



Quarterly Report on Strategic Plan Progress

**Prepared for DWD Senior Leadership
Date: 01/16/2013**

**Timeframe Reported on:
10/01/2012 – 12/31/2012**

Introduction –

In November, 2011, Secretary Newson unveiled the department’s [Strategic Plan](#) which is intended to guide the agency over the next three years. The overarching goals in the plan are:

- Connect Jobseekers to Jobs (250,000)
- Support the Development of a Highly Skilled Labor Force in Wisconsin
- Achieve Unemployment Insurance Solvency and Increase Program Integrity
- Deliver DWD Services More Efficiently and Support Increased Transparency and Accountability

As a means to ensure that the department meets these goals, Secretary Newson created a department wide Strategic Plan Controls Team (SPCT). This team, under the leadership of Deputy Secretary Jonathan Barry, tracks and reports progress against success metrics and acts as an early warning system when metrics indicate goals may not be met. The following document represents the FINAL official 2012 status report from the SPCT for the date range of **10/01/2012 – 12/31/2012**.

As shown in the chart to the right, the department has **completed 85%** of its success metrics.

The attached report contains additional information on the status of each strategy including risks that may impact success. Each identified risk has an accompanying mitigation plan. For a quick glance at the overall status of the department’s success metrics, please see the “Status Snapshot” on the following page.



| Report Compiled by the Strategic Plan Controls Team (SPCT): | | Quarterly Reporting Schedule for 2012 |
|--|--|---|
| Executive Sponsor <i>Jonathan Barry, Deputy Secretary</i> | SPCT Champion <i>Nicci Fite, Administrative Services</i> | <ul style="list-style-type: none"> ▪ April 18, 2012 ▪ July 18, 2012 ▪ October 17, 2012 ▪ January 16, 2013 |
| SPCT Members <i>Melissa Adams, Administrative Services</i> <i>Linda Preysz, Division of Employment and Training</i> <i>John Haugh, Division of Vocational Rehabilitation</i> <i>Jim Chiolino, Equal Rights Division</i> <i>Janet Sausen, Unemployment Insurance Division</i> <i>Tracy Aiello, Worker’s Compensation</i> | | |

Status Snapshot:

| Status Q4 | Goal | Metric |
|-----------|------|--|
| | 1 | Number of total new jobs posted on JCW increased |
| | 1 | Number of employer recruitment events increased |
| | 1 | Number jobseekers who received email blasts increased |
| | 1 | Marketing plan implemented |
| | 1 | A portal front end using DWD standard technology consistent with the vision for a common UI architecture created. |
| | 1 | Number of RES Sessions held increased |
| | 1 | RES Session Show Rate increased |
| | 1 | Number of UI Claimants who registered and created a resume on JCW increased |
| | 1 | Number of employment outcomes for jobseekers with disabilities increased |
| | 2 | CWI Sector Subcommittees established |
| | 2 | Number of non-standard grants received by DWD increased |
| | 2 | JCW Industry specific websites developed |
| | 2 | Number of National Career Readiness Certifications increased |
| | 2 | Sector strategies identified and developed in coordination with public and private sector partners |
| | 3 | Adequate balance of the UI Trust Fund maintained |
| | 3 | UI Mainframe Database Conversion completed |
| | 3 | A portal front end using DWD standard technology consistent with the vision for a common UI architecture created. |
| | 3 | Federal Standard for the rate of new employer coverage investigations completed in 90 days met |
| | 3 | Non-automated Claims Backlog reduced |
| | 3 | Percentage of Wage Record Cross Matches Investigated increased |
| | 3 | Percentage of claimant overpayments collected increased |
| | 3 | Percentage of delinquent employer taxes collected increased |
| | 4 | Cost Savings as a result of implemented Quality Steering Team initiatives at DWD achieved |
| | 4 | Cost Savings as a result substituting video and audio conferencing when possible in lieu of face-to-face meetings that require travel achieved |
| | 4 | Percentage of initial WC Alternative Dispute Resolution cases resolved without a hearing in front of an administrative law judge maintained |
| | 4 | Number of WC cases formally mediated maintained |
| | 4 | Percentage of WC hearings scheduled within 6 months from 'ready date' maintained |
| | 4 | Uninsured Employers Fund Solvency maintained (WC) |
| | 4 | Number of days before cases are assigned to an administrative law judge in ERD |
| | 4 | Alternative funding mechanisms identified (ERD) |
| | 4 | Number of Equal Rights cases referred to mediation |
| | 4 | Jobs-TRAC enterprise dashboard established |
| | 4 | DWD's Business Analysis Center of Excellence created |
| | 4 | FY13 IT Strategic Plan completed |

Key

| | | | |
|-------------|-----------------------------|---|-----------------------------|
| Not Started | Completed – Ahead of Target | Not Completed – Behind Target <i>(use only at end of year/goal)</i> | In Progress – On Target |
| | Completed – On Target | In Progress – Ahead of Target | In Progress – Behind Target |

| |
|--|
| Goal No. 1: Connect Jobseekers to Jobs (250,000 jobs) |
|--|

Strategy:

Promote www.jobcenterofwisconsin.com (JCW) and DWD job services

High Level Metrics:

| Description | Target | Baseline | Status |
|---|--|----------------------------|---|
| Number of total new jobs posted on JCW increased | 10% increase per year (161,100 jobs posted in 2012) | 151,000 jobs posted (2011) | Completed – Ahead of Target 182,176 new jobs posted, YTD. 20 % increase of jobs over 2011. |
| Number of employer recruitment events increased | At least 100 in 2012 | 47 (2011) | Completed – Ahead of Target 73 events (10/01/2012 – 12/31/2012) Total Events = 358, 358% of goal |
| Number jobseekers who received email blasts increased | 60,000 per quarter 240,000 in 2012 | 45,600 per quarter | Completed – Ahead of Target 9 email blasts to 40,204 job seekers this quarter. 35 blasts to 246,731 job seekers YTD. 103% of goal. |
| Marketing plan implemented | 02/29/2012 | n/a | Completed - On Target |

Accomplishments:

DWD surpassed its goal of a 10% increase in job postings on JobCenterofWisconsin.com over 2011, with an actual increase of 20% in jobs posted. DWD also met its 2012 goal of reaching 240,000 jobseekers via email, by sending 35 email blasts to 246,731 jobseekers.

The number of **employer recruitment events** greatly surpassed the original goal of 100 events in 2012. At the close of 2012, DWD engaged in 358 employer recruitment events. During this quarter, a Career Expo was held in the Bay Area October 17th. 100 employers registered for the event. A survey was initiated shortly after the event, and 88 employers responded. Of those, 39 employers extended at least 101 job offers and 37 employers hired 96 candidates/

Strategy:

Connect unemployment insurance claimants to employment & training services

High Level Metrics:

| Description | Target | Baseline | Status |
|--|---|--|---|
| A portal front end using DWD standard technology consistent with the vision for a common UI architecture created | Implemented by 09/30/2012 | n/a | Completed - On Target |
| Number of RES Sessions held increased | At least 648 sessions quarterly 2,592 total sessions in 2012 | 648 quarterly (07-09/2011) | Completed – Ahead of Target 1,007 RES sessions held (10/01/2012 - 12/31/2012) 3, 149 sessions in 2012 (121% of goal) |
| RES Session Show Rate increased | 60% | 55.35% (2011) | Not Completed – Behind Target Q4 show rate = 56% Average 2012 show rate = 52% |
| Number of UI Claimants who registered and created a resume on JCW increased | At least 10% compliance by 12/2012 | 6.17 % Registration (2011) 4.19% Resumes created (2011) | Completed – Ahead of Target 12.5% Registration & 10% Resumes Created |

Accomplishments:

The **Claimant Portal Phase 1** successfully implemented, on schedule, on September 25, 2012. The enhanced Claimant Portal will increase online completion rates, institute gathering of fact finding information at the time the application is filed, provide stronger security and program integrity and enhance data integration with DET.

In this reporting quarter, DWD met the goal of reaching 10% compliance for UI Claimants who have registered and created a resume on JobCenterofWisconsin.com. As of 12/31/2012, 12.5% of UI Claimants registered on www.jobcenterofwisconsin.com and 10.0% created an online resume.

DWD did not reach its goal of achieving a 60% show rate at its Reemployment Services Sessions. During 2013, DWD will more fully automate RES sessions so customers can access workshops and informational sessions online, anytime. In addition, DWD is reviewing options for introducing compliance measures specific to RES participation and receipt of UI benefits.

Strategy:

Empower individuals with disabilities resulting in barriers to employment to become economically self-sufficient

High Level Metrics:

| Description | Target | Baseline | Status |
|--|---------------------------------|--------------------|--|
| Number of employment outcomes for jobseekers with disabilities increased | Increase to 3,000 by 09/30/2012 | 2,973 (09/30/2011) | Completed – Ahead of Target At 100% of the Federal Fiscal Year & 108% of goal (3250) = 8% ahead goal |

Accomplishments:

In September of 2012, the Division of Vocational Rehabilitation (DVR) met its Strategic Plan goal of increasing the number of employment outcomes for jobseekers with disabilities to 3000 by 09/30/2012. Since then, the division continues serve this population well. As of 12/31/2012, an additional 1,004 consumers achieved an employment outcome.

DVR seeks to increase the number of employment outcomes for jobseekers with disabilities by focusing division work in the following areas:

- *Business Services Initiatives,*
- *Customer Service Initiatives, and*
- *Program Maintenance and Efficiencies*

Business Services Initiatives

DVR continues to expand the **Business Service Initiative**. DVR is in the process of hiring 20 **Employment Specialists**. These will be four year Project Positions funded through Social Security reimbursement funds. The first ten positions will be hired for WDAs 1, 2, 5 and 10 in early 2013.

The DVR Employment Specialists will be utilized to conduct business needs assessments, develop job matches and place consumers in jobs. DVR has over 6,500 job seekers that are ready for employment and more individuals are activated off our waitlist each month creating a backlog of individuals not being matched with their ideal job. In addition, there are 7,500 additional disabled individuals currently involved in training and these would be an excellent source of talent recruitment for businesses needing employees with specialized skills.

These new positions will be dedicated to job matching, providing a unique solution to moving more job seekers with disabilities into the workforce and less dependent on government support systems.

DVR utilizes direct placement, provider placement and **employer incentives** that include a private sector OJT program and internship program and a public sector LTE/Internship program. DVR's OJT has been highly successful in providing employers with upfront payment of 50% training salary and fringe for 90 days. This program has helped develop and strengthen our direct employer connections and has increased our successful outcomes. Notable metrics include:

- Target goal of at least 25 OJT's per month or 300 OJT's for FFY 13
- DVR developed 106 OJT's with employers between 10/1/12 and 12/31/12
- 99 of the 106 consumers who participated in an OJT program were hired in permanent employment in FFY 13 - 93% success rate.

Customer Service Initiatives

During this reporting timeframe, DVR continued to monitor **customer service** satisfaction, capturing satisfaction with purchased services real time. In addition, consumer satisfaction and vendor selection tools have been developed and these will be used to monitor consumer satisfaction with services purchased from vendors with service agreements such as job development and the results will be available for to consumers for use in making informed decisions in selecting service vendors for IPE services in the future.

Other notable **customer service** metrics include:

- 2,082 employment plans have been created for individuals with significant disabilities. The goal for the federal fiscal year is 7,500 new plans. Ahead of target.
- 2 Innovation & Expansion Projects have continued. These projects provide new patterns of services.
- Board for Persons with Developmental Disability, (BPDD) "Let's Get to Work" I & E demonstration collaborative (Youth with the most significant disabilities). The pilot has been expanded and now includes 9 schools based in 7 Workforce Development Areas.
- Walgreens Retail Employees with Disabilities Initiative "REDI" I & E began as a demonstration project in Milwaukee with a 100% permanent employment success rate. REDI is now being expanded statewide. During this report period the Milwaukee DVR REDI

team trained DVR staff in all ten remaining WDAs and also posted resource and training materials to a DVR REDI SharePoint site.

- *DVR collaborates with correctional facilities in the Pipeline / Windows to Work program preparing individuals with disabilities for successful employment transition upon community re-entry. Workforce Pipeline planning meetings are held regularly with in DOC, WIA and DWD partners.*
- *DVR has completed the Self Employment Process Value Stream mapping. Final recommendations were be presented to the DVR SLT in October and three small work teams were formed in December to develop a consumer viability assessment, recommend changes to the DVR fee schedule and establish vendor technical specifications needed for the implementation plan.*

Program Maintenance and Efficiencies:

DVR invests funds to provide short-term employment supports (supported employment) with the Family Care system long term supports. In the first two quarters of SFY 13 DVR has expended \$1,447,309 in Supported Employment services for this population.

Goal No. 2: Support the Development of a Highly Skilled Labor Force in Wisconsin

Strategy:

Engage and support the Governor’s Council on Workforce Investment (CWI).

High Level Metrics:

| Description | Target | Baseline | Status |
|--------------------------------------|---------------------|----------|--------------------------|
| CWI Sector Subcommittees established | By December 31 2011 | n/a | Completed - On Target |

Accomplishments:

*For additional information on the CWI subcommittee work, please see the **Strategy: Focus resources on key sectors where there is high growth and high need for workers** section.*

Strategy:

Support the identification of a pool of additional discretionary funding for development of Wisconsin’s workforce

High Level Metrics:

| Description | Target | Baseline | Status |
|---|--|---|---|
| Number of non-standard grants received by DWD increased | 3 New discretionary competitive Grants in 2012 | 2 Non-discretionary competitive in 2011 | Completed – On Target 3 Non-discretionary competitive grants YTD. |

Accomplishments:

DWD met this goal with the award of three non-discretionary competitive grants during 2012. The grant team is a cross-divisional group facilitated by the ASD grants coordinator and is comprised of 19 members who met four times this quarter to work on improvements to the process and gain efficiency in competitiveness in grant applications.

A master contract for grant writers has been established and three writers were issued contracts to assist grant leads with federal grant application responses.

The grants SharePoint site has been re-designed to be a single repository for all DWD grant activity. The site includes workflows that automate tracking grants from development through submission

and award. Additionally, the site contains funding-related documents generated during program implementation and grant closing process. Records retention requirements are also built into the site.

The grants team partnered with Divisions to identify new, discretionary funding sources for Division initiatives and future projects. This quarter, 12 federal grant opportunities were identified and referred to division staff.

- 1 grant is being explored as a possible collaboration with the Wisconsin Historical Society.
- 6 grants are still under review by the Divisions to determine whether or not to pursue the funding opportunity.
- 5 grants were determined to not be a fit between DWD and the funding opportunity.
- Additionally, a funding opportunity initiated last quarter for the Equal Rights Division Poster Translation Project is close to being submitted.

Strategy:

Coordinate and align workforce development programs with public and private sector partners, including the Workforce Development Boards

High Level Metrics:

| Description | Target | Baseline | Status |
|--|---|------------------|---|
| JCW Industry specific websites developed | Create 3 | 0 | Not Completed – Behind Target 2 industry sites created, 1 remaining. |
| Number of National Career Readiness Certifications increased | At least 700 / quarter in 2012 2,800 in 2012 | 635 (07-09/2011) | Not Completed – Behind Target 447 issued in quarter 4 2,278 Certificates YTD (12/31/2012), 19% behind goal. |

Accomplishments:

In 2012, two new industry pages were created, Trucking and Manufacturing. A third is in development, but will not be published until early in 2013.

The two industry specific sites can be found here:

- <https://jobcenterofwisconsin.com/Manufacturing/Default.aspx>
- <https://jobcenterofwisconsin.com/Trucking/Default.aspx>

DWD did not meet its goal of issuing 2,800 Career Readiness Certificates in 2012. At the close of 2012, DWD issued 2,278 certificates. The main factor in not meeting the goal is that DWD is currently considering other assessment tools.

Strategy:

Focus resources on key sectors where there is high growth and high need for workers

High Level Metrics:

| Description | Target | Baseline | Status Now |
|--|--------------------------------------|----------|---|
| Sector strategies identified and developed in coordination with public and private sector partners | Strategies developed for all 11 WDBs | 0 | Completed - On Target 11 Strategies developed, 11 grants awarded |

Accomplishments:

*In March 2012, DWD announced the availability of **sector grants** for each region of the state. Local Workforce Development Boards were invited to apply for \$25,000 sector grants. One sector grant was awarded per Workforce Development Area. These grants are expected to be implemented from 05/12/2012 – 04/30/13.*

Goal No. 3:

Achieve Unemployment Insurance Solvency and Increase Program Integrity

Strategy:

Improve solvency of the Unemployment Insurance Trust Fund by engaging Unemployment Insurance Advisory Council (UIAC)

High Level Metrics:

| Description | Target | Baseline | Status Now |
|--|--|--------------------|---|
| Adequate balance of the UI Trust Fund maintained | - \$1.3 billion (12/2011); -\$1.0 billion (12/2012); -\$600 million (12/2013); No deficit at the end of 2014. | -\$1.36B (01/2011) | Completed – On Target -\$855 million (Estimate as of 12/31/2012) |

Accomplishments:

The UI Trust Fund has shown continued improvement in the overall solvency of the trust fund, with an estimated 2012 yearend balance of -\$855 million, which is a \$375 million improvement over yearend 2011 and exceeds our target of -\$1.0 billion.

In this reporting quarter, additional staff were added in both the program integrity and collection units. Program Integrity staff will prevent and detect fraudulent payments and the new collectors will increase collections for both tax and benefit overpayments receivable.

It should be noted that one measure of trust fund solvency recommended by the US Department of Labor is an Average High Cost Multiple (AHCM) = 1. This is a measure of the amount needed for a state to be able to pay benefits without borrowing, should the states benefit payments reach a level of the average of the 3 peak values in the past 3 recessions. Currently, in order for Wisconsin to have an AHCM = 1, we would need to have a positive trust fund balance of \$1.6B.

Strategy:

Increase the Unemployment Insurance Program’s Efficiency and Cost Effectiveness

High Level Metrics:

| Description | Target | Baseline | Status Now |
|---|---------------------------|--------------------|---|
| UI Mainframe Database Conversion completed | 12/31/2011 | n/a | Completed – Ahead of Target Converted on 10/08/11 |
| A portal front end using DWD standard technology consistent with the vision for a common UI architecture created. | 09/30/2012 | n/a | Completed - On Target |
| Federal Standard for the rate of new employer coverage investigations completed in 90 days met | 70% (federal standard) | 76.8% (01/2011) | Completed – Ahead of Target 81% YTD (2012) |

Accomplishments:

The new employer coverage investigations completed in 90 days rate for the month of December is at 85.2%. The monthly New Employer Determination Timeliness exceeded the baseline every month of 2012. The new employer determination timeliness rate through 2012 is at 81.0%. This represents an increase compared to the baseline. The December 2012 timeliness rate is higher than the December 2011 timeliness rate of 83.6% and continues to exceed the timeliness standard.

For an update on the Claimant Portal, please see page 6.

Strategy:

Enhance the Unemployment Insurance Program’s Integrity

High Level Metrics:

| Description | Target | Baseline | Status Now |
|--------------------------------------|--|---------------------|--|
| Non-automated Claims Backlog reduced | 5,000 by 12/31/2011 3,500 or less by 06/30/2012 | 12,000 (01/2011) | Not Completed – Behind Target Backlog = 9,376 (12/31/2012) |
| Percentage of Wage | 80% | 70% (01/2011) | Completed – |

| | | | |
|---|--------------------|-----------------------------|--|
| Record Cross Matches Investigated increased | | | On Target 100% of cross matches are queued up for investigation from the 2 nd quarter - 2012. (06/30/2012) |
| Percentage of claimant overpayments collected increased | 5% annual increase | \$45,095,211 (thru 12/2011) | In Progress – Ahead of Target Collection YTD = \$49,962,277 (12/31/2012) = 14.1% increase (12/2011 vs. 12/2012) |
| Percentage of delinquent employer taxes collected increased | 5% annual increase | \$32,349,665 (12/2011) | In Progress – On Target Collection YTD = \$34,328,949 (12/31/2012) 18.75% increase (12/2011 vs. 12/2012) |

Accomplishments:

*The **NAC average backlog** for the 4th quarter is 9,376. This is a 10% reduction from the quarter peak of 10,374, but is more than double the target. A backlog increase one week can take 2-3 weeks to recover and this metric is highly cyclical and sensitive to law changes and quarter changes.*

Workload remains high due to the continuation of the Emergency Unemployment Compensation (EUC) program and triggering back onto EUC Tier 3 in September which will continue to contribute to the workload for up to 2 years after the program ends (EUC is triggered off). Recent legislation has provided for EUC programs to continue through 2013.

*A **Wage Record cross match** compares UI benefit records to employer wage reporting. This cross match ensures accurate wage reporting from the claimant. Any wages reported by employers for weeks claimed (in which no wages are reported by the claimant) are investigated as **potential fraud**.*

DWD has been staggering the crossmatch audit mailings to regulate the incoming workload, not only reducing the burden on employers who may have received numerous crossmatch mailings at

the same time in the past, but also allowing staff to keep up with the incoming workload and investigate and resolve cases more timely. We are also prioritizing investigating hits with claimants who are currently filing for benefits.

*At the end of 2012, DWD saw a 14.1% increase in the monthly **claimant overpayments collected** amounts compared to amounts collected in 2011. Year to date collections through the end of December 2012 were \$ \$49,962,277.*

*At the beginning of the 2012 Strategic Planning process, DWD set a goal of increasing percentage of **delinquent employer taxes collected** by 5% over 2011 figures. The department exceeded this goal by achieving an 18.75% increase by collecting \$34,328,949 in delinquent taxes.*

Goal No. 4:

Deliver DWD Services More Efficiently and Support Increased Transparency and Accountability

Strategy:

Continuously identify and implement strategies to deliver programs and services more efficiently.

High Level Metrics:

| Description | Target | Baseline | Status Now |
|---|---|---|--|
| Cost Savings as a result of implemented Quality Steering Team initiatives at DWD achieved | Maintain or increase cost savings over 2011 figure. | \$30,527 (2011) | Completed – Ahead of Target \$1,926,100 (2012) |
| Cost Savings as a result of substituting video and audio conferencing when possible in lieu of face-to-face meetings that require travel achieved | 5% annual increase in video and teleconferencing utilization Audio: \$97,482 by 12/31/2012 Video: 1,751 hours by 12/31/2012 | Audio:\$23,210 Video: 417 hours (12/31/2011) | Completed – Ahead of Target Audio: \$97,482 (147% of goal achieved) Video: 1,751 hours (129% of goal achieved) |

Accomplishments:

The Quality Assurance Team (QAT), a subcommittee of the department’s Quality Steering Team, was established to facilitate the improvement of departmental operations and achieve cost savings through the ideas and suggestions of DWD staff. DWD achieved \$1,926,100 in operational savings, exceeding the 2012 goal. In the first year of operation, the QAT assisted in achieving the following operational savings:

- *An estimated \$1.7 million annual savings due to the reduction of printing and mailing of materials to Unemployment Insurance (UI) applicants and recipients. Cost savings are realized by reducing the generation and dissemination of duplicate or unnecessary informational documents.*
- *\$12,100 annual rent cost in the UI and Vocational Rehabilitation Divisions due to relocation of UI auditors in Racine.*
- *\$2,000 annually in post office box rent for department programs by eliminating underutilized PO boxes.*
- *Over \$151,000 annual savings by DVR through the use of video conferencing to deliver staff training. The savings include \$100,000 in “hard” costs for mileage and lodging an additional \$50,000 is a conservative estimate for productivity savings by eliminated drive time for staff.*

- \$15,000+ annually by eliminating printing and mailing of check advices, commonly referred to as check stubs, to DWD staff as this information is readily available to staff on-line. Savings includes \$12,000 in “hard” saving for printing and postage costs and nearly \$3,000 annually in productivity savings by eliminating 3 hours of staff time per pay period for collation and distribution.
- Saved over \$46,000 through aggressive negotiation on contracts ranging from telephone services, office furniture, conference and training costs and on-going maintenance of software for Hewlett Packard information technology servers.

Strategy:

Improve funding and efficiency of the Equal Rights (ERD) and Worker’s Compensation (WC) programs

High Level Metrics:

| Description | Target | Baseline | Status |
|--|---|---------------------|--|
| % of initial WC Alternative Dispute Resolution cases resolved without a hearing in front of an administrative law judge maintained | Maintain at least 70% | 77% (10/2011) | Not Completed – Behind Target 68% (12/31/2012) |
| Number of WC cases formally mediated maintained | Maintain at least 100 cases / year | 110 cases (10/2011) | Completed – Ahead of Target 113 cases YTD (as of 12/31/2012) |
| % of WC hearings scheduled within 6 months from ‘ready date’ maintained | At least 85% | 85% (10/2011) | Completed – Ahead of Target 99.6% have been scheduled within six month of ready date. (12/31/2012) |
| Uninsured Employers Fund Solvency maintained (WC) | Collect 45% of the lapsed penalty assessment from employers | 45% (7/1/1996) | Completed – Ahead of Target 49% of lapsed penalty assessment collected from employers (12/2012) |
| Alternative funding mechanisms identified (ERD) | Complete by 01/31/2012 | N/A | Completed – On Target |
| # of days before cases | 90 days | 194 days | Completed – |

| | | | |
|---|---------------------------------|-----------------------------|--|
| assigned to an administrative law judge (average) | | (ave) 07/1/11 – 01/31/12 | On Target 77 days (ave) YTD |
| # of Equal Rights cases referred to mediation | Increase by 5%, by July 1, 2012 | 12 cases / month (ave) | Completed – Ahead of Target 39 cases / month (ave) this quarter. 325% over baseline. |

Accomplishments:

Worker's Compensation:

During this final reporting quarter, the unit lost an additional staff member and continues to operate short staffed. A fully staffed unit is vital for maintaining the target rate of 70% of WC Alternate Dispute Resolution cases resolved without a hearing in front of an administrative law judge.

In 2012, DWD was able to achieve its goal of maintaining at least 100 cases per year that are formally mediated in Worker's Compensation. At the end of the year the number of cases was 113.

The department also met its goal of scheduling at least 85% of its Worker's Compensations hearings within 6 months of the ready date. 99.6% of all hearings were scheduled within 6 months of the ready date, which is 117% of the 2012 goal.

Equal Rights Division (ERD):

*In this quarter, the Equal Rights Division met its target of increasing the number of **cases referred to mediation** by 5% by July 1, 2012, well ahead of schedule. 81 cases referred to mediation in the quarter: 47 to "early referral" mediation; 34 to "hearing stage" mediation. At the end of this year, the division had achieved an increase of 325% over baseline.*

Strategy:

Measure results to allow for informed decision making on resource allocations

High Level Metrics:

| Description | Target | Baseline | Status |
|--|--|----------|-----------------------|
| Jobs-TRAC enterprise dashboard established | Phase 1: 03/15/12 Phase 2: 08/15/12 Phase 3: 10/30/12 | n/a | Completed – On Target |
| DWD's Business | 12/31/2012 | n/a | Completed – |

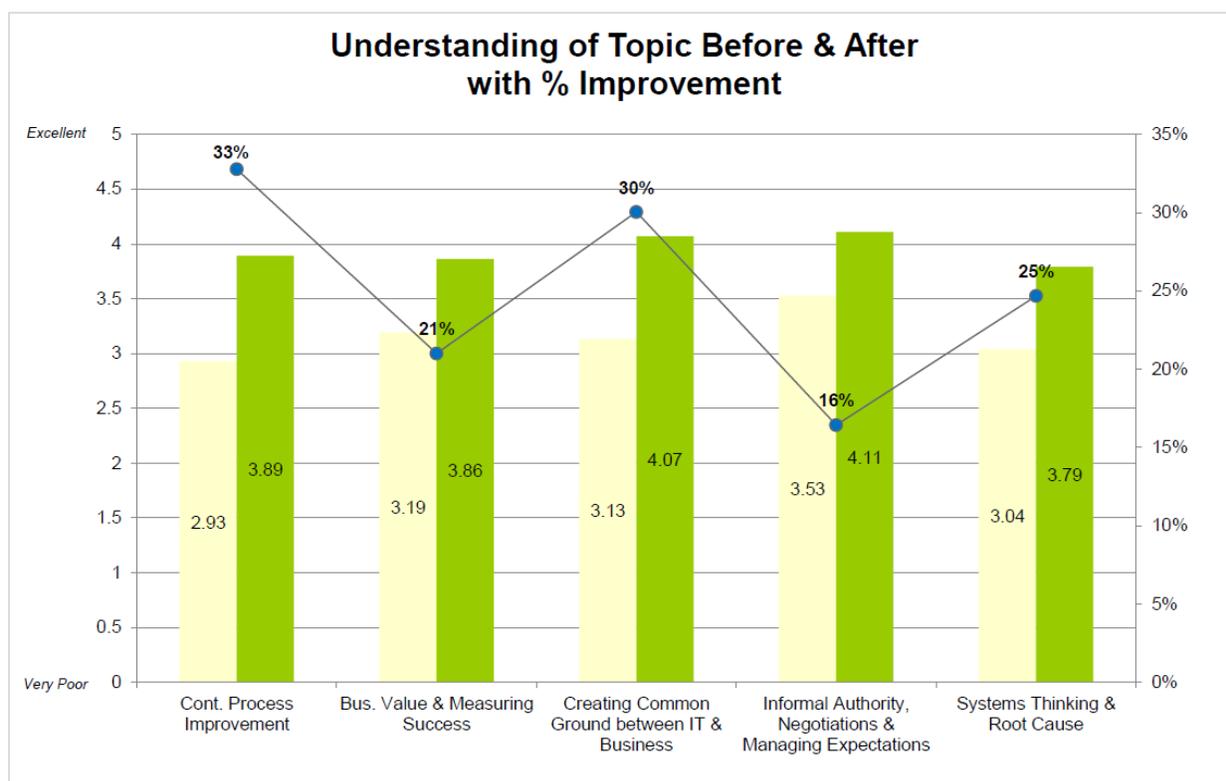
| | | | |
|---------------------------------------|--|--|-----------------|
| Analysis Center of Excellence created | | | Ahead of Target |
|---------------------------------------|--|--|-----------------|

Accomplishments:

In the words of Governor Walker, state government should be transparent, efficient and engage in a continuous improvement process with the goal of providing its citizens quality services at the most affordable price possible. That has been our ongoing approach at DWD. The latest example is the Strategic Plan Dashboard, [J-TRAC](#), was implemented November 19. DWD staff and the public can visit the site, view the Strategic Plan metrics and monitor our progress.

*The **J-TRAC Data Dashboard** stands for JOBS-Trust Fund Solvency, Reliability, Accountability, and Customer Service. The data dashboard is among the highlights Secretary Newson notes in his cover letter to the 2012 DWD Annual Report.*

*The **Business Analysis Center of Excellence (BA CoE)** has been up and running since May and is now providing two monthly professional development sessions to DWD staff on a variety of business analysis topics. Below is a graphical representation of staff understanding of the topic before and after the BA CoE professional development session:*



In addition, staff from the BA CoE has provided Lean Government training to 251 DWD staff so far. The team has successfully facilitated six value stream mapping (VSM) events in 2012 in support of Lean Government Executive Order 66 including:

- Active Directory Account Creation Process
- IT Procurement Process

- *DVR Self Employment (SE) Process*
- *HR Hiring Process*
- *UI Adjudication process.*
- *Workers Compensation Application for Hearing Process*

Participants have rated the VSM experience to date an average of 4.7 on a scale of 1 (poor) to 5 (excellent).

Strategy:

Enhance efficiencies by implementing high priority IT projects

High Level Metrics:

| Description | Target | Baseline | Status |
|----------------------------------|---------------|-----------------|--|
| FY13 IT Strategic Plan completed | By 03/01/2012 | n/a | Completed – Ahead of Target |

Accomplishments:

Completed as of 03/01/2012

APPENDIX A
Data Definitions

| GOAL | METRIC | DEFINITION | SOURCE | COLLECTION METHOD |
|------|---|---|--|--|
| 1 | Number of employer recruitment events increased | This includes all employer recruitments including traditional job fairs with multiple employers, specific industry recruitments and recruitments for a single employer who has multiple job openings. | DWD Job Service Staff | Manual - BJS Weekly Report |
| 1 | Marketing plan implemented | Communication / Marketing Plan for 2012 - 2013 | DWD Communications Office | Manual |
| 1 | A portal front end using DWD standard technology consistent with the vision for a common UI architecture created. | Enhance initial claim functionality to increase claimant on-line completion rates, institute the gathering of fact-finding information at the time the application is filed, provide stronger security and program integrity and enhance data integration with DET. The project will require building bridges to the existing Benefits Internet applications. | UI Lead Project Managers | Manual - Summarized from CIO monthly reports |
| 1 | Number of total new jobs posted on JCW increased | This count includes Internal Job Orders only | DWD Job Service Staff | Manual - BJS Weekly Report |
| 1 | Number of RES Sessions held increased | Reemployment Session (RES) are intensive jobseeker workshops held for UI Claimants who meet certain requirements. | DWD Job Service Staff | Manual - BJS Weekly Report |
| 1 | RES Session Show Rate increased | The RES Show rate is the attendance rate for those UI Claimants required to attend the session. | DWD Job Service Staff | Manual - BJS Weekly Report |
| 1 | Number jobseekers who received email blasts increased | Number of Email blasts sent to jobseekers through from JobCenterofWisconsin's email list. Emails generally notify jobseekers of career fairs or other employment opportunities. | DWD Job Service Staff | Manual - BJS Weekly Report |
| 1 | Number of UI Claimants who registered & created a resume on JCW increased | UI Claimants, who are directed to perform work search activities, are also now required to register and add a resume on JobCenterofWisconsin.com | DWD Job Service Staff | Manual - BJS Weekly Report |
| 1 | Number of employment outcomes for jobseekers with disabilities increased | Cases closed as Rehabilitated, having achieved the employment goal on the plan for employment & working successfully for 90 days or longer. | Integrated Rehabilitation Information System | DVR WISWEB Dashboard report "Monthly Performance Indicators" |
| 2 | JCW Industry specific websites developed | 4 industry specific websites are planned on JobCenterofWisconsin.com | JobCenterofWisconsin.com | Manual |
| 2 | Sector strategies identified & developed in coordination with public and private sector partners | A complete sector strategy for all 11 Workforce Development Boards | Sharon Berge | Manual |
| 2 | Number of National Career Readiness Certifications increased | Number of Workforce Readiness certificates. Current vendor is ACT who provides the NCRC certificate. | DWD Job Service Staff | Manual - BJS Weekly Report |

| GOAL | METRIC | DEFINITION | SOURCE | COLLECTION METHOD |
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| 2 | CWI Sector Subcommittees established | Subcommittees established by the Council on Workforce Investment | Sharon Berge | Manual |
| 2 | Number of discretionary competitive grants received by DWD increased | Funds whose distribution is based on how well applicants respond to request for proposal (RFP) criteria in vigorous competition relative to other applicants. | DWD Finance & Grants Team | Data Warehouse: WISARD |
| 3 | Adequate balance of the UI Trust Fund maintained | One measure of trust fund solvency recommended by DOL is an Average High Cost Multiple (AHCM) = 1. This is a measure of the amount needed for a state to be able to pay benefits without borrowing, should the states benefit payments reach a level of the average of the 3 peak values in the past 3 recessions. Currently, in order for Wisconsin to have an AHCM = 1, we would need to have a positive trust fund balance of \$1.4B. | UI Bureau of Tax and Accounting | |
| 3 | A portal front end using DWD standard technology consistent with the vision for a common UI architecture created. | Enhance initial claim functionality to increase claimant on-line completion rates, institute the gathering of fact-finding information at the time the application is filed, provide stronger security and program integrity and enhance data integration with DET. The project will require building bridges to the existing Benefits Internet applications. | UI Lead Project Managers | Manual - Summarized from CIO monthly reports |
| 3 | Non-automated Claims Backlog reduced | Number of cases pending a decision regarding an adjustment of charges, implementation of initial determination/ATD/LIRC decisions or adjustments to the monetary record for claimants or the employer. | staff status | Manual |
| 3 | Percentage of Wage Record Cross Matches Investigated increased | The wage record crossmatch compares quarterly wage data reported by employers to wage information reported by claimants during the same time period. | Various databases; based on parameters submitted to BITS by Program Integrity staff | Automated crossmatches with follow-up audits to the employers for wage information. |
| 3 | Federal Standard for the rate of new employer coverage investigations completed in 90 days met | Federal standard of identifying employer status within 90 days after being determined as "subject employer". | On-line Employer registrations; claimant submits UI claim against an employer; or if an employers submits a manual (paper) registration. | On-line review of employer registrations; manual processing of paper registrations. |
| 3 | Percentage of claimant overpayments collected increased | Collection of funds paid to claimants which were determined to be unallowed due to fraud or expiration of benefits as determined by Bureau of Benefits | DWD UI BTA Financial Reports | Bureau of Benefits initial determination; SUITES accounts, CEDARS query |
| 3 | Percentage of delinquent employer taxes collected increased | Collection of delinquent UI contributions (employer taxes) due (employers UI share | DWD UI BTA Financial Reports | initial determination; SUITES accounts; CEDARS query |

| GOAL | METRIC | DEFINITION | SOURCE | COLLECTION METHOD |
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| 3 | UI Mainframe Database Conversion completed | Converting the existing Department of Workforce Development IDMS database to DB2. This includes the Appeals Case Management, Unemployment Insurance, Automated Scheduling and Human Resource systems and the program code associated with the databases. | UI Lead Project Managers | Summarized from CIO monthly reports |
| 4 | Cost Savings as a result of implemented Quality Steering Team initiatives at DWD achieved | The Quality Steering Committee works to continuously identify & implement strategies to deliver programs & services more efficiently. | DWD Finance & Divisions | Data Warehouse: WISARD & various other sources |
| 4 | Cost Savings as a result substituting video & audio conferencing when possible in lieu of face-to-face meetings that require travel achieved | Increase the use of video & audio conferencing to reduce travel costs across the agency | DWD Finance, UI, BITS | Data Warehouse: WISARD, UI & Polycom Reports |
| 4 | Uninsured Employers Fund Solvency maintained (WC) | Percentage of UEF assets encumbered by outstanding loss reserves on known claims. | WC Bureau of Insurance Programs statistics | UEF Accounts Receivable system (for financial data) and UEF Third Party Administrators (for claims data) |
| 4 | Alternative funding mechanisms identified (ERD) | Seeking other sources & funding mechanisms for ERD. | DWD ERD | DWD ERD |
| 4 | Jobs-TRAC enterprise dashboard established | A single automated DWD-wide performance management dashboard solution to formalize performance measurement & provide DWD with a method to evaluate how well agency programs are operating & areas for improving those programs to ensure funding is spent in a cost-effective manner. | Varies by divisional key performance indicators established by the Strategic Planning Controls Team. | TBD - Phase 2 of the project will determine the toolset that will be used to source and display the data. |
| 4 | FY13 IT Strategic Plan completed | The plan describes technology initiatives that comprise the IT roadmap for the Fiscal Year 2013. The initiatives described in this plan support a more efficient & effective information technology landscape & ensures DWD continues to be a leader in delivering solutions to our citizens. | CIOs Office | Manual - CIO's Office in conjunction with Division and BITS input. |
| 4 | Number of Equal Rights cases referred to mediation | ERD is attempting to increase the use of mediation in order to lessen the amount of time it takes to resolve ERD Civil Rights cases & to lower costs to employers & employees because hearings are avoided. We look at numbers of cases referred for mediation both before an investigation is finalized & at the hearing stage (before the hearing is actually held). | ERD Hearing Section keeps record of data. | Manual - ERD Hearing & Mediation Section tallies this information. |
| 4 | Percentage of initial WC Alternative Dispute Resolution cases resolved without a hearing in front of an | <i>Pro se</i> contested cases identified for informal mediation via ADR in an attempt to keep them off of the formal hearing docket in order to lower costs to the WC system | Data entered into the WC claims database | Querying the WC claims database. |

| GOAL | METRIC | DEFINITION | SOURCE | COLLECTION METHOD |
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| | administrative law judge maintained | | | |
| 4 | Number of WC cases formally mediated maintained | Contested cases that are successfully resolved by formal mediation in front of a WC Administrative Law Judge. | WC Bureau of Legal Services statistics | Manual – Records kept by a WC Administrative Law Judge. |
| 4 | Percentage of WC hearings scheduled w/in 6 months from 'ready date' maintained | WC policy is to schedule claims within six months of being in "ready for hearing" status. | Data entered into the WC claims database | Querying the WC claims database. |
| 4 | Number of cases waiting for hearing (ERD) Average number of days before assignment to an ALJ | <p>We previously reported on the # of cases pending assignment to an ALJ. The goal was to have 150 cases pending. As of 9/30/12, there are 256 cases awaiting assignment to hearing. this is down from the baseline number - 536</p> <p>We are changing this measure from the number of cases awaiting assignment to an ALJ to the average number of days. Currently, we have completed this goal - ahead of schedule. So far this fiscal year, cases have been assigned to an ALJ in an average of 77 days. The goal is to have them wait 90 days, thus giving the parties ample time to engage in discovery before the hearing.</p> | "CRIS" - Civil Rights Information System | Report taken from Civil Rights Information System. |
| 4 | DWD's Business Analysis Center of Excellence created | The DWD Business Analysis Center of Excellence partners with BITS & the Divisions to ensure alignment & provides educational resources, mentoring, and research on best practices as well as supports continuous process improvement throughout the organization. | CIOs Office | CIOs Office in conjunction with Division and BITS input. |