

EAU CLAIRE COUNTY
MEETING NOTICE/AGENDA

COMMITTEE: Committee on Human Resources
DATE: Friday, December 9, 2016 **TIME:** 1:30 PM
PLACE: Eau Claire County Courthouse, Room 3312
721 Oxford Avenue, Eau Claire, WI

REASON FOR MEETING: REGULAR

1. Call to Order and Certify Compliance with Open Meetings Law
2. Review and approve minutes of the November 11, 2016 meeting
3. Human Resources: Information/Consideration/Discussion/Action - the following new Eau Claire County policies –
 - a. Policy 823 – Telecommuting
 - b. Policy 825 – Job Analysis and Evaluation
4. Human Resources: Information/Consideration/Discussion/Action – updates to the existing Eau Claire County policies –
 - a. Policy 411 – FMLA
 - b. Policy 205 – Corrective Action and Disciplinary Actions
 - c. Policy 207 – Grievance Procedure
 - d. Policy 707 – Workplace Violence
 - e. Policy 709 – Identification and Key Cards
 - f. Policy 807 – Personal Appearance
5. UW Extension: Consideration/Discussion/Action of Resolution 16-17/082 to change the vacant Office Manager position to a Fiscal Associate IV.
6. Human Resources: Information/Discussion – Regional Workforce Analysis and Talent Retention & Attraction Action Plan Update
7. Adjourn

Future Committee on Human Resources Meetings

Where: Room 3312

Time: 1:30p-3:30p

Dates:

- January 13, 2017
- February 10, 2017
- March 10, 2017
- April 14, 2017

COPIES TO:

County Clerk J. Loomis

County Administrator K. Schauf

Corporation Counsel K. Zehms

Committee on Human Resources: K. Clark/S. Miller/M. Beckfield/J. Gatlin/M. Conlin

Human Resources Department

DATE NOTICE POSTED AND SENT:

PREPARED BY: Jill Mangus, Human Resources Department

PLEASE NOTE: *Upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through sign language, interpreters or other auxiliary aids. For additional information or to request the service, contact the County ADA Coordinator at 839-4710, (FAX) 839-1669 or 839-4735, tty: use Relay (711) or by writing to the ADA Coordinator, Human Resources, Eau Claire County Courthouse, 721 Oxford Avenue, Eau Claire, WI 54703.*

COMMITTEE ON HUMAN RESOURCES

Friday, November 11, 2016 1:30 p.m., Room 3312

Location: Eau Claire County Courthouse
721 Oxford Avenue, Eau Claire, WI 54703

MINUTES

Members Present: Kathleen Clark, Mark Beckfield, Sue Miller, Mike Conlin
Member not Present: Judith Gatlin

Staff Present: Jamie Gower, Amanda Twitchell
Other Staff Present: Kathryn Schauf, Amy Sires
Others Present: Kristin Schmidt

Chair Kathleen Clark called the meeting to order and certified compliance with Open Meetings Law at 1:33 p.m.

Review and approve minutes of the October 14, 2016 meeting:

Motion Sue Miller to approve minutes of the October 14, 2016 meeting as written. Motion carried 4-0.

Human Resources: Information/Discussion- Introduction of Kristin Schmidt from M3.

Kristin Schmidt from M2 was here to give an introduction to the Committee regarding M3 services. Information/Discussion only.

Human Resources: Consideration/Discussion/Recommendation/Action the following Eau Claire County Code: To Amend Section 3.20.010 E Of the Code: Benefits of Elected Officials

Committee discussed adding this language to the code at the time of setting the elected official's salary schedule. Will plan to do the as part of the next election cycle in 2018.

Motion Mark Beckfield to approve the Sheriff's uniform allowance. Motion carried 4-0.

Human Resources – Consideration/Discussion/Recommendation/Action regarding the following Eau Claire County policies:

- **Policy 425 - Paid Time Off (PTO)**

In the future, the Committee shared they would like to see private sector comparisons when looking at benefits/compensation as well, if possible.

Motion Sue Miller to approve requested changes to Policy 425 - Paid Time Off (PTO.)
Motion carried 4 to 0.

- **Policy 001 - Definitions**

Motion Mike Conlin to approve requested changes to Policy 001 - Definitions. Motion carried 4 to 0.

Human Resources – Consideration/Discussion/Recommendation/Action the following Eau Claire County Code: - Repealing Section 3.01.010 E., F., G & H. Of the Code: Definitions; Amending Section 3.15.030 B. & C. of the code

Motion Mike Conlin to approve repealing section 3.01.010 E., F., G & H and amending section 3.15.030 B. & C. of the code. Motion carried 4-0.

Adjourn

Motion Sue Miller to adjourn the meeting at 2:31 p.m. Motion carried 4 to 0.

Respectfully submitted,

Amanda Twitchell
Acting Committee Clerk

REPORT TO THE COMMITTEE ON HUMAN RESOURCES

Action Required

Meeting Date: December 9, 2016		Information-Discussion		
Agenda Item No. 3a		Direction to Staff		
Department: Human Resources	X	Approval-Denial		
Subject: Approval of the following new policies for inclusion in the Eau Claire County Policy Manual <ul style="list-style-type: none"> ▪ 823 –Telecommuting ▪ 825 – Job Analysis and Evaluation 		Requires Recommendation to:		
			County Board	
			Other:	
		Form:		Ordinance
Bargaining Unit Involved: N/A			Resolution	
Prepared by: A. Twitchell			Report	
Reviewed by: J. Gower		Other Action:		

Policy 823 – TELECOMMUTING

With Eau Claire County’s increased focus on employee engagement and creating efficiencies within the workplace, Human Resources is asking for approval to add a Telecommuting Policy to the Eau Claire County Policy Manual.

We have been working with the Department of Human Services to pilot this program with the fraud investigators in the Economic Support division. During the pilot program, the following results were realized:

- One fraud investigator’s investigation completion rate increased by 14% and their mileage decreased by 28%.
- Intentional Program Investigations increased by 27%
- Office space was reduced as two investigators have gone from two offices to sharing one cubicle.

There is no fiscal impact with this policy.

The Committee is asked to approve this policy addition to the Eau Claire County Employee Policy Manual.

Policy 825 – JOB ANALYSIS AND EVALUATION

This policy is included with the agenda packet. The policy was created to provide a mechanism for leaders to request evaluation and analysis of jobs within their departments. There is no fiscal impact to adding this policy to the manual.

The Committee is asked to review and approve this addition.

POLICY ~~XXX~~823 TELECOMMUTING

1. **Policy.** Eau Claire County is committed to creating a work environment and culture where the needs of our clients, employees, and organization are aligned. Therefore, we strive to be flexible in our approach to work styles and location. Eau Claire County offers employees the ability to perform certain job duties away from the central work site. This policy refers to those employees working a set schedule from a remote work area. Occasional work off-site; including work while traveling on County business, does not constitute telecommuting.
2. Eligibility
 - 2.1 The determination that a position may or may not be appropriate for a telecommuting arrangement is made on a case-by-case basis at the department level with approval from the director.
 - 2.2 Departments evaluate whether a position is suitable for telecommuting based on the nature of the work that is being performed. Generally, requests to telecommute should be considered when:
 - 2.2.1 The employee's duties can be fulfilled within the telecommuting structure.
 - 2.2.2 Telecommuting fits with the needs of the department.
 - 2.2.3 Telecommuting provides for space savings or increased productivity.
 - 2.2.4 The employee has demonstrated sustained high performance, and the manager believes the employee can maintain the expected quantity and quality of work while telecommuting.
 - 2.2.5 The department can maintain quality of service for clients, employees, and members of the community.
 - 2.3 Generally, requests to telecommute should not be considered when:
 - 2.3.1 The job requires the employee's physical presence or telecommuting would impair the department's efficiency.
 - 2.3.2 The employee's current job duties require frequent supervision, direction or input from others who are onsite.

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- 2.3.3 The employee's job duties require that the employee provide frequent supervision, direction or input to other employees who are onsite.
- 2.3.4 The employee's performance evaluations do not indicate sustained high performance or the ability to work independently.
- 2.3.5 The employee has a documented attendance problem.
- 2.3.6 The employee has less than six months of service with Eau Claire County.

3. Request Process

- 3.1 An employee requesting a telecommuting arrangement should complete an electronic *Telecommuting Request* ([Appendix 823-A.](#))
- 3.2 The employee's direct supervisor and/or department head must review and approve the request prior to the review and approval of the director.

4. Expectations

- 4.1 Telecommuting is not intended to permit staff to have time to work at other jobs, provide dependent care during work hours, or run their own businesses.
- 4.2 Employees who telecommute must comply with all Eau Claire County policies and department work rules.
- 4.3 Employees who telecommute are expected to have regularly scheduled work hours, to be fully accessible during those hours, and to attend necessary meetings and appointments in person.
- 4.4 Non-exempt employees who telecommute are required to obtain telecommuting approval from the department head and Human Resources Director, report their work hours and take required rest breaks and meal periods.
- 4.5 Employees entering into a telecommuting agreement may be required to forfeit use of a personal office or workstation in favor of a shared arrangement to maximize organization office space needs.
- 4.6 Employees must provide broad band internet access at their own expense.

- 4.7 The County will not be responsible for operating costs, home maintenance, or any other incidental costs associated with the use of the employee's residence for a telecommuting location.
- 4.8 Meetings with clients and or visitors conducting business with Eau Claire County will not be held in the employee's telecommuting location.

5. HIPAA/Protected Health Information

- 5.1 Employees in a telecommuting arrangement must comply with all Eau Claire County policies and procedures concerning the handling of Protected Health Information, as well as use of computers, internet and email.
- 5.2 It is expected employees fully review and are familiar with these policies.
- 5.3 Employees will limit consumer specific information in their possession outside of County offices to that necessary to perform their duties.
- 5.4 The telecommuter's signed Eau Claire County Employee Policy Manual, Confidentiality and Ethics Agreement, and any other applicable computer, network, and telecommunication laws, rules and permissions remain in full effect while telecommuting.

6. Travel Expenses

- 6.1 A telecommuter is entitled to mileage reimbursement as indicated by the Internal Revenue Service:
 - 6.1.1 The first one way trip of the day from home to another location for the purpose of paid employment is not reimbursable as a work expense and is considered the responsibility of the telecommuter.
 - 6.1.2 This rule also applies to the last trip of the day from another location for the purpose of work to the home.
 - 6.1.3 In the event the first trip and/or the last trip of the day is longer than the mileage between the employee's onsite work location and the employee's home, the employee will be reimbursed for the difference. If the first trip of the day is shorter than the normal distance from the onsite work location to the employee's home, this mileage would not be reimbursable.

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7. Location

7.1 Employees telecommuting must have a safe and ergonomically correct workspace in order to telecommute.

~~7.1~~

7.2 Employees may request a representative of Eau Claire County to visit their telecommuting worksite to conduct an ergonomic assessment and inspect for possible work hazards.

7.2

7.2.1 Employees are encouraged to conduct an ergonomic self-evaluation of their telecommuting location by using ~~appendix XXX~~Appendix 823 -C.

7.3 Employees will work at a designated location as outlined in their telecommuting request.

8. Equipment

8.1 Departments will work with the Information Systems department to determine, with information supplied by the employee and the supervisor, the appropriate equipment needs for each telecommuting arrangement on a case-by-case basis.

8.2 All equipment provided by Eau Claire County will remain the property of Eau Claire County and is subject to the same business use restrictions as if located at the organization's on-site work location.

8.3 The telecommuter will sign an inventory of all office property and agrees to take appropriate action to protect the items from damage or theft.

8.4 Upon termination of employment, all Eau Claire County property will be returned to the County.

9. Liability

9.1 The County will not be liable for damages to the employee's property resulting from participation in the telecommuting program.

9.2 A designated representative of Eau Claire County will visit the employee's telecommuting worksite to conduct an ergonomic assessment and inspect for possible work hazards. Repeat inspections will occur on an as-needed basis.

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- 9.3 Injuries sustained by the employee while at his or her telecommuting work location and in conjunction with his or her regular work duties are normally covered under Eau Claire County's workers' compensation policy.
- 9.4 Telecommuting employees are responsible for notifying the employer of such injuries in accordance with Eau Claire County Policy 715 Injuries/Illnesses.
- 9.5 The employee is liable for any injuries sustained by visitors to his or her work location. Employees will not meet with clients and/or visitors conducting business with Eau Claire County at the employee's telecommuting location.
- 9.5.1 By participating in the telecommuting arrangement, the employee agrees to hold the County harmless against any and all claims including injuries to others at the telecommuting location.

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10. Telecommuting Agreement

- 10.1 An agreement between the telecommuting employee and the department is required, and will be placed in the employee's personnel file.
- 10.2 The telecommuting agreement may be modified or terminated any time, with appropriate notice.
- 10.3 Normally, at minimum, a two-week notice should be provided whenever possible in advance of ending or changing the agreement.
- 10.4 In all cases, telecommuting agreements must be renewed annually.

11. Appendices.

- 11.1 Telecommuting Request Form (Appendix 823-A)
- 11.2 Telecommuting Agreement Form (Appendix 823-B)
- ~~11.1~~ 11.3 Office Ergonomic Self Evaluation Guide (Appendix ~~XXX~~ 823-CA)

POLICY 825 JOB ANALYSIS AND EVALUATION

1. Purpose. To establish a process of creating a hierarchy that establishes the worth of each job to the organization and is based on the job's content (such as the skills needed, job duties, and working conditions) or its external market value and not on the abilities of the individual performing the job.

2. Job Analysis.
 - 2.1 Department Heads and Supervisors may request a job analysis be performed by Human Resources.
 - 2.1.1 Requests may not be submitted to request a change in salary grade.
 - 2.1.2 Requests should be submitted in writing to the employee's immediate supervisor and should include the reason for the request and what changes have occurred within the position.
 - 2.1.3 Requests must include Department Head approval.
 - 2.2 Human Resources will perform a job analysis of the position and determine if substantial changes have occurred that warrant an update to the job description or a review of the position.

3. Job Evaluation.
 - 3.1 If Human Resources determines substantial changes in the position have occurred, a review will occur.
 - 3.1.1 Job evaluations may be performed internally or submitted to an outside organization for review.
 - 3.2 Upon completion of the job evaluation review, the results will be reviewed with:
 - 3.2.1 Department Head
 - 3.2.2 The Committee(s)
 - 3.2.3 As applicable, the County Board when a fiscal impact occurs.

POLICY 825 JOB ANALYSIS AND EVALUATION

Effective Date: January 2017
Revised Date:

Eau Claire County
Employee Policy Manual

REPORT TO THE COMMITTEE ON HUMAN RESOURCES

Action Required

Meeting Date: December 9, 2016		Information-Discussion			
Agenda Item No. 4		Direction to Staff			
Department: Human Resources	X	Approval-Denial			
Subject: Approval of amendments to policies: <ul style="list-style-type: none"> • 411 Leaves, Family Medical and Military • 205 Corrective Action and Disciplinary Actions • 207 Grievance Procedure • 707 Workplace Violence • 709 Identification and Key Cards • 807 Personal Appearance 		Requires Recommendation to:			
			County Board		
			Other:		
			Form:		Ordinance
					Resolution
Bargaining Unit Involved: N/A			Report		
Prepared by: A. Twitchell		Other Action:			
Reviewed by: J. Gower					

With the changes approved to Eau Claire County’s employment definitions, the following policies were affected. These changes only update terminology to be consistent with the definitions previously approved.

Policy 411 Leaves, Family Medical & Military

This policy is included with the agenda packet. The policy was updated to reflect recent compliance updates Human Resources staff received as well as general housekeeping items. There is no fiscal impact to adding this policy to the manual.

The Committee is asked to review and approve this policy.

Policy 205 Corrective Action and Disciplinary Actions

2.1 This policy applies to all full- and part-time employees of Eau Claire County. The term “employee” excludes individuals hired on a ~~limited term~~, temporary, casual, or seasonal basis; independent contractors; elected officials and any employee, official or officer that serves at the pleasure of an appointment authority, as provided by Wisconsin Statutes.

Policy 207 Grievance Procedure

2.3 Employee. For purposes of the procedure for grievances concerning employee terminations and employee discipline, includes all regular full-time and part-time employees. The term employee excludes elected officials; individuals hired on a ~~temporary/limited term~~, casual, project or seasonal basis; independent contractors; employees within their introductory period; and any employee, official or officer that serves at the pleasure of an appointing authority as provided by Wisconsin Statutes.

2.5 Employee. For purposes of the procedure for grievances concerning workplace safety, will include all regular full-time and part-time employee, elected officials; and, individuals hired on a ~~limited term~~, temporary, casual, project, or seasonal basis. The term employee excludes independent contractors.

Policy 707 Workplace Violence

2.1 This policy applies to all regular full-time, regular part-time, ~~limited term employees~~, seasonal employees, and temporary employees of Eau Claire County.

- 3.1 County Employee refers to all regular full-time, regular part-time, ~~limited term employees~~, seasonal employees, temporary employees, volunteers, and elected and appointed officials of Eau Claire County.

Policy 709 Identification and Key Cards

- 6.2 Cards issued to persons participating in special programs sponsored by the County, or having completed seasonal or ~~temporary limited term~~ employment must be returned to Human Resources upon completion of the program.

Policy 807 Personal Appearance

- 2.1 This policy applies to all regular full-time, regular part-time, ~~limited term employees~~, seasonal employees, and temporary employees of Eau Claire County.

The Committee is asked to approve the proposed amendments to remain consistent with Eau Claire County's definitions.

POLICY 411 LEAVES – FAMILY, MEDICAL & MILITARY

1. **Purpose.** Child rearing, family illness, employee medical leave, and military call-to-duty and military caregiver leave are available to employees as specified below. The intent of this Policy is to comply with both the Wisconsin and federal Family and Medical Leave Acts. Should this policy conflict in any way with the applicable federal and state statutes or regulations, the statutes, or regulations ~~will~~shall control.

2. Eligibility.

2.1 Federal - To be eligible for the federal leave discussed below, the employee must have worked for the County for twelve (12) months and worked at least one thousand two hundred fifty (1,250) hours in the last twelve (12) month period. The employee must also work at a worksite where 50 or more employees are employed within 75 miles of that worksite. Employees who have been employed by the County for twelve (12) months and who have worked one thousand (1,000) hours during the preceding fifty two (52) weeks are eligible for the leaves provided under federal and Wisconsin law.

2.2 Wisconsin - Employees who have been employed by the County for twelve (12) months and who have worked one thousand (1,000) hours during the preceding fifty two (52) weeks are eligible for the leaves provided under Wisconsin law. For leave available under state law, paid time off counts as hours worked.

2.3 This policy assumes that an employee is eligible for both federal and state leaves. This may not always be the case. Employees are to submit written requests for leave in all cases so that the County may make an eligibility determination.

3. Length of Leave.

3.1 The federal Family and Medical Leave Law provides a combined total of twelve (12) weeks of basic family and medical leave for various purposes described below in a ~~rolling calendar year~~"a twelve (12) month period," and an additional fourteen (14) weeks of military caregiver leave ~~as described below.~~ For purposes of the federal law, the "twelve (12) month period" for determining the basic twelve (12) weeks of leave entitlement is a rolling twelve (12) month period measured backward from the date an employee uses any family/medical leave.

3.2 Wisconsin law provides six (6) weeks of child-rearing leave, two (2) weeks of family illness leave, and two (2) weeks of employee medical leave in a calendar year.

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‡ POLICY 411 LEAVES – FAMILY, MEDICAL & MILITARY

Effective Date: January 1, 2012

Revised Date: December 2013, December 2016

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3.3 Wisconsin, ~~Federal~~federal, and County leaves provided for the same purposes run concurrently; that is, they do not "stack." If the leave is a County provided leave, plus federal and state FMLA leave as well, the leaves run concurrently. For example, an absence for a work or non-work related illness or injury that qualifies as employee paid time off or extended leave bank is also deducted from an employee's FMLA leave entitlements under the state and federal laws if the medical condition qualifies as a "serious health condition" under those laws.

4. Notice of Eligibility for and Designation of FMLA Leave.

4.1 Employees requesting FMLA leave are entitled to receive written notice from the County telling them whether they are eligible for FMLA leave and, if not eligible, the reasons why they are not eligible. When eligible for FMLA leave, employees are entitled to receive written notice of ~~of~~: (1) their rights and responsibilities in connection with such leave; (2) the County's designation of leave as FMLA qualifying or non-qualifying, and if not FMLA qualifying, the reasons why; and (3) the amount of leave, if known, that will be counted against the employee's leave entitlement.

4.2 The County may retroactively designate leave as FMLA leave with appropriate written notice to employees provided the County's failure to designate leave as FMLA qualifying at an earlier date did not cause harm or injury to the employee. In all cases where leaves qualify for FMLA protection, the County and employee can mutually agree that leave be retroactively designated as FMLA leave.

5. Employee FMLA Leave Obligations.

5.1 Notice of the Need for Leave. Employees who take FMLA leave must timely notify the County of their need for FMLA leave. Employees should request FMLA leave in writing whenever possible. The following describes the content and timing of such employee notices.

5.1.1 Content of Employee Notice. To trigger FMLA leave protections, employees must inform the County of the need for FMLA qualifying leave and the anticipated timing and duration of the leave, if known. Employees may do this by either requesting FMLA leave specifically, or explaining the reasons for leave so as to allow the County to determine that the leave is FMLA qualifying. For example, employees might explain that ~~that~~:

- 5.1.1.1 A specific medical condition renders them unable to perform the functions of their job;
 - 5.1.1.2 They or a covered family member are under the continuing care of a health care provider for a specific medical condition;
 - 5.1.1.3 A specific medical condition renders the family member unable to perform daily activities or that the family member is a covered servicemember with a serious injury or illness incurred in the line of duty;
 - 5.1.1.4 They are pregnant or have been hospitalized overnight; or
 - 5.1.1.5 The leave is due to a qualifying exigency caused by a covered military member being on active duty or called to active duty.
 - 5.1.1.5.1 Calling in "sick," without providing the reasons for the needed leave, will NOT be considered sufficient notice for FMLA leave.
 - 5.1.1.5.2 Employees must respond to the County's questions to determine if absences are potentially FMLA qualifying. If an employee fails to explain the reasons for FMLA leave, the leave may be denied. When an employee seeks leave due to FMLA-qualifying reasons for which the County has previously provided FMLA-protected leave, he or she must specifically reference the qualifying reason for the leave or the need for FMLA leave.
- 5.1.2 Timing of Employee Notice. Employees must provide 30 days advance notice of the need to take FMLA leave when the need is foreseeable. When 30 days' notice is not possible, or the approximate timing of the need for leave is not foreseeable, employees must provide the County with notice of the need for leave as soon as practicable under the facts and circumstances of the particular case. Employees who fail to give 30 days' notice for foreseeable leave, without a reasonable excuse for the delay, or otherwise fail to satisfy FMLA notice obligations, may have FMLA leave delayed or denied.

‡ **POLICY 411 LEAVES – FAMILY, MEDICAL & MILITARY**

Effective Date: January 1, 2012

Revised Date: December 2013, [December 2016](#)

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6. Basic FMLA Leave Entitlements.

6.1 Childbirth/Adoption Leave.

6.1.1 **Purpose.** Unpaid child rearing leave may normally be used within sixteen (16) weeks prior to, or within twelve (12) months following.

6.1.1.1 The birth of the employee's natural child; or

6.1.1.2 The placement of a child with the employee for adoption or as a precondition to adoption under section 48.90(2) of the Wisconsin Statutes, but not both; or

6.1.1.3 The placement of a child with the employee for twenty-four (24) hour foster care that is made by or with agreement of a government agency.

6.1.2 Length of Child Rearing Leave. No employee may take more than twelve (12) weeks of federal child rearing leave in a ~~rolling-calendar-year~~**twelve (12) month period**. In addition, no more than twelve (12) weeks leave can be taken for the birth of any one child. If both the mother and father of a child are employed by the County, and they both desire child rearing leave, they are generally only entitled to a combined total leave of twelve (12) weeks. Child-rearing leave provided under federal law runs concurrently with the six (6) weeks of child-rearing leave provided under Wisconsin law.

6.1.3 Intermittent/Partial Leave Absences. For the first six (6) weeks of leave within sixteen (16) weeks prior to or after the child-rearing event (e.g., birth of child), an employee may take child rearing leave as an intermittent or as a partial absence from employment in increments of less than their full normal work day. An employee who does so ~~will~~ **shall** schedule the intermittent or partial absence so it does not unduly disrupt the County's operations. To comply with this requirement, an employee is to provide the County, in writing, with the employee's proposed schedule of intermittent or partial absences no less than one (1) week before the schedule of absences is to commence. The schedule must be of a sufficient definiteness that the County is able to schedule replacement employees, if necessary, to cover the absences. Partial or intermittent leave must commence within sixteen (16) weeks before or after the birth, adoption, or foster placement of a child. Leave cannot be taken intermittently or as a partial absence before or beyond sixteen (16) weeks of the event,

‡ **POLICY 411 LEAVES – FAMILY, MEDICAL & MILITARY**

Effective Date: January 1, 2012

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unless previously approved in advance. Rather, any remaining child-rearing leave must be taken in a single block.

- 6.1.4 Scheduling Child Rearing Leave. An employee is expected to submit a written request for child rearing leave no less than thirty (30) calendar days before the leave is to commence and must schedule the leave after reasonably considering the County's needs. If the date of the birth, adoption, or foster care placement requires leave to begin sooner, the employee ~~will~~shall provide notice as soon as practicable.

6.2 Family Illness Leave.

- 6.2.1 **Purpose.** Unpaid family illness leave may be used to care for the employee's spouse, child, parents, or spouse's parent (i.e., parent-in-law), or domestic partner as defined by law or a domestic partner's parent as defined by law, who have a serious health condition.

- 6.2.2 Length of Family Illness Leave. No employee may take more than twelve (12) weeks of federal family illness leave for the employee's spouse, child, or parents in a ~~rolling calendar year~~twelve (12) month period. The federal leave generally runs concurrently with the two (2) weeks of family illness leave provided under state law in a calendar year. A maximum of two (2) weeks of family illness leave may be taken for a spouse's parent (i.e., a parent-in-law), a domestic partner, or a domestic partner's parent, in a calendar year, in addition to the twelve (12) weeks of federal FMLA leave.

6.3 Employee Medical Leave.

- 6.3.1 **Purpose.** Unpaid medical leave may be used by an employee who has a serious health condition which renders the employee unable to perform his or her job duties.

- 6.3.2 Length of Medical Leave. No employee may take more than twelve (12) weeks of federal employee medical leave in a ~~rolling calendar year~~twelve (12) month period. This leave generally runs concurrently with the two (2) weeks of employee medical leave provided under state law in a calendar year.

6.4 Military Call to Duty Leave.

- 6.4.1 **Purpose.** Federal unpaid call-to-duty leave may be used as a result of a qualifying exigency arising from an employee's spouse, son, daughter or parent being on covered active duty or having been notified of an impending call or order to covered active duty status in the Regular Armed Forces, National Guard or Reserves in support of a contingency operation. Covered active duty requires deployment to a foreign country.
- 6.4.2 Qualifying exigencies may include attending certain military events, arranging for alternative child-care, addressing certain financial and legal arrangements, attending certain counseling sessions, rest and recuperation, attending post-deployment reintegration briefings and parental care to care for a military member's parent who is incapable of self-care when care is necessitated by covered active duty.
- 6.4.3 Length of Leave. An eligible employee is entitled to twelve (12) weeks of call-to-duty leave in a twelve (12) month period. The twelve (12) weeks in part of the twelve (12) weeks provided under federal law for other purposes as described above. Employee's requesting leave for Rest and Recuperation qualifying exigency leave may take up to fifteen (15) calendar days.

7. Injured/Ill Servicemember Caregiver Leave.

- 7.1 **Purpose.** In addition to the basic FMLA leave entitlements discussed above, an eligible employee who is the spouse, son, daughter, parent or next of kin of a covered servicemember or recent veteran is entitled to take up 26 weeks of military caregiver leave during a single 12-month period to care for the servicemember or recent veteran with a serious injury or illness incurred in the line of duty.
- 7.1.1 A "covered servicemember" means a member of the Armed Forces, including a member of the National Guard or Reserves, who is undergoing medical treatment, recuperation, or therapy, is otherwise in outpatient status, or is on the temporary retired list for a serious injury or illness, and including covered veterans who are undergoing medical treatment, recuperation, or therapy; for a serious injury or illness. A serious injury or illness includes injuries or illnesses that existed before the beginning of the member's active duty and were aggravated by service in the line of duty on active duty in the Armed Forces. Additionally, a member of the Armed Forces would have a serious injury or illness if he/she has incurred an injury or illness in

‡ POLICY 411 LEAVES – FAMILY, MEDICAL & MILITARY

Effective Date: January 1, 2012

Revised Date: December 2013, December 2016

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the line of duty while on active duty in the Armed Forces provided that the injury or illness renders the servicemember medically unfit to perform duties of the member's office, grade, rank or rating.

A "covered veteran" means a member of the Armed Forces who has been discharged within the five (5) year period before the eligible employee first takes FMLA military caregiver leave. A covered veteran of the Armed Forces would have a serious injury or illness if he/she incurred or aggravated the injury or illness in the line of duty on active duty in the Armed Forces and the injury or illness manifested itself before or after the member became a veteran and is:

1. A continuation of a serious injury or illness that was incurred or aggravated when the covered veteran was a member of the Armed Forces and rendered the servicemember unable to perform the duties of the servicemember's office, grade, rank, or rating; OR
2. A physical or mental condition for which the covered veteran has received a VA Service Related Disability Rating (VASRD) of 50 percent or greater and such VASRD rating is based, in whole or in part, on the condition precipitating the need for caregiver leave; OR
3. A physical or mental condition that substantially impairs the veteran's ability to secure or follow a substantially gainful occupation by reason of a disability or disabilities related to military service or would do so absent treatment; OR
4. An injury, including a psychological injury, on the basis of which the covered veteran has been enrolled in the Department of Veterans Affairs Program of Comprehensive Assistance for Family Caregivers

7.1.2 "Next of kin" of a covered servicemember means the nearest blood relative other than the covered servicemember's spouse, parent, son, or daughter, in the following order of priority—: Blood relatives who have been granted legal custody of the covered servicemember by court decree or statutory provisions; brothers and sisters; grandparents; aunts and uncles; and first cousins; unless the covered servicemember has specifically designated in writing another blood relative as his or her nearest blood relative for purposes of military caregiver leave under the FMLA. When no such designation is made, and there are multiple family members with the same level of relationship to the covered servicemember, all such family members ~~will~~ shall be considered the covered servicemember's next of kin and may take FMLA leave to provide care to the covered servicemember,

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either consecutively or simultaneously. When such designation has been made, the designated individual ~~will~~shall be deemed to be the covered servicemember's only next of kin.

7.2 Length of Leave. Leave to care for a servicemember ~~will~~shall only be available during a single 12-month period and, when combined with other FMLA-qualifying leave, may not exceed 26 weeks during the single 12-month period. For purposes of military caregiver leave, the single 12-month period begins on the first day an eligible employee takes leave to care for the injured servicemember. A separate caregiver leave can be taken for each covered servicemember and/or for each new injury/illness.

8. Scheduling Family Illness/Employee Medical/and Military Caregiver Leave.

8.1 Medical Necessity. An employee may schedule family illness, employee medical, or military caregiver leave as medically necessary. An employee must consider the needs of the County when scheduling leave. When medically necessary, an employee may take the leave as an intermittent or as a partial absence from employment in increments of less than their full normal work day. The lowest increment may be the lowest increment that the County permits for any other type of leave, paid or unpaid. An employee who does so ~~will~~shall schedule the intermittent or partial absence so it does not unduly disrupt the County's operations. To comply with this requirement, an employee is to provide the County, in writing, with the employee's proposed schedule of partial absences as soon as possible after the employee learns of the probable necessity of such leave.

8.2 Planned Treatment. When planning medical treatment, employees must consult with the County and make a reasonable effort to schedule treatment so as not to unduly disrupt the County's operations, subject to the approval of the health care provider. Employees should consult with the County prior to the scheduling of treatment to work out a treatment schedule that best suits the needs of both the County and the employee, subject to the approval of the health care provider. If an employee providing notice of the need to take FMLA leave on an intermittent basis for planned medical treatment neglects to fulfill this obligation, the County may require the employee to attempt to make such arrangements, subject to the approval of the health care provider.

8.3 Intermittent/Reduced Schedule Leave. When employees seek intermittent leave or a reduced leave schedule for reasons unrelated to the planning of medical treatment, employees must, upon request, advise the County of the reason why such leave is medically necessary. In such instances, the County and employee ~~will~~shall attempt to work out a leave schedule that meets the

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employee's needs without unduly disrupting the County's operations, subject to the approval of the health care provider.

9. Serious Health Condition/Medical Certification Supporting Need for Leave.

9.1 Submission of Certifications. Depending on the nature of FMLA leave sought, employees may be required to submit medical certifications establishing that a "serious health condition" (described below) is involved and supporting their need for FMLA leave. As described below, there generally are three types of FMLA medical certifications: an initial certification, a recertification, and a return to work/fitness for duty certification.

9.1.1 It is the employee's responsibility to provide the County with timely, complete and sufficient medical certifications. Whenever the County requests an employee to provide a FMLA medical certification, the employee must provide the requested certification within 15 calendar days after the County's request, unless it is not practicable to do so despite the employee's diligent, good faith, efforts. The County ~~will~~shall inform the employee if a submitted medical certification is incomplete or insufficient and provide the employee with at least seven calendar days to cure deficiencies. The County may deny FMLA leave to an employee who fails to timely cure deficiencies or otherwise fails to timely submit requested medical certifications.

9.1.2 With the employee's permission, the County (through individuals other than an employee's direct supervisor) may contact the employee's health care provider to authenticate or clarify medical certifications. If an employee chooses not to provide the County with authorization allowing it to clarify or authenticate a certification with a health care provider, the County may deny FMLA leave if the certification is unclear and a serious health condition cannot be verified.

9.1.3 Whenever the County deems it appropriate to do so, it may waive its right to receive timely, complete and/or sufficient FMLA medical certifications.

9.2 Types of Certifications.

9.2.1 Initial Medical Certifications. Employees requesting leave because of their own, or a covered relative's, serious health condition, or to care for a covered service member, must supply a medical certification supporting the need for such leave from their health care provider or, if applicable, the health care provider of their covered family or service

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member. If an employee provides at least 30 days' notice of medical leave, he or she should submit the medical certification before leave begins. A new initial medical certification will be required on an annual basis for serious medical conditions lasting beyond a single leave year.

9.2.1.1 A "serious health condition" is considered to be a disabling physical or mental illness, injury, impairment, or condition involving any of the following.

9.2.1.1.1 Inpatient care in a hospital, nursing home, hospice, or residential medical facility; or

9.2.1.1.2 Outpatient care that requires continuing treatment or supervision by a health care provider.

9.2.1.1.3 The federal FMLA leave includes a more detailed and expansive definition of a "serious health condition" described in the medical certification form, which is provided to an employee if the employee is required to submit a medical certification form from his/her physician, certifying that a "serious health condition" within the meaning of law is involved.

9.2.1.1.4 If the County has reason to doubt an initial medical certification, it may require an employee to obtain a second opinion at the County's expense. If the opinions of the initial and second health care providers differ, the County may, at its expense, require an employee to obtain a third, final and binding, certification from a health care provider designated or approved jointly by the County and the employee.

9.2.2 Medical Recertification. Depending on the circumstances and duration of FMLA leave, the County may require an employee to provide a recertification of a medical condition giving rise to the need for leave. The County will notify the employee if recertification is required and will give the employee at least 15 calendar days to provide medical recertification.

9.2.3 Return to Work/Fitness for Duty Medical Certifications. An employee returning to work from FMLA leave that was taken because of the employee's own serious health condition that made the employee unable to perform his/her job duties must provide the County with a medical certification confirming the employee is able to return to work and the employee's ability to perform the essential functions of the employee's position. The County may delay and/or deny job restoration until an employee provides a requested return to work/fitness-for-duty certification.

9.3 Certifications Supporting Need for Military Family Leave.

9.3.1 Upon request, the first time an employee seeks leave due to a qualifying exigency arising out of the active duty or call to active duty status of a covered military member, the County may require the employee to provide. (1) a copy of the covered military member's active duty orders or other documentation issued by the military indicating the covered military member is on active duty or called to active duty status and the dates of the covered military member's active duty service; and (2) a certification from the employee setting forth information concerning the nature of the qualifying exigency for which leave is requested. An employee ~~will~~ shall provide a copy of new active duty orders or other documentation issued by the military for qualifying exigency leaves arising out of a different active duty or call to active duty status of the same or a different covered military member.

9.3.2 When leave is taken to care for a covered service member with a serious injury or illness, the County may require the employee to obtain certifications completed by an authorized health care provider of the covered service member. In addition, the County may request that the certification submitted by the employee set forth additional information provided by the employee and/or the covered service member confirming entitlement to such leave.

10. Using Paid Leave While on Unpaid FMLA Leave.

10.1 Wisconsin FMLA. While on Wisconsin FMLA leave (including when running currently with federal FMLA leave), an employee may elect to use any accrued County provided paid time while taking unpaid FMLA leave.

10.2 Federal FMLA. When solely utilizing federal FMLA leave, an employee may elect, or the County may require, an employee to utilize certain accrued County provided paid leave while on FMLA leave. For example, an employee

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may elect, or the County may require, the use of accrued paid time off while on any type of FMLA leave. The employee may elect, or the County may require, the use of accrued leave while the employee is on FMLA employee medical leave. However, an employee's use of County provided paid time off must comply with the terms and conditions of the County's paid time off policy.

10.3 The substitution of paid time for unpaid FMLA leave time does not extend the length of FMLA leave - the paid time runs concurrently with an employee's FMLA entitlement.

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10.4 Leaves of absence taken in connection with a paid or unpaid disability leave plan or worker's compensation injury/illness run concurrently with any FMLA leave entitlement. Upon written request, the County may allow employees to use accrued paid time to supplement any paid disability or workers' compensation benefits.

11. Insurance and Benefits.

11.1 Payment of Premiums. While an employee is on FMLA leave, the County will maintain group health insurance coverage under the conditions that applied before the leave began. If prior to the leave, the employee was required to participate in the premium payments, the employee is required to continue with payment of his/her share of the premiums while on leave. An employee's failure to make the required payments may result in termination of the employee's insurance coverage.

11.1.1 Unless the County notifies employees of other arrangements, whenever employees are receiving pay from the County during FMLA leave, the County will deduct the employee portion of the group health plan premium from the employee's paycheck in the same manner as if the employee was actively working. If FMLA leave is unpaid, employees must pay their portion of the group health premium through a method determined by the County.

11.2 Termination of Benefits. The County's obligation to maintain health benefits will stop if and when: (1) an employee informs the County of intent not to return to work at the end of the leave period; (2) the employee fails to return to work when the leave entitlement is used up; or (3) the employee fails to make any required payments while on leave after appropriate waiting periods and time periods as specified by law. The County's obligation to maintain health care coverage ceases if an employee's premium payment is more than 30 days late. If an employee's payment is more than 15 days late, the County will send a letter notifying the

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employee that coverage will be dropped on a specified date unless the co-payment is received before that date.

- 11.3 Recovery of Premium Payments. If the County chooses to do so, it may pay an employee's required premium payments while the employee is on leave. If the County does so and an employee does not immediately repay the County upon the employee's return to work, the County will deduct the amount of the payments from the employee's paycheck.

- 11.3.1 ~~The Also, the~~ County has the right to collect from an employee the health insurance premiums the County paid during a period of unpaid leave if the employee does not return to work after the leave entitlement has been exhausted or expired. Such premium amounts may be deducted from any compensation owed to the employee upon termination of employment. An employee must return to work for at least thirty (30) calendar days in order to be considered to have "returned" to work. However, an employee's liability to repay health insurance premiums does not apply if his/her failure to return to work is due to a serious health condition or specific circumstances beyond the control of the employee.

12. Return from Leave.

- 12.1 An employee returning from family and/or medical leave can return to his or her old position, if vacant, at the time the employee returns to work. If the position is no longer vacant, the employee may be offered an equivalent position with equivalent benefits, pay, and other terms and conditions of employment.
- 12.2 The determination as to how an employee is to be restored to "an equivalent position" upon return from FMLA leave is made on the basis of established policies and practices, and provisions of the federal FMLA.

13. Outside Employment.

- 13.1 An employee who is solely utilizing federal FMLA leave (i.e., Wisconsin FMLA leave has been exhausted) and/or a County provided and approved leave, is prohibited from working for another employer while on federal FMLA leave.

Employees should contact Human Resources at 715-839-4710 if they have any questions regarding this policy.

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14. Coordination with Workers' Compensation.

14.1 Federal and Wisconsin FMLA leave will run concurrently with workers' compensation provided that the condition giving rise to qualifying workers' compensation leave is also a qualifying reason giving rise to leave under federal and/or Wisconsin FMLA leave.

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REPORT TO THE COMMITTEE ON HUMAN RESOURCES

Action Required

Meeting Date: December 9, 2016	x	Information-Discussion		
Agenda Item No. 5		Direction to Staff		
Department: UW- Extension	x	Approval-Denial		
Subject: The UW- Extension is requesting to replace their vacant full-time (1.0 FTE) Office Manager position with a part-time (.80 FTE) Fiscal Associate IV position.		Requires Recommendation to:		
	x	County Board		
		Other:		
		Form:	<input type="checkbox"/>	Ordinance
Bargaining Unit Involved: N/A			x	Resolution 16-17/082
Prepared by: J. Mangus				Report
Reviewed by: J. Gower		Other Action:		

This information was provided by Sara Novotny, UW- Extension Co- Department Head.

The UW-Extension Office Manager retired in early 2016, leaving an open position that was responsible for oversight of county employees and all office fiscal responsibilities. In May of 2016, a part time LTE was hired to handle fiscal responsibilities and assist in office coverage. That LTE left the position in October of 2016, leaving a workload that cannot be handled long-term by the Co-Department Heads or other county employees.

The Co-Department Heads met with the County Administrator and Human Resources to determine the best way to fill the position in a permanent status while meeting the needs of the UW-Extension Office. It was determined the Office Manager position was rather antiquated, so direct supervision of other county employees in the office was not needed. Position requirements were adapted to fit the office needs, including but not limited to budgeting, invoicing, financial management, and office coverage. A new position description was created, making this position a Fiscal Associate IV, working 32 hours per week with benefits. At an H step, this position would be \$58,823 with salary and benefits. The position cost would have some savings (approximately \$14,000) to the office budget because it will be lower on the pay step scale than the previous position.

The new position change was presented on Monday, December 5, 2016 to the Extension Education Committee and was approved on 5-0 vote.

Fact Sheet to Resolution 16-17/082

Re: Request to update UW-Extension Office position from Office Manager to Fiscal Associate

SUMMARY

The UW-Extension Office Manager retired in early 2016, leaving an open position that was responsible for oversight of county employees and all office fiscal responsibilities. In May of 2016, a part time LTE was hired to handle fiscal responsibilities and assist in office coverage. That LTE left the position in October of 2016, leaving a workload that cannot be handled long-term by the Co-Department Heads or other county employees.

The Co-Department Heads met with the County Administrator and Human Resources to determine the best way to fill the position in a permanent status while meeting the needs of the UW-Extension Office. It was determined the Office Manager position was rather antiquated, so direct supervision of other county employees in the office was not needed. Position requirements were adapted to fit the office needs, including but not limited to budgeting, invoicing, financial management, and office coverage. A new position description was created, making this position a Fiscal Associate IV, working 32 hours per week with benefits. The position cost would have some savings to the office budget because it will be lower on the pay step scale than the previous position.

DETAIL OUTLAY OF POSITION COST AND BUDGET IMPACT

The proposed pay grade for the Fiscal Associate position would be Pay Grade "H" (\$19.02 - \$19.40/hr. by second half of fiscal year based on Finance Department projections). As a County employee, the position could be advertised as .8 FTE (32 hours per week) at Pay Grade "H" at lower cost than currently budgeted for the former Office Manager position. Following is a breakdown of the proposed cost of the position:

Total Hours (32 hrs./week x 52 weeks)	1,664 hours/year
x Pay Rate (assumes Pay Rate "H", Step 1)	\$19.02/hour
= Total Base Pay	\$31,966.00/year
+ FICA @ 7.65%	\$2,446.00
+ WRS @ 6.8%	\$2,174.00
+ Health Insurance	\$22,222.00
= Total Compensation	\$58,823.00
Amount Budgeted for 2017	\$73,317.00
Difference	+\$14,494

As the position is changed from Office Manager to Fiscal Associate and the new position would not exceed the budgeted cost of salaries and fringes, there will be *no levy impact* to the County.



Eau Claire County

Agriculture & Resource Center
227 1st Street West
Altoona WI 54720-1601
715-839-4712
715-839-6277 (fax)

University of Wisconsin-Extension
Eau Claire County

MEMO

TO: Committee on HR

FROM: Sara Novotny and Erin LaFaive, Co-Department Heads

DATE: December 5, 2016

RE: Change of Position in UW-Extension

The UW-Extension Office Manager retired in early 2016, leaving an open position that was responsible for oversight of county employees and all office fiscal responsibilities. In May of 2016, a part time LTE was hired to handle fiscal responsibilities and assist in office coverage. That LTE left the position in October of 2016, leaving a workload that cannot be handled long-term by the Co-Department Heads or other county employees.

The Co-Department Heads met with the County Administrator and Human Resources to determine the best way to fill the position in a permanent status while meeting the needs of the UW-Extension Office. It was determined the Office Manager position was rather antiquated, so direct supervision of other county employees in the office was not needed. Position requirements were adapted to fit the office needs, including but not limited to budgeting, invoicing, financial management, and office coverage. A new position description was created, making this position a Fiscal Associate IV, working 32 hours per week with benefits. At an H step, this position would be \$58,823 with salary and benefits. The position cost would have some savings (approximately \$14,000) to the office budget because it will be lower on the pay step scale than the previous position.

The new position description was presented on Monday, December 5, 2016 to the Extension Education Committee and was approved on 5-0 vote.

REPORT TO THE COMMITTEE ON HUMAN RESOURCES

Action Required

Meeting Date: December 9, 2016	x	Information-Discussion		
Agenda Item No. 6		Direction to Staff		
Department: Human Resources		Approval-Denial		
Subject: Regional Workforce Analysis and Talent Retention & Attraction Action Plan Update		Requires Recommendation to:		
		County Board		
		Other:		
		Form:	<input type="checkbox"/>	Ordinance
Bargaining Unit Involved: N/A			<input type="checkbox"/>	Resolution
Prepared by: J. Gower			<input type="checkbox"/>	Report
Reviewed by: J. Mangus		Other Action:		

Human Resources staff will provide an update regarding a local initiative regarding talent and a workforce analysis in the region. Included in the agenda packet are summary documents.

STRATEGIC IMPLEMENTATION PLANS

Working Details of the Momentum West
Talent Attraction and Retention Action Plan

*Momentum
West Action
Plan*

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 1.1: Area businesses do not have enough skilled talent taking positions that are new-to-career (e.g., entry level to less than five years of experience required).
GOAL:	Goal 1.1: Attract young professionals to relocate to the region and stay.
INITIATIVE	Initiative 1.1: Develop a targeted marketing campaign to communicate the region’s unique quality of place assets to students graduating from area universities before they leave the region.
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Gain input and feedback from young professional networks to test different messages • Assess what young professionals currently identify as "unique quality of place assets" on an on-going basis to update messages and to ensure attention is paid to improving the most relevant assets. • Adapt existing economic development and tourism messages to emphasize the region's attractiveness as a place to live and work for young adults. • Expand (or establish) higher educational institution career services provided to alumni • Inform new residents about relevant amenities and services through social media and direct contact (e.g., Career Connection).
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • A continuously updated inventory of unique regional assets (including social activities) that appeal to young educated professionals • Assessment of how well the area’s housing market responds to the needs of young educated professionals (e.g., urban rental market near key regional assets)
Success Measures	
PROGRESS MEASURE:	<ul style="list-style-type: none"> • Number of young educated professionals living in the region • Number of individuals served by the “Welcome New Residents” programs • Number of people reading online reviews of the region

Partners	
POTENTIAL CONVENING ORGANIZATION(S):	Momentum West with support from the Universities, Young Professionals & Convention & Visitors' Bureaus
KEY PARTNERS:	<ul style="list-style-type: none"> • Area universities • Area technical colleges • Wisconsin Department of Tourism • Local chambers of commerce • Local convention and visitors' bureaus • Live in Eau Claire
RELATED INITIATIVES	<ul style="list-style-type: none"> • Area universities' alumni networks • Wisconsin Perception Research 2016 ("Think. Make. Happen.") • Confluence Project • Waunakee Chamber Hi Neighbor • Governor's Council on Workforce Investment 2014-2018 Strategic Plan recommendations <ul style="list-style-type: none"> • #2 -- Add Attraction and Retention Tax Credits for Skilled Graduates • #3 -- Incorporate Relocation Tax Credit and Loan forgiveness • #7 -- Engage in Marketing that Attracts Millennials & Entrepreneurs • #8 -- Expand Broadband Access
Funding Considerations	
FUNDING NEEDS:	<ul style="list-style-type: none"> • Resources for the marketing campaign • Staff to support programming • Establishing and maintaining a web presence
POTENTIAL FUNDING SOURCES:	<ul style="list-style-type: none"> • Area rental and real estate firms • Local communities

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 1.2: The region’s three universities graduate students who leave to find jobs, but many may wish to return as they begin to establish families if they knew how to continue their career in the region.
GOAL:	Goal 1.2: Entice more alumni from the region’s educational institutions (include universities, colleges, and high schools) to return to the region.
INITIATIVE	Initiative 1.2: Develop coordinated communications and outreach to area alumni about the benefits of living in the Momentum West region.
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Determine employment needs and critical occupations for targeted industries. • Target messaging about key critical occupations through electronic and print media advertisements to alumni networks. • Support regional and national alumni events that promote available and potential job opportunities in Momentum West. • Support local "Welcome New Residents" programs and coordinate with an employee hospitality program for prospective and newly hired employees moving to the region. • Provide trailing partner support to those relocating to the region (e.g., Career Connection) • Gain testimonials from newly arrived residents in the form of online reviews about the ease of transition. • Expand (or establish) higher educational institution career services provided to alumni • Create a consistent regional online brand for marketing activities.
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • Critical occupations in target industries • Access to alumni network lists • Assessment of area’s housing market for young families (e.g., entry level owner-occupied housing) • Assessment of region’s childcare providers and barriers to providing additional affordable childcare services

Success Measures	
PROGRESS MEASURE:	<ul style="list-style-type: none"> The number of alumni who apply for open positions The number of alumni returning to the region
Partners	
POTENTIAL CONVENING ORGANIZATION(S):	Momentum West working with a coordinated network of the alumni associations at the 3 UW system schools and the 2 technical colleges
KEY PARTNERS:	<ul style="list-style-type: none"> Area employers in targeted (e.g., manufacturing, health care, information technology, etc.) University of Wisconsin Stout Alumni Association University of Wisconsin River Falls Alumni Association University of Wisconsin Eau Claire Alumni Association Chippewa Valley Technical College Alumni Association Wisconsin Indianhead Technical College Alumni Association K-12 institution Alumni Associations
RELATED INITIATIVES	<ul style="list-style-type: none"> Area university alumni networks' outreach efforts Career Connection program Chippewa Valley IT Professionals (CVITP) Narrowing the Skills Gap Report, Recommendation 4 Success By 6 Family Friendly Workplace™ Fox Cities Chamber of Commerce Talent Upload Seize Des Moines (Greater Des Moines Partnership) Kama`aina Come Home (Maui High Tech Council) Erie Homecoming (Erie Regional Chamber and Growth Partnership) Stanford USA MBA Fellowship Connect America Fund Phase II Governor's Council on Workforce Investment 2014-2018 Strategic Plan recommendations <ul style="list-style-type: none"> #2 -- Efforts to add Attraction and Retention Tax Credits for Skilled Graduates #3 -- Incorporate Relocation Tax Credit and Loan forgiveness #7 -- Engage in Marketing that Attracts Millennials & Entrepreneurs #8 -- Expand Broadband Access
Funding Considerations	
FUNDING NEEDS:	<ul style="list-style-type: none"> Marketing Events
POTENTIAL FUNDING SOURCES:	

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 1.3: Area businesses seek talent for local jobs while thousands of Momentum West residents work in the Twin Cities, spending a great deal of time in traffic.
GOAL:	Goal 1.3: Help area residents working elsewhere to find jobs in local firms.
INITIATIVE	Initiative 1.3: Market local job opportunities to out-commuters currently working in the Twin-Cities.
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> Develop an online regional promotion and information hub to raise awareness about regional companies and careers. Advertise the availability of opportunities through billboards, electronic, or other media. Brand the online resource (e.g., “Work West Wisconsin”) Identify employees already commuting from the Twin Cities (with the help of local employers) to encourage them to relocate to Momentum West
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> The impact of Work River Falls and Work Amery
Success Measures	
PROGRESS MEASURE:	<ul style="list-style-type: none"> Change (decrease) in out-commuting Change (increase) in in-commuting from Minneapolis-Saint Paul Number of website views Number of applicants/hires employers receive as a result of marketing efforts

Partners	
POTENTIAL CONVENING ORGANIZATION(S):	Momentum West working with a collaborative of New Richmond, River Falls, Falls, and Hudson Chambers of Commerce collaborating with Work River Falls and Work Amery
KEY PARTNERS:	<ul style="list-style-type: none"> • St. Croix Economic Development Corporation • Chambers of Commerce • County Economic Development Corporations • Regional Employers • Wisconsin Department of Workforce Development • Area universities and technical colleges
RELATED INITIATIVES	<ul style="list-style-type: none"> • Work River Falls; Work Amery • Area university alumni networks' outreach efforts • Governor's Council on Workforce Investment 2014-2018 Strategic Plan recommendations <ul style="list-style-type: none"> • #8 -- Expand Broadband Access
Funding Considerations	
FUNDING NEEDS:	<ul style="list-style-type: none"> • Establishing and maintaining a web presence • Advertising • Programming and education costs
POTENTIAL FUNDING SOURCES:	<ul style="list-style-type: none"> • Participating counties • Regional employers

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 1.4: The Momentum West region does not have enough people currently in the workforce to fill the jobs available and a high labor force participation rate within the existing adult population.
GOAL:	Goal 1.4: Seek out non-traditional sources of potential workers from area residents not participating in the labor force and from new population groups moving to the area.
INITIATIVE	Initiative 1.4: Provide job and support services targeted to traditionally under-represented groups.
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Expand area programs providing adults with employment barriers (e.g., disabled, returning veterans, ex-offenders, and others) help with securing and retaining jobs • Conduct talent recruitment and hospitality support efforts aimed at a more ethnically and racially diverse population • Collaborate with employers to identify and adapt existing employment practices in response to the work-life needs of adults with employment barriers or diverse population groups, including older workers (e.g., flexible schedules or special accommodations) • Identify best practices by employers or communities in the region who have successfully diversified their workforce
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • Model programs such as Minnesota Compass building on the Twin Cities' role as an international immigrant gateway city • Positive stories about successful workers that overcame employment barriers • Identification of potential strains on community resources (K-12 schools, social services, charities, etc.)
Success Measures	
PROGRESS MEASURE:	<ul style="list-style-type: none"> • Number of adults with employment barriers in the region's workforce • Labor force participation among hard-to-employ populations • Number of international immigrants in the workforce

Partners	
POTENTIAL CONVENING ORGANIZATION(S):	West Central Wisconsin Workforce Development Board
KEY PARTNERS:	<ul style="list-style-type: none"> • Regional employers • Wisconsin Department of Workforce Development • Chambers of commerce • Local economic development organizations • County departments of human services • Other social service providers serving jobseekers with employment barriers
RELATED INITIATIVES	<ul style="list-style-type: none"> • Wisconsin Works services for non-traditional jobseekers and youth services • Wisconsin Disability Employment initiative • Project SEARCH • Wisconsin Office of Veteran Services • Best practices on re-employing returning veterans • Wisconsin ex-offender toolkit • Wisconsin Job Honor Awards • Examples of integrating ex-offenders in the workplace, including Central Minnesota and Safer Foundation • Denver Day Works for homeless • Governor’s Council on Workforce Investment 2014-2018 Strategic Plan recommendations <ul style="list-style-type: none"> • #6 -- Deliver Financial Incentives for Attraction/Entrepreneurship
Funding Considerations	
FUNDING NEEDS:	<ul style="list-style-type: none"> • Establishing and maintaining a web presence • Advertising • Programming and education costs
POTENTIAL FUNDING SOURCES:	<ul style="list-style-type: none"> • Participating counties • Regional employers

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 2.1: Businesses have trouble filling open positions in the current labor market, and they are not effectively signaling to prospective workers and education providers what skills they need.
GOAL:	Goal 2.1: Identify industry-specific skill requirements for workers and effective strategies for developing and managing talent.
INITIATIVE	Initiative 2.1: Address industry talent needs for targeted industries (e.g., health care, advanced manufacturing, information technology, and higher education)
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Organize industry-specific employer partnerships to better engage employers with educators and trainers • Collect information from firms in targeted industries about their current and future worker needs as well as their own assessments of why recruiting new talent has been difficult • Articulate skills required for those workers and key worker barriers • Identify current sources of qualified talent for these industries, especially from area educational institutions, training partners, and/or other firms • Assess how education and training institutions are doing in meeting employer talent needs in these industries • Determine whether employer hiring policies align with jobseeker requirements and employment practices • Identify creative solutions to provide greater flexibility in hiring and retaining workers (e.g., talent sharing, job sharing, Don't Reject...Refer, etc.) • Coordinate efforts to implement one or more creative solutions as pilot response to improve worker retention and more effectively use existing workers (e.g., supporting business collaboratives to provide onsite health care, Career Connection, etc.)

ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • Career pathway needs by industry (for targeted industries) • Skill gaps by industry • Typical jobseeker requirements by industry • Area employment practices by industry, including unique approaches to retaining employees that may be modeled • Lessons from other piloted job sharing and/or talent sharing as an alternative employment practice 		
Success Measures			
PROGRESS MEASURE:	<ul style="list-style-type: none"> • Number of companies participating in employer collaborations • Job vacancy rates and time to hire for critical occupations • Proportion of area hires sourced from local talent pools 		
Partners			
POTENTIAL CONVENING ORGANIZATION(S):	West Central Wisconsin Workforce Development Board in partnership with Momentum West		
KEY PARTNERS:	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Area employer collaboratives • County and municipal governments • Chambers of Commerce • Economic Development Corporations </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Community-based organizations • Wisconsin Department of Workforce Development • University career centers • Chippewa Valley and Wisconsin Indianhead Technical Colleges </td> </tr> </table>	<ul style="list-style-type: none"> • Area employer collaboratives • County and municipal governments • Chambers of Commerce • Economic Development Corporations 	<ul style="list-style-type: none"> • Community-based organizations • Wisconsin Department of Workforce Development • University career centers • Chippewa Valley and Wisconsin Indianhead Technical Colleges
<ul style="list-style-type: none"> • Area employer collaboratives • County and municipal governments • Chambers of Commerce • Economic Development Corporations 	<ul style="list-style-type: none"> • Community-based organizations • Wisconsin Department of Workforce Development • University career centers • Chippewa Valley and Wisconsin Indianhead Technical Colleges 		
RELATED INITIATIVES	<ul style="list-style-type: none"> • Existing job boards • CVTC Applied Technology Center • Ladysmith High School FabLab • The Future Wisconsin Project • Talent Sharing employment model • Workforce Alignment Workshops • Sector Strategies, including Information Technology Academy, Manufacturing Training Academy, Blueprint for Prosperity Grants, and related efforts (Local Workforce Plan) • Governor’s Council on Workforce Investment 2014-2018 Strategic Plan recommendations <ul style="list-style-type: none"> • #5 -- Support Transportable Skill Sets for Transportable Careers • #13 -- Develop an image-building campaign for career opportunities in high demand fields • #18 -- Support industry engagement 		
Funding Considerations			
FUNDING NEEDS:			
POTENTIAL FUNDING SOURCES:	<ul style="list-style-type: none"> • West Central Wisconsin Workforce Board • Wisconsin Fast Forward 		

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 2.2: Not enough students pursue academic courses that prepare them for local jobs at a time when businesses need talent with skills more closely aligned with available careers.
GOAL:	Goal 2.2: Improve labor force preparedness by making educators, students, parents, and the community more aware of the skills required to undertake a successful local career.
INITIATIVE	Initiative 2.2: Provide career planning support and skills information (about targeted industries) to key audiences in collaboration with employers, educational institutions, and workforce organizations.
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Provide educators with career-relevant curriculum content, including (1) business problem scenarios to be used in the classroom, (2) a playbook to help students and parents in exploring career options and (3) career profiles for targeted industries • Share industry-specific information with business leaders about how work and careers are changing and about strategies for recruiting youth for opportunities in their industries
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • Insights about career pathway options and academic careers that help prepare for those careers (e.g., Wisconsin Career Pathways) • Chippewa Falls Area Unified School District Career Clusters, e.g., Information Technology Academy • Relevant career content describing business problems, e.g., National Business Education Association standards or State of Arkansas curriculum • Compilation of existing career videos and brochures
Success Measures	
PROGRESS MEASURE:	<ul style="list-style-type: none"> • Number of educators using applied career info in their curricula • Number of students engaged in using curriculum resources (e.g., playbooks, career profiles, etc.) • Number of students enrolled in career-relevant academic programs (e.g., science, technology, engineering, and math)
Partners	
POTENTIAL CONVENING ORGANIZATION(S):	West Central Wisconsin Workforce Development Board working with the Momentum West Talent Attraction Committee, Cooperative Educational Service Agencies (CESA), and key industry networks (e.g., area technology alliance, area manufacturers association, area health care leaders, etc.)

KEY PARTNERS:	<ul style="list-style-type: none"> • Local Economic Development Corporations • Chambers of Commerce • Area universities • Northwestern WI Collaborative for STEM • Area technical Colleges • Wisconsin Department of Workforce Development • Junior Achievement, Boy and Girl Scouts, and other youth service groups • Wisconsin Dept. of Public Instruction and area School Districts
RELATED INITIATIVES	<ul style="list-style-type: none"> • Wisconsin Department of Public Instruction career planning pilot projects • WI DPI PI 26 - Education for Employment (with ACP) • Manufacturing Works/Gold Collar Careers • Chippewa Valley experience matching • Eau Claire Area EDC Critical Talent Committee • Your Future Chippewa Valley • Chippewa Valley High-Tech Alliance (CVHTA) • CareerWise Colorado • eduFACTOR • Indiana Youth Initiative College and Career Success Mentoring Toolkit • Governor’s Council on Workforce Investment 2014-2018 Strategic Plan recommendations <ul style="list-style-type: none"> • #1 -- Develop Career Counseling/Career Month
Funding Considerations	
FUNDING NEEDS:	<ul style="list-style-type: none"> • Content development, including preparation of playbook • Marketing, including staff support for outreach • Coordination of business sponsored events
POTENTIAL FUNDING SOURCES:	<ul style="list-style-type: none"> • Workforce development board • Cooperative Educational Service Agency (CESA)

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 2.3: Businesses are struggling to find entry level and new-to-career workers.
GOAL:	Goal 2.3: Increase the awareness about area careers and pathways among of workers, educators, students, parents, and the community.
INITIATIVE	Initiative 2.3: Provide business-led career learning opportunities for young adults (age 24 and under).
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Organize and expand efforts to recruit business leaders to make classroom presentations • Develop a region-wide program to support career fairs focused on the talent needs of key target industries • Produce facility tours that include career exploration programming that responds to the needs of targeted industries (e.g., manufacturing, information technology, health care, etc.) • Organize job shadowing opportunities for students interested in learning about critical occupations in those targeted industries • Develop “cooperative” internship programs for small employers (i.e., intermediaries perform recruitment and initial screening) • Organize youth apprenticeships targeted to critical manufacturing occupations, emphasizing programs targeted to graduating high school seniors or recent high school graduates
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • Inventory existing activities (such as that may be related to these actions) • List of companies willing to host career events
Success Measures	
PROGRESS MEASURES:	<ul style="list-style-type: none"> • Number of businesses sharing career information with students, parents, faculty, and the community • The number of sponsored career information events, including business leader presentations, facility tours, etc. • Number of career exploration “experiences” (e.g., tours, job shadow placements, internship placements) • Number of business partners engaged in providing an experience
Partners	
POTENTIAL CONVENING ORGANIZATION(S):	West Central Wisconsin Workforce Development Board in collaboration with the county economic development corporations

KEY PARTNERS:	<ul style="list-style-type: none"> • Chambers of commerce • Wisconsin Department of Workforce Development • County departments of human services • Area universities' career services • Technical college career services
RELATED INITIATIVES	<ul style="list-style-type: none"> • Area university career centers (e.g., Hire Blu-Gold, Hire a Falcon, UW Stout CareerLink) • Workforce Resource Learn and Earn Program • US Chamber Foundation Youth Employment Network • Junior Achievement • Mayo Clinic Career Exploring • Boy Scouts and Girl Scouts • DWD youth apprenticeship program • NECA-IBEW apprenticeships • CVTC apprenticeships • Wisconsin DWD apprenticeship contacts • New Skills for Youth • Governor's Council on Workforce Investment 2014-2018 Strategic Plan recommendations <ul style="list-style-type: none"> • #4 -- Expand Youth and Adult Apprenticeship Participation and Programming • #10 -- Allow high school juniors to start work-based learning to graduate on-track • #12 -- Ensure every high school student experiences quality work-based learning opportunities
Funding Considerations	
FUNDING NEEDS:	<ul style="list-style-type: none"> • Funding to organize events and to support the work of an intermediary organization • Matching funds for internships
POTENTIAL FUNDING SOURCES:	

ACTION PLANNING FOR TALENT ATTRACTION & RETENTION	
CHALLENGE OR ISSUE TO BE ADDRESSED:	Priority Challenge 2.4: Businesses have trouble filling open positions because jobseekers do not have adequate information about available opportunities.
GOAL:	Goal 2.4: Improve employer recruitment and hiring practices through stronger collaboration among employers, educational institutions and workforce organizations.
INITIATIVE	Initiative 2.4: Raise awareness among job seekers about local openings and among employers about job search practices.
IDEAS FOR ACTIONS:	<ul style="list-style-type: none"> • Promote greater use of existing local job boards among companies and jobseekers. • Provide training to area small and mid-size businesses to update their talent recruitment approaches to reflect jobseeker strategies (e.g., Don't Reject...Refer). • Expand efforts to help jobseekers improve their resumes, job applications, and interviewing skills.
ADDITIONAL INFORMATION REQUIRED TO MOVE FORWARD	<ul style="list-style-type: none"> • Research on how different age groups are searching for and finding jobs • Training curriculum for businesses on effective recruitment techniques • Expand counseling efforts for young adults and adults changing careers.
Success Measures	
PROGRESS MEASURE:	<ul style="list-style-type: none"> • Amount of time required to fill area positions • Number of companies participating in recruitment training programs • Number of jobseekers participating in resume and interview-skill building programs
Partners	
POTENTIAL CONVENING ORGANIZATION(S):	West Central Wisconsin Workforce Development Board in partnership with Momentum West
KEY PARTNERS:	<ul style="list-style-type: none"> <li style="width: 50%;">• Chambers of Commerce <li style="width: 50%;">• University career centers <li style="width: 50%;">• Economic Development Corporations <li style="width: 50%;">• Chippewa Valley and Wisconsin Indianhead Technical Colleges <li style="width: 50%;">• Wisconsin Department of Workforce Development
RELATED INITIATIVES	<ul style="list-style-type: none"> • Existing job boards • Wisconsin Fast Forward • Chippewa Valley "Don't Reject...Refer!" (coordinated by Manpower)
Funding Considerations	
FUNDING NEEDS:	<ul style="list-style-type: none"> • Research • Training • Marketing
POTENTIAL FUNDING SOURCES:	West Central Wisconsin Workforce Board

Momentum West Talent Retention & Attraction Strategic Action Plan



November 2016



Institute for Decision Making | University of Northern Iowa

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INTRODUCTION

The Lower Chippewa Valley in western Wisconsin is primed for growth. Located immediately adjacent to Minneapolis and St. Paul, the region offers a wealth of amenities to companies at a fraction of the cost in one of the Midwest’s fastest growing regions. However, area businesses are not finding the talent they need to fill jobs and grow. While this is a common national problem, west central Wisconsin area leaders are becoming increasingly concerned that this talent shortage may impede the region’s future economic prosperity.

Momentum West, a regional economic development organization serving the 10-county area, stepped forward to provide leadership on a variety of economic development issues. Seeking out solutions to business concerns about a talent shortage is squarely within the Momentum West mission. The organization already works with 14 economic development organizations, two workforce development boards, three University of Wisconsin system universities, two technical colleges, and nearly 100 other investors to promote economic prosperity in the region described in Figure 1 along the I-94 corridor east of the Twin Cities.

Working closely with its partners, Momentum West initiated a strategic planning process in 2016 to develop consensus around a talent attraction and retention plan. The plan seeks to bring area leaders together to expand the region’s talent pool and better prepare workers for available regional jobs. The region is enduring a common set of challenges facing many other small metro areas/rural regions across the county—slow population growth combined with the movement of young adults to larger urban centers.



Figure 1: Momentum West Region

In west central Wisconsin, these challenges have been offset to some degree by the presence of three University of Wisconsin system campuses and proactive local efforts to revitalize many of the region’s communities. The resurgence of downtown Eau Claire serves as a prime example. Thus, people from across the state’s rural communities are flocking to the region’s universities, but then those students graduate and move on – often to an even larger urban center. Consequently, proximity to the fast-growing Minneapolis-St. Paul (MSP) metro area provides both an advantage and disadvantage. The advantage is the ability of Momentum West businesses to serve the dynamic MSP market from a relatively lower cost location nearby. However, the region suffers a disadvantage in the competition for young adult talent that may be drawn to the diversity and amenities offered in the Twin Cities or in some other large urban center.

The key to success for Momentum West will be to leverage its advantage as a unique place located close to the greater MSP area offering job and entrepreneurial opportunities as well as a community of choice for skilled talent. However, to make this case, Momentum West must be a source of talent, and the problem facing the region is that business leaders have long maintained the region lacks available skilled workers, especially workers with the array of basic, soft, and technical skills increasingly in demand.

This contention exists despite the presence of three universities in the region. Businesses reported this talent shortage even when unemployment rates were high immediately following the Great Recession of 2008-2009. As the national economy continued its recovery, and unemployment rates slid downward, the problem exacerbated. Today, many companies express concern that the talent shortage will affect (or has already impacted) their ability to compete for business.

Yet, the region has young talent at its area universities and community colleges. The question in many leaders' minds is how to retain more of those graduates in local jobs rather than standing by while they leave for larger cities with more amenities and higher wage jobs (that often do not fully offset the higher living costs in those places).

The talent shortage and the so-called "brain drain" are not unique problems to west central Wisconsin. What is unique, however, is that Momentum West is seeking to develop a proactive plan to address the issues head on. To do so, Momentum West engaged the Center for Regional Economic Competitiveness (CREC), a national nonprofit focused on integrating workforce and economic development, and the Institute for Decision Making (IDM), an affiliate of the University of Northern Iowa. As partners, CREC and IDM assisted the Talent Attraction & Retention Steering Committee of Momentum West in conducting research and facilitating a plan development process.

The research examined many of the factors that area leaders identified as potential causes of the region's current talent shortage to provide proof about whether real-world data substantiates local perceptions. Building on previous work (including the Governor's Council on Workforce Investment 2014-2018 Strategic Plan and the West Central Wisconsin Workforce Development Board's WIOA Local Plan, 2016-2020), CREC analyzed the region's demographic and workforce trends. The results from that research were shared with local leaders through a presentation and the preparation of a dashboard indicators report.

Building on that work, Momentum West also collaborated with CREC and IDM to seek extensive buy-in from stakeholders across the region. Through interviews with nearly 100 regional leaders, CREC and IDM gained a better understanding of the region's unique challenges, including the concerns of rural leaders in counties adjacent to I-94. From that work, Momentum West was able to identify numerous potential solutions, some of which are already being tried on a small scale in communities across the region. Insights from these interviews were combined with a quantitative analysis of available data about the region's talent pool and shared with area leaders during two work sessions and extensive follow-up input. The results of this process are captured in this Talent Retention & Attraction Strategic Action Plan, identifying goals and initiatives designed to address the most important challenges.

The purpose of this plan is to create a priority set of initiatives that are likely to have an impact on the most critical and immediate issues. The plan is NOT intended to address every challenge facing the region nor to generate a complete laundry list of possible initiatives. Consequently, these initiatives seek to make an immediate and long-lasting impact on the perceived shortage in the region's overall talent pool.

The strategic plan focuses on achieving two overarching goals:

1. *Expanding the Talent Pool*
 There simply are not enough working adults available in the region to fill existing jobs. The tight labor market is expected to continue getting tighter, and the region needs to implement strategies that will increase the number of people available for work.

2. *Improving Labor Market Efficiency*
 The current workforce is not being used as productively as it could. This may be due to several reasons: lack of adequate preparation for work among prospective jobseekers, unproductive career placement activities for students and jobseekers, or ineffective employer hiring practices. These conditions are not ideal in a market with plentiful labor, but they become major impediments in a tight labor market.

Figure 2: Summary of Momentum West Strategic Talent Initiatives

Goal 1: Expanding the Talent Pool			
Initiative 1.1: Develop a targeted marketing campaign for young educated workers	Initiative 1.2: Coordinate outreach to draw area alumni back to the region	Initiative 1.3: Market local jobs to out-commuters working in the Twin Cities	Initiative 1.4: Provide job and support services for traditionally underrepresented groups
Goal 2: Improving Labor Market Efficiency			
Initiative 2.1: Address critical talent needs for targeted industries	Initiative 2.2: Provide career planning support and information to key audiences	Initiative 2.3: Provide business-led career learning experiences for young adults	Initiative 2.4: Raise awareness about job openings and job search practices

In Figure 2, Momentum West has proposed eight initiatives tied to these two fundamental goals.

The region’s leadership focused on these two goals because they focus on the fundamental causes limiting available talent for employers. The next section will describe the current conditions that led the region’s leaders to focus on these two goals. Following that section will be more details about the 8 initiatives aimed at helping to achieve the two goals.

A Shrinking Talent Pool

The labor market is tight in the Momentum West region. The area has long had slightly higher unemployment rates than MSP, but lower than the state and nation as illustrated in Figure 3. Unemployment rates continue to edge downward and now sit below 4 percent, a rate that most economists consider full employment. This means that the current labor market is operating close to full capacity in traditional economic terms, but business growth demands may require even more labor than is currently available.

Demographic trends suggest that the labor market will likely tighten even further as aging workers begin to retire and fewer new workers start their careers. Today, about 1-in-4 workers are aged 55 or older. In certain industries or occupations, these workers have many years left in their careers, but in many fields they are nearing or passing retirement age. National labor force participation rates among this age group hover at about 40 percent and tend to decline further with age.¹ A look at labor force participation rates suggests that that 68 percent of Momentum West adults aged 16 and over were working, compared with 64 percent for the U.S.² Figure 4 illustrates that higher educational attainment is an important factor correlated with higher labor force participation rates.

Figure 3: Unemployment Trends in Momentum West and Benchmark Regions

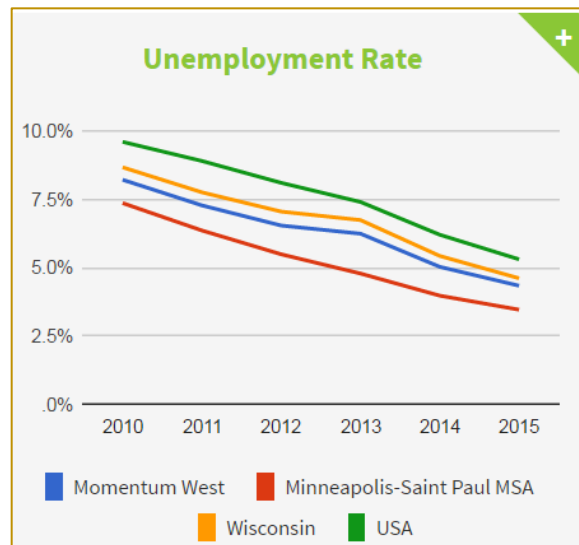
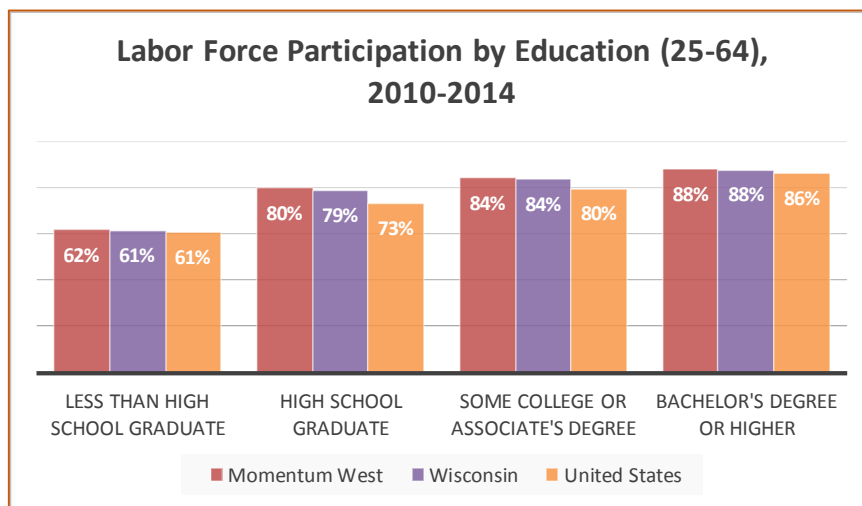


Figure 4: Labor Force Participation in Momentum West and Benchmark Regions

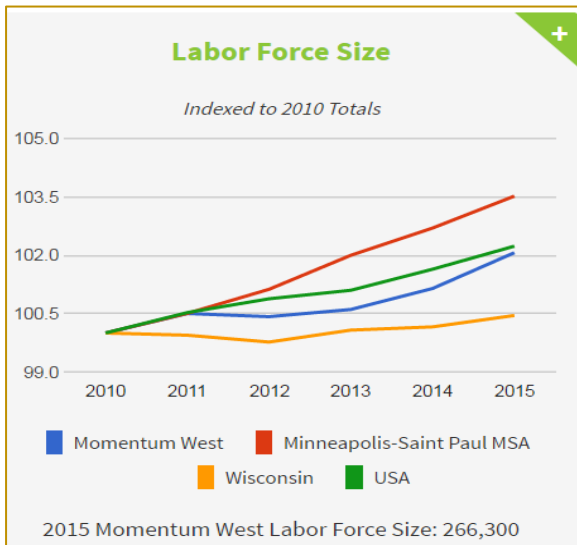


¹ U.S. Bureau of Economic Analysis, *Review, Dec*
² CREC calculation

Source: Calculated from American Community Survey data, 2010-2014

Labor

4.



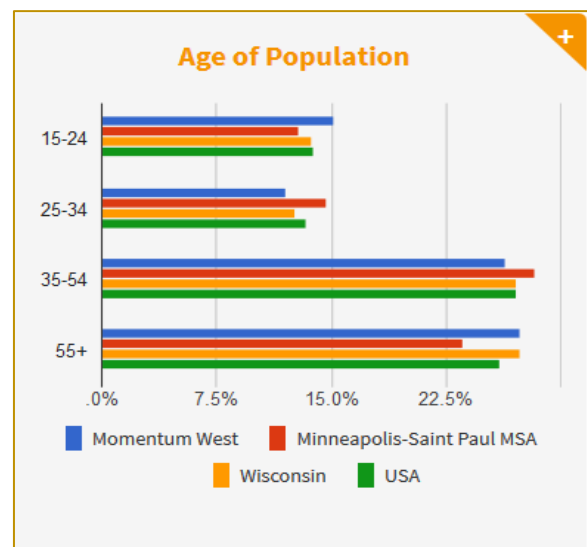
As Figure 5 illustrates, the number of people working in the Momentum West region has grown slowly but picked up pace as the economy recovered. Business leaders are concerned, however, that this pace of employment growth cannot be sustained due to a smaller labor pool among younger workers (not just in Momentum West, but nationally as well) and the continued loss of workers due to retirements.

For Momentum West, the region has a much smaller share of its population between age 25 and 54 than the MSP, Wisconsin, or the US (see

Figure 6). Certainly, net in-migration, the major component of national US population growth has been limited locally, and this slows population growth in the region, especially among working age adults. From 2011-2016, the Momentum West region grew at less than half the national population growth rate and at a slightly slower pace than Wisconsin. This trend is not expected to change in the future.

The problem stems not only from the region’s demographic makeup, but also from fundamental changes in the structure of the labor force. While the number of young adults is declining, also falling are labor force participation rates among those aged 16 to 24 (described here as “young adults”). In 2014, 55 percent of young adults in this age group worked nationally, a watershed decline from 61 percent just a decade before. Moreover, the rate is expected to continue dropping. The BLS projects the rate to fall below 50 percent by 2024. A key reason for this decline is that students must remain in school longer to prepare for future careers, and fewer are working while they are in school. However, this also means that when young adults try to join the labor market, they are less likely to have prior work experience, a characteristic that businesses increasingly value and demand. This lack of experience creates a perception among companies that students are not suitably prepared for the world of work.

Figure 6: Relative Size of Key Age Cohorts in Momentum West and Benchmark Regions



In summary, the region’s businesses are being squeezed for talent at a time when many companies would like to prepare for growth and need more skilled workers to do so. At the heart of the issue is that there are not enough young adults entering the workplace to replace retiring workers due to both lower numbers available and a smaller share of these few who are working. Furthermore, when the most highly educated and skilled join the workforce, they frequently do not have a lot of work experience and often leave the Momentum West region for opportunities elsewhere.

Solutions to this challenge involve attracting (and retaining) people to the region who already have a local connection, especially young professionals that may otherwise end up in nearby urban centers. The region's three universities graduate students who leave to find jobs, but anecdotal evidence suggest many would return to establish families if they had opportunities to do so. Enticing these alumni to return to the region may be an important component to meeting the region's talent needs. In addition, thousands of Momentum West residents work in the Twin Cities, spending a great deal of time in traffic. Many of these residents may be willing to remain in the region to work if they clearly could gain financial and social benefits by doing so. Despite relatively high labor force participation rates, the Momentum West region has a group of people who already live in the region but who do not work because they have personal and economic barriers to joining the workplace. Each of these groups represent a potential new source of talent that could expand the available pool in the short run. The initiatives proposed are designed to expand the people available to area businesses as potential workers.

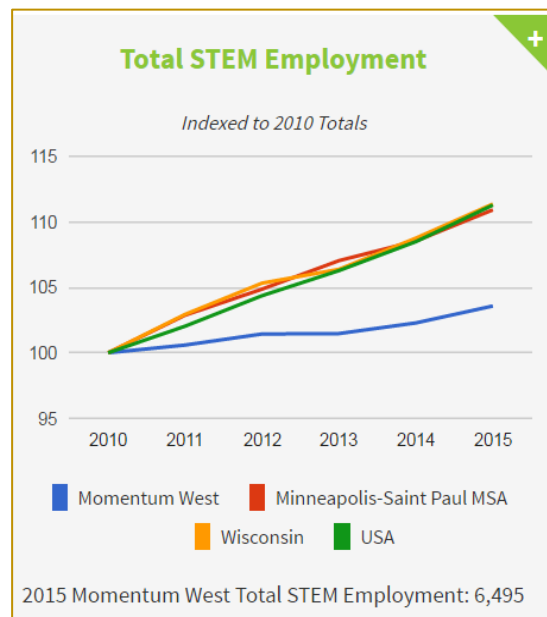
An Inefficient Labor Market

Like many regions, Momentum West already has a talented workforce, as well as many more students and jobseekers engaged in the talent pipeline. The problem may not only be a limited number of people available, but also insufficient efforts to leverage the existing talent pool to be more productive. Many businesses contend they are having trouble filling open positions in the current labor market, but one reason may be that they are not effectively signaling to prospective workers and education providers what skills they need. Muddled messages about career options and skill needs leave decisions to poorly informed students or jobseekers about which academic or training programs are best suited for them and most valued by businesses. Amplifying this issue, not enough students are pursuing academic courses that prepare them for high demand, well-paying jobs. Thus, many jobseekers are ill prepared for promising local careers because they simply did not have enough information about how best to prepare for the jobs that businesses are trying to fill.

By 2020, 62 percent of all new jobs created in Wisconsin will require postsecondary education.³ The lack of prepared workers is slowing local hiring and ineffective hiring practices are driving away jobseekers who might otherwise remain in the region. In turn, economic growth is becoming strained by limited available talent, reducing the number of local commercial opportunities. As Figure 7 illustrates, the Momentum West region has lagged in terms of the number of high skill science, technology, engineering and math jobs that have been created in the region relative to other parts of the country.

One reason that employment in these fields has lagged compared to other regions is that it is especially difficult to find qualified workers. A 2015 survey of businesses in the Chippewa Valley region found that nearly 75 percent of responding employers reported having difficulty filling positions.⁴ This despite the large number of graduates available in relevant fields from area universities and colleges. Area two- and four-year institutions conferred about 300 2-year degrees and 1,100 4-year degrees to graduates of selected STEM programs in 2015 (see Figure 8).

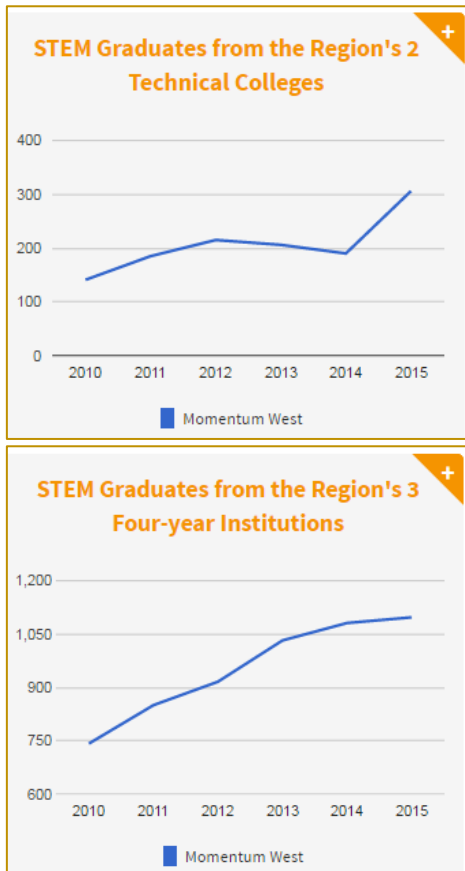
Figure 7: Trends in Science Technology Engineering Math (STEM) Employment in Momentum West and Benchmark Regions



³Anthony Carnevale, Nicole Smith, and Jeff Strohl, "Recovery: Projections of Jobs and Education Requirements Through 2020," Georgetown Center on Education and the Workforce, June 2013.

⁴"Chippewa Valley Labor Market: 2015 Employer Skills Gap Survey Results", Eau Claire Area Economic Development Corporation, <http://www.eauclaire-wi.com/documents/fall-2015-skills-gap-results-web.pdf>

Figure 8: Total Number of STEM-related Graduates from Area Institutions



By comparison, the region’s companies have nearly 11,000 job openings each year, of which at least 3,000 require at least some form of postsecondary educational experience.⁵ However, anecdotal discussions with companies suggest that many more firms prefer a postsecondary background even though the job may not require a degree because it demonstrates an ability to accomplish something important and a level of experience and maturity. Despite the plethora of talent available at area higher education institutions, local companies continue to struggle to find entry level and new-to-career workers with suitable academic and work-related credentials.

The problem is especially acute among area technology firms. Even though more than 400 post-secondary degrees and awards were conferred in computer and information science in 2015, the talent shortage continues, and the struggle is common not only in the information technology field, but also in engineering, production, maintenance, and many other skilled professions. To illustrate, a Career Builder report identified the critical shortages for several key occupations in a 50-mile area of Eau Claire between September 2014 and August 2016.⁶ The report found 50 active jobseekers compared to 424 advertised software engineering postings, 28 candidates competing for 188 network security positions, and 26

candidates competing for 156 network administrator positions.

Many believe that these shortages are due in no small part to a lack of knowledge among students, jobseekers, parents, educators, companies, and the community at large about what available opportunities exist. For graduating students with no local connection to the labor market, nearby urban centers may seem like more fruitful stomping grounds for their job search.

Moreover, businesses expect new-to-career workers to have prior experience in their chosen career (through volunteer or paid internships). Students (with low labor force participation rates and limited experience in a career-related work environment) are less closely tied to the local job market and to the local community when they graduate. However, through academic and practical experiences, businesses are seeking out new-to-career workers that have developed complex analytic and problem solving skills. Furthermore, even at an entry level, firms also expect workers to have a basic proficiency in many of the key technical skills related to their chosen occupation.

⁵ Calculated based on Economic Modeling Specialists, Inc. estimates.

⁶ Source: CareerBuilder report, August 2016. Data represent web-scraped job ads and resumes reported to CareerBuilder.com.

Consequently, relevant curriculum content in area academic programs is necessary, but not sufficient to meet the talent preparation needs for most firms. Providing students with practical, hands-on career experiences to meet business requirements is also critical for building stronger ties between area companies seeking talent and area institutions of higher education as a key source of potential jobseekers.

The issues start with industry, which must more effectively describe to both jobseekers and education or training providers which skills are most relevant for career success. Companies are not always clear about what they need, and individual firms often contradict one another about their needs (making the job for trainers and educators of sorting through fact and fiction even more difficult). Furthermore, the systems to share business skill requirements with service providers is rarely well developed so students and jobseekers have very few ways to learn about the requirements for careers or pathways for growth. This contributes to inaccurate or outdated perceptions that many “career influencers” (e.g., educators, parents, counselors, community leaders, and others) may have.

Part of the challenge for Momentum West and others seeking to improve the region’s labor market efficiency is overcoming the woefully underfunded career counseling system. For instance, at the K-12 system level, the American School Counselor Association recently found that more than half of students have had no help in advising them on their career options.⁷ They recommend that the advisor to student ratio should be no more than 250 students for each counselor, but the national average is about double that (nearly 450 to 1). The problem becomes even more persistent for jobseekers outside the public education system with no access to formal career counseling. The resources available for these activities in the public workforce system are even more limited than those in the public schools and in higher education.

In short, companies are not effectively articulating their needs, and jobseekers are operating in the proverbial dark about what career opportunities exist. It is little wonder that young adults spend a great deal trying to “find themselves” when they are essentially looking for anchors in the form of meaningful, well-paying careers. Furthermore, young adults seldom have sufficient opportunities to participate in career exploration activities (which could range from events designed to share information about career options and requirements to “learn and earn” internship or apprenticeship opportunities).

Tackling these issues will require direct employer engagement in working with multiple groups to reach students that are soon-to-be jobseekers as well as those currently looking for work or new careers. Strategies must focus on clearly articulating industry skill requirements and sharing those insights effectively with the existing and potential workforce. Intermediaries are needed to help translate industry needs into academic and training requirements for educators, parents, counselors, the community, and especially for students and jobseekers. Hopefully, with these insights and with help from well-informed career influencers, students and jobseekers can better understand what they need to do to prepare for available jobs. Individual companies or support institutions (e.g., schools, foundations, etc.) cannot do this unilaterally in a way that would move the needle. It will require strong collaboration among employers, educational institutions, and workforce organizations working together

⁷ Leo Reddy, John Rauschenberger, Pam Hurt, and Jan Bray, “Transforming Career Counseling: Bridging School to Career in the Workforce of the Future,” SME and Manufacturing Skill Standards Council, April 2015.

to develop a more effective process for preparing future workers and then matching them to high demand jobs.

INITIATIVES AND ACTIONS TO MEET KEY GOALS

To address the key challenges identified, Momentum West developed a series of initiatives to expand the talent pool and improve labor market efficiencies. It is notable that these initiatives align well with both addressing a critical economic development challenge as well as helping to address several key workforce goals associated with developing a more demand-driven workforce system. The plan responds to the local WIOA plan by helping to identify talent needs, mobilizes resources to address those needs, and maximize regional labor force participation. Furthermore, the plan also supports key statewide initiatives aimed at fostering talent attraction and retention.

Each of the talent attraction and retention goals in this plan includes four initiatives focused on adding to the number of available workers and helping to ensure that available talent is better informed about and better prepared for available career opportunities. This section provides an overview of each of these initiatives, ideas for action designed to support each initiative, lead organizations, and potential metrics to monitor progress toward the initiative’s key goal.

Goal 1: Expanding the Talent Pool

Initiative 1.1:
Develop a targeted marketing campaign to communicate the region’s unique quality of place assets to students graduating from area universities before they leave the region.
Actions to Support Initiative 1.1:
<ul style="list-style-type: none"> • Gain input and feedback from young professional networks to test different messages • Assess what young professionals currently identify as “unique quality of place assets” on an on-going basis to update messages and to ensure attention is paid to improving the most relevant assets. • Adapt existing economic development and tourism messages to emphasize the region’s attractiveness as a place to live and work for young adults. • Expand (or establish) higher educational institution career services provided to alumni • Inform new residents about relevant amenities and services through social media and direct contact (e.g., Career Connection).
Related Governor’s Council on Workforce Investment 2014-2018 Strategic Plan Recommendation(s)
<ul style="list-style-type: none"> • #2 -- Add Attraction and Retention Tax Credits for Skilled Graduates • #3 -- Incorporate Relocation Tax Credit and Loan forgiveness • #7 -- Engage in Marketing that Attracts Millennials & Entrepreneurs • #8 -- Expand Broadband Access
Progress Measure(s)
<ul style="list-style-type: none"> • Number of young educated professionals living in the region • Number of individuals served by the “Welcome New Residents” programs • Number of people reading online reviews of the region
Potential Convening Organization(s)
Momentum West with support from the Universities, Young Professionals & Convention & Visitors’ Bureaus

Initiative 1.2:
Develop coordinated communications and outreach to area alumni about the benefits of living in the Momentum West region.
<p style="text-align: center;">Actions to Support Initiative 1.2:</p> <ul style="list-style-type: none"> • Determine employment needs and critical occupations for targeted industries. • Target messaging about key critical occupations through electronic and print media advertisements to alumni networks. • Support regional and national alumni events that promote available and potential job opportunities in Momentum West. • Support local “Welcome New Residents” programs and coordinate with an employee hospitality program for prospective and newly hired employees moving to the region. • Provide trailing partner support to those relocating to the region (e.g., Career Connection) • Gain testimonials from newly arrived residents in the form of online reviews about the ease of transition. • Expand (or establish) higher educational institution career services provided to alumni • Create a consistent regional online brand for marketing activities.
<p style="text-align: center;">Related Governor’s Council on Workforce Investment 2014-2018 Strategic Plan Recommendation(s)</p> <ul style="list-style-type: none"> • #2 -- Efforts to add Attraction and Retention Tax Credits for Skilled Graduates • #3 -- Incorporate Relocation Tax Credit and Loan forgiveness • #7 -- Engage in Marketing that Attracts Millennials & Entrepreneurs • #8 -- Expand Broadband Access
<p style="text-align: center;">Progress Measure(s)</p> <ul style="list-style-type: none"> • The number of alumni who apply for open positions • The number of alumni returning to the region
<p style="text-align: center;">Potential Convening Organization(s)</p> <p>Momentum West working with a coordinated network of the alumni associations at the 3 UW system schools and the 2 technical colleges.</p>

Initiative 1.3:
Market local job opportunities to out-commuters currently working in the Twin-Cities.
<p style="text-align: center;">Actions to Support Initiative 1.3:</p> <ul style="list-style-type: none"> • Develop an online regional promotion and information hub to raise awareness about regional companies and careers. • Advertise the availability of opportunities through billboards, electronic, or other media. • Brand the online resource (e.g., “Work West Wisconsin”) • Identify employees already commuting from the Twin Cities (with the help of local employers) to encourage them to relocate to Momentum West
<p style="text-align: center;">Related Governor’s Council on Workforce Investment 2014-2018 Strategic Plan</p>

Recommendation(s)
<ul style="list-style-type: none"> • #8 -- Expand Broadband Access
Progress Measure(s)
<ul style="list-style-type: none"> • Change (decrease) in out-commuting • Change (increase) in in-commuting from Minneapolis-Saint Paul • Number of website views • Number of applicants/hires employers receive as a result of marketing efforts
Potential Convening Organization(s)
Momentum West working with a collaborative of New Richmond, River Falls, Falls, and Hudson Chambers of Commerce collaborating with Work River Falls and Work Amery

Initiative 1.4:
Provide job and support services targeted to traditionally under-represented groups.
Actions to Support Initiative 1.4:
<ul style="list-style-type: none"> • Expand area programs providing adults with employment barriers (e.g., disabled, returning veterans, ex-offenders, and others) help with securing and retaining jobs • Conduct talent recruitment and hospitality support efforts aimed at a more ethnically and racially diverse population • Collaborate with employers to identify and adapt existing employment practices in response to the work-life needs of adults with employment barriers or diverse population groups, including older workers (e.g., flexible schedules or special accommodations) • Identify best practices by employers or communities in the region who have successfully diversified their workforce
Related Governor’s Council on Workforce Investment 2014-2018 Strategic Plan Recommendation(s)
<ul style="list-style-type: none"> • #6 -- Deliver Financial Incentives for Attraction/Entrepreneurship
Progress Measure(s)
<ul style="list-style-type: none"> • Number of adults with employment barriers in the region’s workforce • Labor force participation among hard-to-employ populations • Number of international immigrants in the workforce
Potential Convening Organization(s)
West Central Wisconsin Workforce Development Board

Goal 2: Improving Labor Market Efficiency

Initiative 2.1:

Address industry talent needs for targeted industries (e.g., health care, advanced manufacturing, information technology, and higher education)

Actions to Support Initiative 2.1:

- Organize industry-specific employer partnerships to better engage employers with educators and trainers
- Collect information from firms in targeted industries about their current and future worker needs as well as their own assessments of why recruiting new talent has been difficult
- Articulate skills required for those workers and key worker barriers
- Identify current sources of qualified talent for these industries, especially from area educational institutions, training partners, and/or other firms
- Assess how education and training institutions are doing in meeting employer talent needs in these industries
- Determine whether employer hiring policies align with jobseeker requirements and employment practices
- Identify creative solutions to provide greater flexibility in hiring and retaining workers (e.g., talent sharing, job sharing, Don't Reject...Refer, etc.)
- Coordinate efforts to implement one or more creative solutions as pilot response to improve worker retention and more effectively use existing workers (e.g., supporting business collaboratives to provide onsite health care, Career Connection, etc.)

Related Governor's Council on Workforce Investment 2014-2018 Strategic Plan Recommendation(s)

- #5 -- Support Transportable Skill Sets for Transportable Careers
- #13 -- Develop an image-building campaign for career opportunities in high demand fields
- #18 -- Support industry engagement

Progress Measure(s)

- Number of companies participating in employer collaborations
- Job vacancy rates and time to hire for critical occupations
- Proportion of area hires sourced from local talent pools

Potential Convening Organization(s)

West Central Wisconsin Workforce Development Board in partnership with Momentum West

Initiative 2.2:

Provide career planning support and information (about targeted industries) to key audiences in collaboration with employers, educational institutions, and workforce organizations.

- Actions to Support Initiative 2.2:**
- Provide educators with career-relevant curriculum content, including (1) business problem scenarios to be used in the classroom, (2) a playbook to help students and parents in exploring career options and (3) career profiles for targeted industries
 - Share industry-specific information with business leaders about how work and careers are changing and about strategies for recruiting youth for opportunities in their industries

Related Governor’s Council on Workforce Investment 2014-2018 Strategic Plan Recommendation(s)

- #1 -- Develop Career Counseling/Career Month

Progress Measure(s)

- Number of educators using applied career info in their curricula
- Number of students engaged in using curriculum resources (e.g., playbooks, career profiles, etc.)
- Number of students enrolled in career-relevant academic programs (e.g., science, technology, engineering, and math)

Potential Convening Organization(s)

West Central Wisconsin Workforce Development Board working with the Momentum West Talent Attraction Committee, Cooperative Educational Service Agencies (CESA), and key industry networks (e.g., area technology alliance, manufacturers, health care leaders, etc.)

Initiative 2.3:

Provide business-led career learning opportunities for young adults (age 24 and under).

- Actions to Support Initiative 2.3:**
- Organize and expand efforts to recruit business leaders to make classroom presentations
 - Develop a region-wide program to support career fairs focused on the talent needs of key target industries
 - Produce facility tours that include career exploration programming that responds to the needs of targeted industries (e.g., manufacturing, information technology, health care, etc.)
 - Organize job shadowing opportunities for students interested in learning about critical occupations in those targeted industries
 - Develop “cooperative” internship programs for small employers (i.e., intermediaries perform recruitment and initial screening)
 - Organize youth apprenticeships targeted to critical manufacturing occupations, emphasizing programs targeted to graduating high school seniors or recent high school graduates

Related Governor’s Council on Workforce Investment 2014-2018 Strategic Plan Recommendation(s)

<ul style="list-style-type: none"> • #4 -- Expand Youth and Adult Apprenticeship Participation and Programming • #10 -- Allow high school juniors to start work-based learning to graduate on-track • #12 -- Ensure every high school student experiences quality work-based learning opportunities
Progress Measure(s)
<ul style="list-style-type: none"> • Number of businesses sharing career information with students, parents, faculty, and the community • The number of sponsored career information events, including business leader presentations, facility tours, etc. • Number of career exploration “experiences” (e.g., tours, job shadow placements, internship placements) • Number of business partners engaged in providing an experience
Potential Convening Organization(s)
West Central Wisconsin Workforce Development Board in collaboration with the county economic development corporations

Initiative 2.4:
Raise awareness among job seekers about local openings and among employers about job search practices.
Actions to Support Initiative 2.4:
<ul style="list-style-type: none"> • Promote greater use of existing local job boards among companies and jobseekers. • Provide training to area small and mid-size businesses to update their talent recruitment approaches to reflect jobseeker strategies (e.g., Don’t Reject...Refer). • Expand efforts to help jobseekers improve their resumes, job applications, and interviewing skills.
Progress Measure(s)
<ul style="list-style-type: none"> • Amount of time required to fill area positions • Number of companies participating in recruitment training programs • Number of jobseekers participating in resume and interview-skill building programs
Potential Convening Organization(s)
West Central Wisconsin Workforce Development Board in partnership with Momentum West

Momentum West





Momentum West

A collaborative regional economic development organization in west central Wisconsin.



One of nine regional economic development organizations recognized by WEDC.



Regional Talent Initiative

- Result of conversation w/partners
- Positioned to tackle on larger scale
- Grant money: WEDC/OB Grant
- Formed steering committee comprised of representatives from: Higher Ed, EDC's, workforce development, business and industry
- Developed RFP for help in guiding the process

Workforce Analysis and Talent Retention & Attraction Action Plan components:

- Workforce analysis of the Momentum West ten-county region
- Inventory of existing initiatives
- Goals and action initiatives

The Plan Development Process

- 100+ interviews in region
- Worked with expanded steering committee to:
 - Identify and develop priorities
 - Develop initial strategies and specific actions
 - Crafting the report and preliminary action plans
- Rollout to regional partners



The finding in a nutshell

- To address our talent issues, we need to:
 - expand our talent pool and
 - make our labor market work more better

How?

Overarching Goals and Initiatives

Goal 1: Expanding the Talent Pool

Initiative 1.1:

Develop a targeted marketing campaign for young educated workers

Initiative 1.2:

Coordinate outreach to draw area alumni back to the region

Initiative 1.3:

Market local jobs to out-commuters working in the Twin Cities

Initiative 1.4:

Provide job and support services for traditionally underrepresented groups

Goal 2: Improving Labor Market Efficiency

Initiative 2.1:

Address critical talent needs for targeted industries

Initiative 2.2:

Provide career planning support and information to key audiences

Initiative 2.3:

Provide business-led career learning experiences for young adults

Initiative 2.4:

Raise awareness about job openings and job search practices

Web-Based Dashboard

- To know where we are
- To stimulate conversation and action
- To track our progress

- Focus on 4 key areas
 - Talent demographics
 - Quality of life
 - General economic performance
 - Performance of target growth industries

2.4

Initiative 2.4:

Raise awareness among job seekers about local openings and among employers about job search practices.

Goal 2.4:

Improve employer recruitment and hiring practices through stronger collaboration among employers, educational institutions and workforce organizations.

Actions to Support Initiative 2.4:

- Promote greater use of existing local job boards among companies and jobseekers.
- Provide training to area small and mid-size businesses to update their talent recruitment approaches to reflect jobseeker strategies (e.g., Don't Reject...Refer).
- Expand efforts to help jobseekers improve their resumes, job applications, and interviewing skills.

Potential Convening Organization(s)

West Central Wisconsin Workforce Development Board in partnership with Momentum West

Key Partners

- | | |
|--|--|
| <ul style="list-style-type: none"> • Chambers of Commerce • Economic Development Corporations • Wisconsin Department of Workforce Development | <ul style="list-style-type: none"> • University career centers • Chippewa Valley and Wisconsin Indianhead Technical Colleges |
|--|--|

For additional information on Momentum West please visit our website at www.momentumwest.org.

To keep up to date, get the **monthly Momentum West Newsletter** by contacting Jake Ganser (jake@momentumwest.org) or visiting our website and clicking on [News](#).

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