QUEST grant to address known deficiencies in the child care economy related to access, quality, affordability, and wages through the provision of employment and training services, supportive services, business engagement, microenterprise and entrepreneurial skills development, and the creation of disaster-recovery

employment. Subrecipients of the grant include all 11 local WDBs, the Wisconsin Department of Children and Families, and the Wisconsin Community Action Program Association.

During PY 2024, Wisconsin's QUEST grant served 915 participants, achieving 183% of the original goal of 500 participants. During PY 2023, DWD-DET submitted a no-cost extension request (NCR) that included a revised statement of work to increase the total number of individuals served to 670, along with planned improvements to the state MIS and expanded outreach campaigns. The NCR was approved in early PY 2024. With 915 participants, DWD-DET has exceeded the revised goal by 245 participants, representing an increase of approximately 37%.

DWD-DET continued to work with a contracted vendor throughout PY 2024 to develop an employer education video series about the importance of child care, along with outreach and media campaigns encouraging individuals to explore child care as a career.

Fostering Opioid Recovery through Workforce Development (FORWD): On Nov. 21, 2024, DWD-DET received an award for \$4.3 million to serve 305 eligible individuals directly impacted by the opioid crisis with reintegration into the workforce, providing them employment and training services to prepare for self-sustaining employment critical to a stable recovery. Full implementation of FORWD occurred on April 1, 2024, as modifications responding to the Conditions of Award were addressed. The period of performance for the FORWD NDWG is Nov. 21, 2024 – Nov. 20, 2026. During the first three months of implementation, Wisconsin's FORWD grant served 31 participants, 10.16% toward the grant goal of 305 participants, with 16.5 months remaining in the performance period.

Subrecipients of the grant include Employ Milwaukee, Inc., Fox Valley Workforce Development Board, Northwest Wisconsin Workforce Investment Board, West Central Wisconsin Workforce Development Board, and Southwest Wisconsin Workforce Development Board.

Disaster Relief Employment (DRE) is an important component of the FORWD grant. Through DRE, the specific opioid-related needs in each community help address the inimitable impacts of the opioid crisis within the area. In addition to DRE, the subrecipients will reintegrate eligible individuals by providing employment and training activities, including supportive services, thus improving education, skill, and employment levels, and promoting recovery success. Training for occupations that address the impacts of opioid use will also be available. DWD's grant strategy also includes establishing new or stronger existing state and community partnerships to align efforts that comprehensively address the crisis on multiple fronts, avoid duplication, and address gaps in needs.

State Best Practices and Needs

Service Delivery Promising Practices

Re-Employment Services and Eligibility Assessment (RESEA): Two promising practices have been recently highlighted in the Re-Employment Services and Eligibility Assessment (RESEA) program's evaluation. The first is the self-scheduler which has supported Unemployment Insurance (UI) claimants in keeping scheduled appointments and completing other requirements necessary to maintain their eligibility for UI benefits. Claimant compliance when using the self-scheduling system is at 88%. Another promising practice is the option for claimants to participate in RESEA sessions either virtually or in-person, which is contributing to high completion rates.

JobPods: The Bay Area Workforce Development Board, the DWD, and the Nicolet Federated Library System partnered to launch an innovative solution to meet the increasing demand for workforce development services. By establishing JobPods at libraries throughout the region, individuals can connect with WIOA and other workforce development services at an alternative location to a physical Job Center. These JobPods offer a safe, welcoming, and accessible environment where users can

engage with workforce programs remotely – using technology to access local resources, professional guidance, and training opportunities.

This collaborative initiative provides job seekers with dedicated spaces to access online training and resources and fosters community engagement; offers peer support; increases awareness of workforce development opportunities; and, ultimately, encourages greater participation in these services. This leads to the development of a more skilled workforce. There are currently nine JobPods in Wisconsin, with plans to expand to six additional locations across other WDAs. The positive outcomes and feedback from these efforts are expected to grow even further.

Interagency Collaboration with TANF/Wisconsin Works (W-2) Program: During PY 2024, DWD's Bureau of Workforce Training established a collaborative partnership with the W-2 program. Monthly meetings were initiated to share information about both W-2 and WIOA Title I programs. As the partnership evolved, the group developed joint goals to guide future efforts. One of the first objectives was for each program to host a virtual information session to present its purpose, eligibility criteria, structure, and ideas for future collaboration to stakeholders.

Planned next steps include a statewide, in-person training event in fall 2026. The event will invite staff from both programs—including case managers, supervisors, local workforce board representatives, and state staff. Due to the event's scale, additional state programs will be invited to participate.

Intra-Department Collaboration with the Registered Apprenticeship (RA) Program: DWD's Bureau of Workforce Training (BWT) is developing new programming in partnership with the Registered Apprenticeship (RA) program. This effort is in its early stages and will continue to advance in PY 2025. An initial meeting between the programs served as an information session for WIOA Title I staff to learn about RA and exchange ideas for future collaboration. A strategic initiative is currently under development. Once approved, BWT and RA will begin joint activities focused on outreach efforts and increasing co-enrollment between the two programs.

Local Area Promising Practices

During annual monitoring visits to the local WDBs, DET identified promising practices and areas of strength within the local areas. These are shared with the local WDBs in an annual report to highlight the many highlights and allow for implementation in other areas. Several of the PY 2024 local WDB promising practices and areas of strength are highlighted in Appendix D.

Workforce System Challenges and Technical Assistance Requests

The feasibility study conducted in partnership between DWD and the UW-Madison Institute for Research on Poverty (IRP) identified several cross-cutting themes that highlight challenges faced across the workforce system. For example:

- Interviewees across all groups (local Workforce Development Board directors, one-stop operators, DWD and partner program staff, employers, and WIOA participants) mentioned struggles with siloed service delivery, a lack of service coordination, and realizing the true “one-stop” vision of the WIOA legislation.
- Differential reporting requirements, funding streams, and disjointed and duplicative data collection exacerbated administrative burden and weakened the service user experience in multiple ways.
- Some performance metrics seemed misaligned with local context and special population needs.
- Variation within and across one-stop centers, in terms of staffing, staff knowledge, human-centered design, co-location of services, and ability to leverage supplemental funding appears to have led to inconsistent and inequitable service provision for clients, as well as variation in WIOA system outcomes.

- One-stop centers struggled to serve some populations with special needs, such as formerly incarcerated individuals, older workers, and those looking for non-entry-level jobs.

Together, these factors create barriers to optimal service delivery. Progress has been made for collecting and sharing data between the various programs managed by DWD; however, gathering data from additional agencies and partners outside of DWD continues to be a challenge and it is a concern that the difficulties gathering and compiling data across agencies may impact the state's overall performance and the overall customer experience. The state's workforce system would benefit from federal guidance and support for improved integration across programs.

Further, Wisconsin requests technical assistance on challenges due to the shifting expectations from U.S. DOL regarding operational procedures and reporting requirements under WIOA so the state may focus on innovation more broadly within WIOA programs without being constrained by reporting requirements where the performance data may be misleading without additional context. DWD seeks clarification and guidance on how to align operating expectations and reporting requirements.

Pay for Performance

Wisconsin did not use any pay for performance contracting strategies during PY 2024.

Appendix A: Title I Local Negotiated Levels of Performance

During Aug. and Sept. 2024, the Wisconsin Department of Workforce Development (DWD) successfully set local negotiated levels of performance for PY 2024 and PY 2025 with all 11 local Workforce Development Areas (WDA) in the state. DWD used the Local Statistical Adjustment Model (LSAM) as populated using historical U.S. DOL Participant Individual Record Layout (PIRL) participant data and economic data from the U.S. Bureau of Labor Statistics. The negotiation results are in Tables 1, 2 and 3.

Table 1. Title I Adult Local Area Negotiated Levels of Performance (PY 2024 and PY 2025)

WDA	Employment Rate 2 nd Quarter after Exit	Employment Rate 4 th Quarter. after Exit	Median Earnings 2 nd Quarter after Exit	Credential Attainment Rate	Measurable Skill Gain
1	73.0%	74.0%	\$8,000	69.0%	58.0%
2	74.0%	74.0%	\$7,600	63.0%	53.0%
3	82.0%	80.0%	\$9,100	65.0%	70.0%
4	79.0%	76.0%	\$8,800	70.0% (PY 20 24) 72.0% (PY 2025)	68.0%
5	80.0%	78.0%	\$9,100	72.0%	66.0%
6	80.0%	83.0% (PY 24) 84.0% (PY 25)	\$8,400	63.0% (PY 24) 65.0% (PY 25)	64.0% (PY 24) 66.0% (PY 25)
7	80.2%	78.0%	\$7,400	74.0%	73.0%
8	77.0%	75.0%	\$7,300	61.0%	60.0%
9	77.2% (PY 24) 77.3% (PY 25)	80.0%	\$7,700	60.0%	55.0%
10	76.0%	75.0%	\$8,200	72.0%	79.0%
11	71.0%	72.0%	\$6,700	69.0%	59.0%

Table 2. Title I Dislocated Worker Local Area Negotiated Levels of Performance (PY2024 and PY2025)

WDA	Employment Rate 2 nd Quarter after Exit	Employment Rate 4 th Quarter after Exit	Median Earnings 2 nd Quarter after Exit	Credential Attainment Rate	Measurable Skill Gain
1	77.0%	81.0%	\$9,000	68.0%	60.0%
2	74.0%	74.0% (PY 24) 75.0% (PY 25)	\$8,900	53.0%	50.0%
3	84.0%	88.0%	\$11,000	63.0%	72.0%
4	74.0%	74.0%	\$9,540	71.0%	61.0%
5	83.0%	83.0%	\$10,000	72.0%	67.0%
6	85.0% (PY 24) 86.0% (PY 25)	88.0% (PY 24) 89.0% (PY 25)	\$11,100	80.0% (PY 24) 80.2% (PY 25)	75.0%
7	85.8%	75.0%	\$10,000	81.0%	71.0%
8	82.0%	81.0%	\$11,000	75.0%	72.0%
9	83.0%	90.0%	\$10,000	60.0%	58.0%
10	81.0%	83.0%	\$10,000	68.0%	77.0%
11	78.0%	84.5%	\$9,100	62.0%	66.0%

Table 3. Title I Youth Local Area Negotiated Levels of Performance (PY 2024 and PY 2025)

WDA	Employment Rate 2 nd Quarter after Exit	Employment Rate 4 th Quarter after Exit	Median Earnings 2 nd Quarter after Exit	Credential Attainment Rate	Measurable Skill Gain
1	80.0%	75.0%	\$5,900	53.0%	49.0%
2	78.0%	73.0%	\$3,900	56.0%	49.0%
3	84.0%	83.0%	\$6,300	55.0%	57.0%
4	80.0%	77.0%	\$4,500	53.0%	57.0%
5	82.0%	80.0%	\$6,600	62.0%	68.0%
6	75.0%	73.0%	\$4,300	50.0%	53.0%
7	71.3%	82.2% (PY 24) 82.3% (PY 25)	\$3,200	65.0%	68.0%
8	76.0%	76.0%	\$4,100	56.0%	56.0%
9	65.6% (PY 24) 65.7% (PY 25)	68.0%	\$4,100	50.0%	42.0%
10	77.0%	76.0%	\$4,400	64.0%	76.0%
11	80.0%	76.0%	\$3,800	60.0%	65.5%

Appendix B: Title I and III Performance Indicator Results

The following tables present a summary of Wisconsin's PY 2023 WIOA performance for the Title I Adult, Dislocated Worker, Youth, and Title III Wagner-Peyser Employment Service programs. The negotiated column is the state's Negotiated Level of Performance. The actual column is the Actual Level of Performance results during the Program Year. The cohort column is the number of participants included in the indicator. The U.S. Department of Labor (DOL) uses a statistical adjustment model which adjusts the Negotiated Level based on the actual participants served and economic conditions during the program year. This process is completed after this report is submitted.

The statistical adjustment model determines the Adjusted Level of performance and the Indicator Score. The Indicator Score takes the Actual Level divided by the Adjusted Level. Per DOL [TEGL 11-19, Negotiations and Sanctions Guidance for the Workforce Innovation and Opportunity Act \(WIOA\) Core Programs](#), an Indicator Score must be at or above 50%. DOL released [TEN 01-25, Performance Accountability Assessment for Program Year \(PY\) 2024](#), which states that Titles I, III, and IV will be assessed on all Individual Indicators for PY 2024. Title II will only be assessed for Employment Rate 2nd Quarter after Exit and Measurable Skill Gains. TEN 01-25 also states that Titles I, III, and IV will be assessed for Overall Program Scores in PY 2024, and Overall State Indicator Scores for Employment Rate 2nd Quarter after Exit and Measurable Skill Gains. An Overall Score must be at or above 90%.

Table 4. PY 2024 WIOA Title I Adult Performance

Indicator	Negotiated	Actual	Cohort
Q2 Employment	76%	74.2%	2,045
Q4 Employment	75%	76.2%	2,016
Median Earnings	\$8,200	\$8,339	1,518
Credential Attainment Rate	67%	65.6%	1,172
Measurable Skill Gain	58%	72.8%	1,117

Table 5. PY 2024 WIOA Title I Dislocated Worker Performance

Indicator	Negotiated	Actual	Cohort
Q2 Employment	80%	79.3%	706
Q4 Employment	82%	75.7%	547
Median Earnings	\$10,000	\$11,162	560
Credential Attainment Rate	68%	70.2%	262
Measurable Skill Gain	65%	77.4%	465

Table 6. PY 2024 WIOA Title I Youth Performance

Indicator	Negotiated	Actual	Cohort
Q2 Employment	80%	76.7%	933
Q4 Employment	76%	76.2%	957
Median Earnings	\$4,300	\$5,475	679
Credential Attainment Rate	59%	62%	684
Measurable Skill Gain	57%	62.7%	1,144

Table 7. PY 2024 Wagner-Peyser Performance

Indicator	Negotiated	Actual	Cohort
Q2 Employment	70%	68.4%	22,788
Q4 Employment	70%	68.1%	20,467
Median Earnings	\$8,000	\$8,874	15,586

Table 8. PY 2024 WIOA Core Programs Combined Performance

Indicator	Negotiated	Actual	Cohort
Effectiveness in Serving Employers	N/A	53.2%	29,998

Appendix C: Data Validation Roles, Responsibilities, and Procedures

Staff Assigned for Data Validation Responsibilities

- Provide overall guidance, training, and technical assistance for data validation standards and data documentation requirements to local areas.
- Perform data validation reviews at least annually.
- Identify errors and communicate with staff and local areas for resolution.
- Maintain records per state and federal records retention policies.
- Provide technical assistance and training to local areas that do not meet error rate requirements.
- Annually review the results of data validation review efforts and the effectiveness of the process and revise as needed.

Data Entry Management and Staff Responsibilities

- Develop internal controls to ensure data reported is valid, reliable, and aligns with data documentation.
- Provide training to staff on the importance of correct data entry and allowable data documentation on an annual basis, at a minimum.
- Regular data element review of program data for errors, missing data, and other anomalies, including missing documentation.
- Ensure appropriate staff receive statewide data validation and data documentation training annually.
- Maintain records per state and federal records retention policies.
- Ensure that state monitoring staff have access to data documents for review upon notification.
- Communicate in a timely manner with program and federal reporting staff regarding identified errors.
- Attend mandatory technical assistance (TA) and business intelligence (BI) training if there is a failure to meet error rate.

Federal Reporting Staff Responsibilities

- Conduct ongoing reviews of data accuracy within data systems (e.g., ASSET). Federal reporting staff work closely with information technology and product development staff to review potential issues with the collection and reporting of data.
- Provide trainings for program staff on how to conduct data validation reviews.
- Calculate error rates and notify program staff of any concerns or discrepancies.
- Provide trainings along with program staff to local areas and staff on data validation and documentation when overall error rate thresholds are met.
- Organize and manage data validation procedures listed below.

Data Validation Procedures

1. When collecting data, the policy and responsibilities listed above are followed.
2. Random samples of data elements are pulled from either business intelligence or preliminary PIRL files for review.
 - a. Sample sizes are determined based on the population size (participants served & exited) and appropriate confidence levels (greater than or equal to 90%) and margins of error (less than or equal to 8%). The samples include current and exited personal identification numbers (PINs).
 - b. Samples are listed by PIN and are distributed among the required data elements for validation. The PINs are reviewed in the case management system (ASSET) for appropriate data documentation, data accuracy, and data completeness.
3. Any corrections to identified data and documentation errors must be completed by Sept. 10, before the annual program year reports are due for submission to U.S. DOL.
4. An annual review is a cumulative of reviews completed throughout the program year. PINs selected for reviews are part of the program year cohorts. The cumulative of the reviews becomes the final review file used to calculate error rates.
5. Error rates will be calculated as described above.

Appendix D: Promising Practices and Areas of Strength

During annual monitoring visits to the local Workforce Development Boards (WDBs), the Department of Workforce Development's (DWD) Division of Employment and Training (DET) identified promising practices and areas of strength taking place within the local areas. These are shared with the local WDBs in an annual report to highlight the many local promising practices and allow for implementation in other areas. Several of the PY 2024 local WDB promising practices and areas of strength are highlighted below:

Southeastern Wisconsin Workforce Development Board (SE WI WDB – WDA1), Employ Milwaukee, Inc. (EMI – WDA2), and Waukesha-Ozaukee-Washington Workforce Development Board (WOWWDB – WDA3): The local WDBs of WDAs 1, 2, and 3, form the collaborative *Super Region*. Each WDB is assigned defined roles to promote cost savings, operational efficiencies, and service consistency. The boards collaborate to oversee the administration of the region's One-Stop System staff. During PY 2024, the Regional One-Stop Operator (OSO) introduced innovative referral materials designed to strengthen interagency collaboration.

The American Job Center Community Network Pocket Guide delivers concise and accessible information on key services, including partners such as Job Service, Veterans Services, and DVR. It also provides details on Job Center locations, Equal Opportunity principles, and commonly used websites. The guide equips staff and partners to efficiently direct participants to suitable services, improving the overall customer experience and addressing potential service gaps.

Building on the success of the pocket guide, the recently-released American Job Center Community Network Referral Guide offers expanded resources, including detailed information about physical service sites, comprehensive contact directories, and case management best practices. This tool aims to foster alignment and consistency among workforce partners.

The OSO facilitated in-person and virtual training sessions to ensure effective implementation, including the Month of the Customer Learning Series and quarterly gatherings. These events reinforced the practical application of the guides, disseminated best practices, and furthered opportunities for collaboration across the workforce system.

Specific to WDA 1, the Southeastern Wisconsin Workforce Development Board (SE WI WDB) has assembled a Community Engagement Team that works with the community to increase awareness of its programs and build partnerships, including potential program participants, mandatory partners, and community-based organizations. It also regularly holds all-staff meetings with local service agencies and community partners to better serve participants through increasing awareness of potential referrals, especially for targeted populations. During DWD-DET's desk review and on-site monitoring interviews, Career Planners and/or the SE WI WDB reported the usage and utility of OSO's pocket and referral guides.

Integrating traditional and innovative approaches, these initiatives should enhance communication among workforce partners, ideally creating a more cohesive and responsive service delivery system to keep staff informed and make referrals with greater confidence. DWD-DET commends the OSO and *Super Region* for their strategic efforts and encourages their continued use to promote collaboration and service delivery across its WDAs.

The Southeastern Wisconsin Workforce Development Board (SE WI WDB – WDA1): SE WI WDB, in partnership with its service provider, Dynamic Workforce Solutions (DWFS), have effectively integrated motivational interviewing (MI) into their case management approach, resulting in stronger

participant engagement and more personalized service planning. Career planners are trained in MI techniques and encouraged to use these strategies to explore goals, address barriers, and build trust.

Initially developed in PY 2023, the practice is reinforced through the local area's quality improvement process detailed in Areas of Strength 2, 3, and 4. DWFS staff noted that MI is especially effective in destigmatizing sensitive issues like justice involvement or housing instability, which is furthered through its provision of special population training to career planners. By embedding MI across Adult, Dislocated Worker, and Youth programs, SE WI WDB demonstrates a strong commitment to trauma-informed, participant-centered service delivery.

The SE WI WDB, through its partnership with DWFS, has worked to cultivate continuous learning and staff development. One of these highlighted efforts is the Dynamic Works Institute. Publicly accessible, the Dynamic Works platform provides on-demand access to professional development tools, including interactive webinars and learning modules, which Career Planners are encouraged to use throughout the program year.

In addition to second-party modules, the local area furthers its training efforts by ensuring that staff remain up to date on WIOA service delivery strategies through ongoing internal training sessions on topics such as motivational interviewing, career counseling, and ASSET entry. The local area also requires staff to maintain Certified Workforce Development Professional (CWDP) credentials, ensuring proficiency in service provision and regulatory compliance. Finally, DWD-DET has noted a strong attention to detail and willingness to address issues in past monitoring reports.

This commitment to structured, role-specific training has strengthened DWFS' ability to provide responsive, person-centered case management and maintain high service quality across its Adult, Dislocated Worker, and Youth programs. DWD-DET noted a high level of service provision during its PY 2023 monitoring.

In a collaborative effort, SE WI WDB and DWFS have developed a detailed and proactive approach to performance management that enhances accountability and service responsiveness across all three counties in WDA 1. In addition to state-mandated performance indicators, the local area tracks a suite of custom local metrics, including Work Experience (WEX), WEX hours, enrollments in training, application completion time, eligibility accuracy rate average, etc. This data, as well as that required by the state, is compiled monthly, broken down by county and program, and reviewed by both DWFS leadership and SE WI WDB staff.

This granular performance tracking allows the local area to identify and address issues before they impact outcomes and provides leadership with actionable insights into service trends. The system has also supported regular reporting to fiscal staff and has served as the foundation for internal and quarterly monitoring reviews. During DWD-DET's on-site interviews, DWFS staff emphasized that it is not aware of any other provider in the state that tracks performance in this manner and noted that these practices have contributed to DWFS being recognized as Project of the Year for two consecutive years within its corporate structure.

The SE WI WDB in partnership with DWFS, has established a comprehensive internal monitoring framework that promotes accountability at all levels. Career Planners conduct monthly self-reviews of participant files, and, in parallel, SE WI WDB staff independently conduct bi-quarterly file reviews. These complementary high and ground-level reviews from the local area further reinforce the intended thoroughness of the framework.

Following each review, areas of focus arise and are discussed during bi-quarterly quality improvement meetings with DWFS and SE WI WDB staff. These structured meetings serve as both quality assurance and strategic planning tools, encouraging proactive communication from front-line staff to

leadership and vice versa. This two-way model was identified during DWD-DET's interview with SE WI WDB and DWFS as helping the local area remain agile in identifying trends and making timely adjustments.

Notably, the emphasis on early detection and collaborative problem-solving has contributed to a measurable improvement in compliance outcomes. SE WI WDB achieved a 36% reduction in Findings and a 100% reduction of Questioned Costs between PY 2022 and PY 2023.

Employ Milwaukee, Inc. (EMI – WDA2): In PY 2024, Employ Milwaukee (EMI) reviewed and enhanced its Youth Work Experience (WEX) program through collaboration with a range of internal and external stakeholders, including the City of Milwaukee, community organizations, and local employers.

Externally, EMI partnered with city leaders to identify roles that align with participants' career goals, such as Police Aides with the Milwaukee Police Department, providing hands-on exposure to public service careers. EMI also collaborated with community and faith-based organizations to raise awareness of its offerings and strengthen connections between youth and WEX opportunities. Internally, EMI's Business Solutions Team promoted WEX opportunities through robust collateral materials and reframed them as internships, emphasizing their role in building a talent pipeline and building potential, future relationships.

Through these efforts, EMI has created new pathways for youth to access meaningful, career-oriented work experiences while helping local governments and employers address critical workforce needs in public service and other high-demand areas. These initiatives demonstrate EMI's alignment with WIOA priorities to develop a skilled and ready workforce.

Waukesha-Ozaukee-Washington Workforce Development Board (WOWWDB – WDA3): WOWWDB, within the framework of a collaborative *Super Region* involving WDAs 1, 2, and 3, each WDB is delegated a role and works together to create greater cost savings, efficiencies, and consistency. The Waukesha-Ozaukee-Washington Workforce Development Board's (WOWWDB) role inside this collaborative framework is the administration of the region's One-Stop Operator (OSO). During PY 2024, the Regional One-Stop Operator developed innovative referral materials aimed at improving partner collaboration.

The American Job Center Community Network Pocket Guide offers concise, accessible information on services and programs provided by regional partners, job center locations, and Equal Opportunity basics. The guide helps ensure that American Job Center staff and partners can better direct participants to appropriate services and assist individual needs, enhancing the customer experience and reducing service gaps.

In conjunction with the physical guide, the WOW Workforce Development Network website & Workforce Development System Partner page serve as centralized, online resources for partner updates, service directories, reserving rooms, upcoming events, and training opportunities. These websites complement the pocket guide by allowing both staff and partners to stay informed about available services and make referrals with greater confidence.

The combination of these physical and digital tools should improve communication among workforce partners, resulting in more integrated and responsive service delivery across the region. DWD-DET commends the WOWWDB and OSO for these new strategic materials and encourages the continued development and use of these resources to foster even greater collaboration and service consistency.

North Central Wisconsin Workforce Development Board (NCWWDB – WDA6): NCWWDB has used the CEPT system for several years, with its service provider consistently leveraging the full range of features offered by the platform. This approach has led to the development of tailored and comprehensive Individual Employment Plans (IEPs) and Individual Service Strategies (ISSs) that effectively address participants' unique needs, barriers, and goals.

Under NCWWDB's streamlined laptop purchase process, refurbished, cost-effective laptops are purchased using corporate funds. When a participant requires a laptop, the Career Planner completes a voucher for the individual, ensuring the cost is properly allocated to the appropriate program. The laptop is then provided to the participant. This efficient process has not only ensured the timely fulfillment of participant needs but has also reduced the administrative burden on Career Planners.

Northwest Wisconsin Workforce Investment Board (NWWIB – WDA7): NWWIB offered Mental Health First Aid training as part of ongoing training to their service provider. Providing said training to staff is key to instilling a Human Centered Coaching Model. It allows Career Planners to better connect and provide support to participants, leading to better outcomes. Meeting individuals where they are at is a key focus area for DWD and the Department of Labor.

Southwest Wisconsin Workforce Development Board (SWWDB – WDA11): The Career Roadmap Assessment seen during file monitoring of SWWDB is a comprehensive, effective, and individualized assessment. The participant, with their career planner, completes sections on the participant's occupational goals, assets, barriers, educational plan, and budget. When integrated with the XYTE assessment, this evaluation offers the participant a clear career pathway while identifying barriers that need to be addressed to ensure success.

Workforce Development Board of South Central Wisconsin (WDBSCW – WDA10): WDBSCW has improved access to assistive devices to better serve individuals with disabilities, ensuring inclusive and effective customer support. Specifically, WDBSCW procured and put into use UbiDuos, portable devices that enhance face-to-face interactions for people who are deaf, hard of hearing, or have speech impairments. The One-Stop Operator acquired these devices at affordable prices (\$50-\$150/unit) and distributed them across WDBSCW's American Job Centers (AJC). Career planners, along with AJC program and employer partners, have integrated UbiDuos into their operations. Each Job Center now has one UbiDuo, with two additional units available for employers and Rapid Response needs. These devices have facilitated essential activities such as hiring, onboarding, performance reviews, career fairs, and case management.

This initiative underscores WDBSCW's commitment to providing equitable and accessible services to all its customers.

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