



# **State of Oregon Two-Year Plan Modification**

**For  
Title I of the  
Workforce Investment Act  
and the  
Wagner-Peyser Act**

**July 1, 2007 to June 30, 2009**

**SUBMITTED TO THE US DEPARTMENT OF LABOR**

**May 1, 2007**

## **Plan Submission and Certification**

This document is the State of Oregon Two-Year Plan Modification for Title I of the Workforce Investment Act and the Wagner-Peyser Act for July 1, 2007 – June 30, 2009, as submitted to US Department of Labor (DOL) on May 1, 2007 by posting the plan on [www.worksourceoregon.org](http://www.worksourceoregon.org). The State of Oregon certifies that no changes will be made to this Plan as posted on this website unless DOL provides approval for such changes.

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## Process for Developing the State Plan

Oregon used much the same process for this modification to the plan as was used for the original plan, but more simplified, as appropriate for a modification process. The Workforce Policy Cabinet (WPC), in their regular monthly meeting were apprised of the need to modify the plan, and they agreed that the staff to the Oregon Workforce Investment Board (OWIB) should again convene a cross-agency sub-cabinet group to complete the task. While Oregon has in the past used an inclusive group of agency partners called the State Planners, with membership from all the Federal workforce programs, for this modification of the plan only WIA IB and Wagner-Peyser partners were convened.

However, the process remains systemwide. Oregon's workforce agencies and the Governor's Office of Education and Workforce Policy were given the opportunity to comment on the plan, and to add language if they wished. A 15-day public review period provided an opportunity for partners and for members of the public to be involved in the development of the modification.

While the timeline for developing the modification was very short, Oregon had a head start in that over the last year Oregon completed an inclusive statewide strategic planning process. In June, 2006, the OWIB approved "*Winning in the Global Market*" as the strategic plan for workforce development in Oregon. This document sets forth the Governor's vision and goals to transform workforce programs and approaches in the state. This strategic plan, the results from the nine-month statewide process, and action plans to carry out the strategic plan have provided much of the material for the modification. *Winning in the Global Market*<sup>1</sup>, will transform Oregon's workforce education and training system to keep pace with a changing economy. It will prepare workers for today's jobs and prepare young people for jobs of the future. And it will invest in the community college and higher education system for the workforce needs of Oregon employers.

To compete in the global market, Oregon must:

- 1. Ensure all Oregon employers have a competitive workforce advantage in the global market** because of highly skilled and innovative workers. Strengthen employer consortia and industry-led training.
- 2. Prepare an agile, innovative workforce** that has the skills employers want and is able to continuously adapt to technology changes.
- 3. Build a flexible, demand-driven workforce education and training system** that is outcome-based, customer-focused, accessible, adequately funded and grounded in public-private partnerships.

These are described in more detail in the following sections.

Meanwhile, goals described in the original plan are ongoing and much has been accomplished.

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<sup>1</sup> *Winning in the Global Market* was developed for the Governor by the Oregon Workforce Investment Board in 2006, and is available at [www.WorkSourceOregon.org/dmdocuments/OWIBReport1206\\_\(2\).pdf](http://www.WorkSourceOregon.org/dmdocuments/OWIBReport1206_(2).pdf).

the modification allows Oregon an opportunity to showcase many of the demand-driven and other transformational approaches Oregon has developed over the last two years. While Oregon has not received a WIRED grant, we have embraced the WIRED philosophy and the state's new directions can be described as "WIRED-like." Many of the industry, consortia, and cluster-based workforce initiatives are in reality regional approaches to talent development to meet the needs of business and industry. Many have been truly transformational. Oregon is moving its workforce system in new and exciting directions, and this modification to the state plan provides an opportunity to describe these new directions. However, as is true for the original 2005 plan, this modification is largely a compliance document to meet USDOL plan modification requirements. Oregon's strategic plan for workforce development remains *Winning in the Global Market*.

**1. Include (a) a discussion of the involvement of the Governor and the State Board in the development of the plan, and (b) a description of the manner in which the State Board collaborated with economic development, education, the business community and other interested parties in the development of the state plan. (§112(b)(1).)**

(a) The Governor, through his Office of Education and Workforce Policy (OEWP) has been involved in the development of the modification. The OEWP provides leadership for the Governor's Workforce Policy Cabinet (WPC), whose members include the state agency heads who deliver workforce services (see answer to III. A. 2, below for full description). The WPC delegated the writing to staff and have steered the plan from inception through submission. The Governor's Workforce Policy Advisor provided written material from the Governor's Office for the modification.

The OWIB were apprised of the need for a modification of the plan. The OWIB is focused on their strategic plan, *Winning in the Global Market*, and in carrying out the goals of that plan. The OWIB has agreed that their strategic plan should form the basis for this modification. The final plan will come before the OWIB as an action item prior to June 30, 2007.

(b) The WPC members represent economic development, education, workforce and human services programs, and are also represented members of the OWIB. The OWIB and the WPC work diligently to connect the state's efforts with economic development, education, workforce programs, business, and labor. The OWIB invited comment from all stakeholders and the public at large in the development of the plan.

The OWIB's strategic plan, *Winning in the Global Market*, which forms much of the basis for the strategic portions of this plan modification, was developed through an inclusive involvement over many months from stakeholders across the state. The OWIB's plan, guided by a committee of the board was formally adopted by the Governor as his state plan for workforce development on December 8, 2006.

**2. Include a description of the process the State used to make the Plan available to the public and the outcome of the State's review of the resulting public comments. (§§111(g), 112(b)(9).)**

The state carried out a 15-day public notice and review process. The process began on April 13, 2007, with the publication of a public notice in newspapers statewide, and the comment period ended on April 27. Besides publishing the notice in newspapers statewide, the public notice document was mailed and/or emailed to over 400 individuals and organizations, including local workforce board staff and chairs, labor and business organizations, state agencies, the Oregon Workforce Investment Board (OWIB), other appropriate boards and commissions, local elected officials, and other interested stakeholders. Very few comments were received. Comments were only received from interested internal parties, such as the Governor's Office and state agencies. Informal comments were received from local partners and OWIB members. After the end of the comment period, all comments received were reviewed and suggestions incorporated as necessary and appropriate. The final plan will come before the OWIB as an action item prior to June 30, 2007. Please see Attachment [P-1] for the public notice and Attachment [P-2] for the list of organizations to which the plan was mailed.

## **I. Describe the Governor's vision for a Statewide workforce investment system.**

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**Provide a summary articulating the Governor's vision for utilizing the resources of the public workforce system in support of the State's economic development that address the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response if available. (§112(a) and (b)(4)(A-C).)**

In the two years since the submission of Oregon's state plan, progress has been made and new directions have emerged. Oregon undertook a comprehensive statewide strategic planning process, resulting in *Winning in the Global Market: A plan to transform Oregon's Workforce Education and Training System* ([www.WorkSourceOregon.org/dmdocuments/OWIBReport1206\\_\(2\).pdf](http://www.WorkSourceOregon.org/dmdocuments/OWIBReport1206_(2).pdf)). This forward-looking document makes the case for urgent transformation of Oregon's workforce education system and outlines goals for system reform leading to a demand driven talent development system supporting economic development.

To win in the global marketplace, Oregon businesses need the competitive advantage of a skilled and well-trained workforce. That critical margin – continuous innovation and skills upgrades in the workplace – drives business location and expansion decisions and determines the state's long-term economic success. Simply put, demand for skilled workers cannot continue to outpace supply.

The governor's plan, *Winning in the Global Market*<sup>2</sup>, will transform Oregon's workforce education and training system to keep pace with a changing economy. It will prepare workers and youth for today's jobs and jobs of the future. It will help to guide investments in the community college and higher education system for the workforce needs of Oregon employers.

To compete in the global market, Oregon must:

- 1. Ensure all Oregon employers have a competitive workforce advantage in the global market** because of highly skilled and innovative workers. Strengthen employer consortia and industry-led training.
- 2. Prepare an agile, innovative workforce** that has the skills employers want and is able to continuously adapt to technology changes.
- 3. Build a flexible, demand-driven workforce education and training system** that is outcome-based, customer-focused, accessible, adequately funded and grounded in public-private partnerships.

These are described in more detail in the following sections.

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<sup>2</sup> *Winning in the Global Market* was developed for the Governor by the Oregon Workforce Investment Board in 2006, and is available at [www.WorkSourceOregon.org/dmdocuments/OWIBReport1206\\_\(2\).pdf](http://www.WorkSourceOregon.org/dmdocuments/OWIBReport1206_(2).pdf).

**A. What are the State’s economic development goals for attracting, retaining and growing business and industry within the State? (§112(a) and (b)(4)(A-C).)**

Oregon has set the economic goal, through *Winning in the Global Market* to ensure all Oregon employers have a competitive workforce advantage in the global marketplace and to strengthen employer consortia and industry-led training.

Oregon is a leader in organizing its workforce system to meet the needs of Oregon’s key industries and clusters. While baseline services are available to all employers and job seekers, intensified workforce programs are being targeted to industry sectors and clusters that represent the best opportunities for economic growth and family-sustaining employment. Oregon is using three economic tools to focus limited resources and maximize return on investment for companies and workers:

**1. Sector and Cluster Analysis** The Oregon Employment Department and Economic and Community Development Department identify targeted sectors and geographically concentrated clusters of businesses in which Oregon has a competitive advantage with the potential for job and wage growth. These sectors and regional clusters are the basis for Oregon’s industry-driven workforce development.

**2. High-Demand Occupations:** Using information provided by Oregon’s award-winning Labor Market Information System, the Oregon Workforce Investment Board identifies high-wage, high-demand occupations, occupations that have a high number of current or projected openings, meet wage thresholds and provide opportunities for career advancement. These occupations, in many sectors and clusters, are used to guide investment by workforce agencies and programs.

**3. Employer Consortia:** Oregon invests in the development of regional employer consortia – bringing together businesses, workforce and education partners and worker representatives around the common purpose of improving the competitiveness of the cluster and meeting their critical workforce challenges. Regional industry consortia have formed to aggregate training needs for current workers, build a stronger pipeline of workers from high schools and colleges, develop customized curricula, advocate for business practices that support competitiveness, develop career pathways and industry-recognized certificates, and listen and respond to an array of business needs.

A few examples of Oregon’s employer consortia are:

- Northwest High Performance Enterprise Consortium in NW Oregon & SW WA
- RV Consortium in Lane County
- NW Agriculture Consortium in the Mid-Willamette Valley
- Community Healthcare Education Network in Lane County
- Pacific Northwest Wind Energy Consortium in Columbia Gorge
- Manufacturing 21 Coalition in the Metro Area
- Semiconductor Workforce Consortium in the Metro Area
- Mid-Willamette Valley Metals Consortium in Marion, Polk and Yamhill Counties
- Wood Products Consortium in central Oregon and rural counties
- Southern Oregon, High Desert and Oregon Biosciences High Performance Consortia



In addition, the Oregon Workforce Investment Board has invested in the following statewide sector strategies to coordinate regional consortia activities, and share promising practices and curricula:

- **Oregon Healthcare Workforce Institute and the Oregon Simulation Alliance** – Oregon has developed public-private partnerships to develop statewide policies and support targeted investments to overcome the healthcare workforce shortage. The Oregon Healthcare Workforce Institute (OHWI) exists to coordinate a comprehensive statewide response to the healthcare workforce shortage. Growing out of an initiative from the Governor’s office, initially funded through the OWIB, and developed by healthcare professionals from the public and private sectors, OHWI was incorporated as a nonprofit institute in December 2005 and officially launched in April 2006. The focus of the institute includes accurate supply and demand data, educational program and clinical expansion, development of public policy, and connection of interested parties for problem solving, funding and information sharing.

To date, the Institute has established its organizational structure, produced two data papers, facilitated numerous meetings, participated on task forces and testified before the legislature. Development of the website as well as a supply study on graduates in shortage occupations and an investment and partnership report are underway. Funding commitments to date are Oregon Department of Community Colleges and Workforce Development (CCWD): \$300,000; Kaiser Permanente: \$300,000; Providence Health System: \$250,000; Oregon Employment Department (OED): \$100,000 (in kind), general administrative support from the Oregon Association of Hospitals and Health Systems. The fiscal agent is the Northwest Health Foundation.

- **Oregon’s Manufacturing Workforce Strategy**, led by the Northwest High Performance Enterprise Consortium, a business organization, to connect and expand manufacturing consortia-building, centers of manufacturing activity, targeted training programs and communications about career opportunities and the economic value of manufacturing to Oregon.
- **Clean Energy**, led by the Business Alliance for Sustainable Energy (BASE) in partnership with AFL-CIO, to gather intelligence on clean energy occupational opportunities across Oregon, and share information so education and workforce partners can develop and adapt training programs.

In addition to the targeted strategies above, the Governor’s Economic Development Vision to improve Oregon’s economy will be achieved through a four-fold strategy. These strategies are underway to attract, retain and grow business and industry. Oregon will:

1. Make  
strategic investments in infrastructure;
  - Investments in Oregon’s multi-modal transportation infrastructure – including roads, bridges, ports, airports and railways - to allow businesses to decrease time to market for their goods.

- Investments in Oregon’s rural and urban community infrastructure – including roads, water, energy, sewer and technology infrastructure, that are needed to retain and attract business expansion.
  - Investments in technology infrastructure that provides communities, businesses and governments with state-of-the-art telecommunications and information systems.
2. Promote entrepreneurship and invest in human capital to allow us to compete in the global marketplace;
- Supporting the development of a sustainable, stable pre-K – 20 education system that is second to none.
  - Increasing access to, affordability of and excellence in post-secondary education.
  - Enhancing Oregon’s training systems and providing focused workforce training in high demand and critical occupations.
  - Providing Oregon industries with access to a skilled workforce and high performance tools like lean manufacturing to keep their operations productive and competitive.
  - Promoting the importance of education and training as the key to economic prosperity for Oregonians.
3. Target  
investments in businesses and technologies that drive an innovation economy.
- Investing in the research and development of new technologies and products through partnerships among universities, federal labs and industry, including signature research centers like the Oregon Nanoscience and Microtechnologies Institute (ONAMI) and Center for Manufacturing and Infrastructure Engineering, or new research arising out of sustainable energy, agriculture or forest products.
  - Enhancing and expanding start-up capital to promote the commercialization of research into new and existing companies.
  - Attracting and leveraging new investment – private sector, international and venture capital – and federal dollars to Oregon’s economy and businesses.
  - Facilitating increased access to international markets and expanding targeted marketing of Oregon’s innovation products and knowledge base to other states and nations through programs like Brand Oregon.
  - Using strategic resources to recruit, expand and retain businesses that further Oregon’s core competencies and aspiration as the mecca for innovation and sustainability.
4. Facilitate a positive business climate by reducing regulatory barriers to enable responsible growth.
- Identifying and certifying marketable industrial sites that are ready for business location or expansion.
  - Coordinating with state and local agencies to address regulatory and land use compliance issues, and development constraints.
  - Helping to identify and resolve regulatory conflicts and ensuring that state permits, funds, and services are delivered in a streamlined, coordinated and objective manner.

- Identifying and applying tax tools that create an appropriate balance between the service needs of Oregonians and needs of business and industry such as the Strategic Investment Program.
- Helping to create a healthcare environment that provides better value, sustainable cost trends and improved quality.

Many of the industry-based projects of the Employer Workforce Training Fund, especially projects involving business or industry consortia or cluster-related projects, have a regional component. Industry configurations do not conform to political jurisdictions and many of them involve companies in more than one LWIA. Many of the state's new directions can be described as "WIRED-like," in that industry, consortia, and cluster-based workforce initiatives are in reality regional approaches to talent development to meet the needs of business and industry. These regions are not static. They are amoeboid, changing shape depending on the industry involved. For example, a health care consortium will not have the same regional configuration as a manufacturing consortium, even though they may be located in the same part of the state. The same is true of clusters, which are organic in that they develop depending on the proximity of natural infrastructure advantages or the location of like companies or suppliers.

**B. Given that a skilled workforce is a key to the economic success of every business, what is the Governor's vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State's cabinet agencies and/or education agencies in order to ensure a skilled workforce for the State's business and industry? (§112(a) and (b)(4)(A-C).)**

Governor Kulongoski's vision is that all Oregonians have the skills, resources and opportunities to achieve economic prosperity. The Governor supports building a world-class workforce through universal access to public education and training with multiple pathways to living wage jobs of the future.

The Governor's Vision has been detailed in Executive Order 03-16 which provides comprehensive education and workforce policy initiatives, which are designed to maximize and leverage the broad array of Federal and State resources available for workforce investment flowing through the State's cabinet agencies and education agencies. Please see Attachment I-1: Executive Order 03-16.

State agencies and local workforce investment boards are aligning existing staff and resources to support Oregon's cluster strategy. They are working with industry consortia and worker associations to aggregate demand for training in high-wage jobs and build career pathways for those needing new skills. Efforts are underway to analyze high-wage, high-demand occupations and maximize investments in targeted skill development.

In 2003, Governor Kulongoski directed his discretionary Workforce Investment Act (WIA) resources to the Employer Workforce Training Fund, to upgrade the skills of currently employed workers, help them adapt to new technologies, learn high performance practices, and target high-

demand occupations. Since that time, Regional Workforce Response Teams, in partnership with Local Workforce Investment Boards, have:

- Awarded grants to over 400 companies, consortia or workers associations for current worker training – majority small business with fewer than 100 workers.
- Provided training to over 23,000 current workers in knowledge-based industries.
- Leveraged over \$21 M in private sector investments with \$10M in public investment
- Provided training in advanced manufacturing, high tech, bioscience and critical industries.
- Helped workers gain new skills in high performance/lean, specialized technical areas, patient care, computer software application, critical thinking, problem solving and leadership.
- Utilized regionally expertise of regional industry leaders, Local Workforce Boards, and Workforce Response Teams.
- Executed over 20 statewide projects to address skill shortages in high-demand occupations.
- Created over 2,300 new jobs and retained almost 20,000 existing jobs.

**New initiatives proposed by the Governor in his 2007-2009 budget and supported by the Oregon Workforce Investment Board are:**

**Skill Up Oregon Fund – from low skill to high skill jobs:** to provide state resources to local and regional workforce boards to prepare low-skill Oregonians for high-demand, high-wage jobs. The Governor proposed \$10 million from an increase in the corporate minimum income tax, for education and skills training.

**Cluster Investment Fund - training current workers for tomorrow's jobs:** \$15 million in Governor's Recommended Budget to match and leverage federal and private sector Employer Workforce Training Fund program resources to meet the current workforce training needs of Oregon businesses.

**Education Enterprise:** Stable Funding for Better Schools: \$6.06 billion for K-12, \$493 million for Community Colleges and \$859 million for Oregon University System – over a 10% increase for all systems.

**High School Diploma Requirements:** Support State Board of Education efforts to raise diploma requirements. Support budget packages to implement changes: New Diploma Requirements \$10 million; Increased access to advanced education and skills training \$50 million (included above).

**Career Pathways:** Utilize “Pathways to Advancement” coordinators at all 17 community colleges to modularize curriculum, build paths between systems, increase speed of training tied to demand jobs. \$1.9 million.

**Work Readiness Certificate:** Establish standardized skill assessments and certificates for adults and youth to direct them to appropriate workforce services, training. \$1.1 million.

**Apprenticeships:** Expand and connect schools and apprenticeships to address critical occupational gaps. Support for added position in Bureau of Labor and Industries to facilitate several pilot projects funded by the Oregon Workforce Investment Board.

**Affordability:** Support \$110 million in Governor’s Recommended Budget for Shared Responsibility Model– need-based aid that expands eligibility, addresses the full cost of higher education, and emphasizes the responsibility of parents and students to share costs. \$75 million in General, Federal and Lottery Funds and \$35 million from increased corporate minimum tax.

**Targeted Healthcare Investments:** \$28.4 million in the Governor’s Recommended Budget to add capacity to train 177 nurses, 20 nurse educators, 42 clinical lab scientists, 24 dental hygienists, 15 ultrasound techs, and over 40 doctors each year. These investments will help address critical workforce shortages.

**Targeted Manufacturing and Engineering Investments:** Support for high-demand occupation education and training: Engineering - ETIC \$17 million, Manufacturing -\$3.37 million in Oregon Inc. and \$2 million as part of Cluster Investment Fund.

**Childcare Program Improvements:** \$34.5 million in Governor’s Recommended Budget (GRB) for stable, higher quality childcare to stabilize the workforce. Increases the maximum reimbursement DHS pays childcare providers on behalf of working parents; and changes income limit to enable more working parents to accept a wage increase without the fear of losing childcare assistance.

**TANF and JOBS:** Support programmatic changes to help families on public assistance and to meet TANF federal Reauthorization requirements. The 2007-09 Governor’s Recommended Budget (GRB) includes \$20 million of additional General Fund, \$5.8 million in additional Child Care Development federal funds and use of \$7.2 million in anticipated TANF carry-forward federal funds.

**C. Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor’s vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4)(A-C).)**

The Governor’s vision for Oregon’s education and training opportunities is to build a flexible, demand-driven workforce education and training system that is outcome-based, customer-focused, accessible, adequately funded and grounded in public-private partnerships.

To ensure that existing and new dollars are invested wisely, Oregon has common performance measures for federal programs and macro measures of the state’s economy that will help the workforce board, agencies and partners determine effectiveness and continuously improve services.

The Oregon Workforce Investment Board is redesigning its performance measuring system to assess progress on its strategic plan, Winning in the Global Market. The redesign of the performance measuring system has been tasked to the OWIB’s Performance and System Improvement Committee, so the OWIB can track performance on its strategic plan.

**D. What is the Governor’s vision for bringing together the key players in workforce development including business and industry, economic development, education, and the workforce system to continuously identify the workforce challenges facing the State and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (§112(b)(10).)**

The Governor launched a workforce initiative in October 2003 to fulfill his vision for bringing key players together to effectively leverage resources to address the state’s job creation, expansion and retention challenges. Through Executive Order 03-16, the governor directed state agencies – Depts. of Education, Employment, Economic Development, Community Colleges and Workforce Development, Human Services and Oregon University System – to engage collaboratively in preparing the state’s workforce, responsive to regional economies, specifically through the formation of Workforce Response Teams. These teams involve the local workforce boards and staff from all of these state agencies, in addition to business and labor partners, to respond to the needs of business for skilled workers.

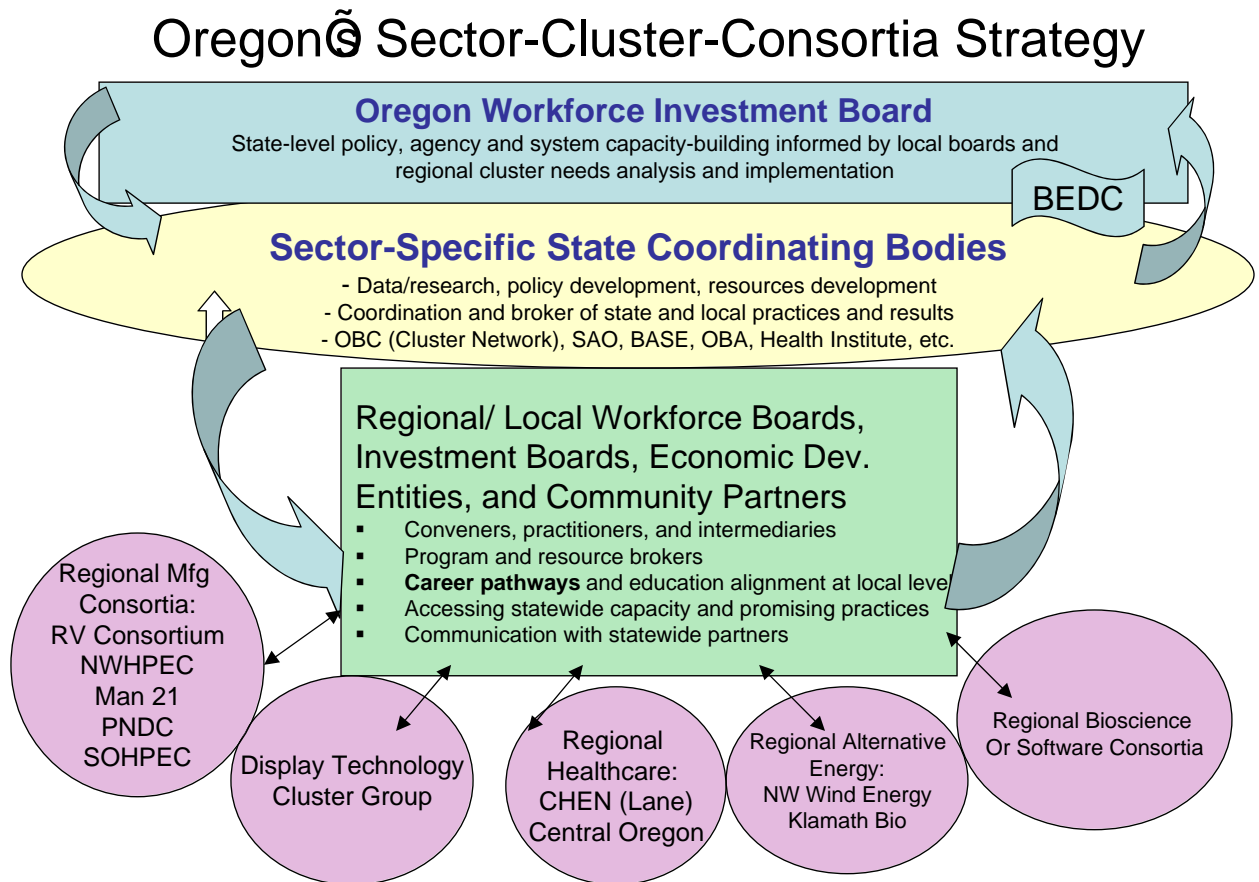
In an inclusive statewide process, the state has just developed the *Winning in the Global Market* strategic plan. The Governor and Workforce Board’s next step was to develop an Action Plan, completed in early 2007, that outlines steps to achieve goals identified in the strategic plan that the OWIB itself can accomplish. The OWIB has allocated resources to its committees to develop capacity-building projects to begin to achieve the goals in the strategic plan and in the action plan.

In addition to the OWIB’s Action Plan, the Workforce Policy Cabinet (WPC) has its own action plan that follows the same format as *Winning in the Global Market*, and that details the actions the state workforce, education and economic development agencies will take to fulfill the plan. Also, the Local Workforce Investment Boards are required to complete new two-year plans, and they are asked in the plan guidance how their strategic plans align with the goals and strategies in *Winning in the Global Market*.

Other major policy groups are also taking up the challenge – The Oregon Business Plan ([www.oregonbusinessplan.org](http://www.oregonbusinessplan.org)), a public/private business-led statewide initiative, has adopted *Winning in the Global Market* as the basis for its education and workforce strategy, and the Community College Workforce Strategies group has recently announced an initiative to create their own Action Plan to accomplish that portion of *Winning in the Global Market* that ties to their mission.

These Action Plans will be living documents that will guide the Workforce Policy Cabinet, OWIB, and all the state and local public and private workforce, education, and economic development partners as they build the future over the next five years. The Action Plans will undergo continuous change and improvement. They will show the strategies to achieve the goals and objectives of the plan, the responsible agency or partner, the results to be achieved and measured and the timelines for achievement. Through periodic updates and reports, the OWIB and its committees will be able to help guide the work

The Governor has also supported the development of a cluster strategy led by Oregon Economic and Community Development Dept (OECDD). OECDD and various workforce partners have convened focus groups of employers in key clusters to identify the types of support the state can provide, including workforce assistance. Focus groups have also been convened for niche markets within these clusters that have high concentrations in Oregon, such as flat panel displays (high tech), specialty agricultural products, recreational vehicle manufacturers, food processors, and advanced manufacturing including nano- and micro-technologies. Working with businesses, the state and local partners are developing workforce training programs and building capacity in its training systems based on the needs identified by industry partners.



**E. What is the Governor’s vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out of school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, and other youth at risk? (§112 (b)(18)(A.))**

Governor Kulongoski’s vision for youth opportunity is “The Oregon Equation:  $O = C + E2$ ” (Oregon’s future equals the sum of its children, its economy and its environment).

The Oregon Equation means: If Oregon pursues economic opportunity, focus on our children, and maintain our livability, Oregon will thrive. The future of our state is only as good as the future of our children. To prepare Oregon for economic opportunity, we must prepare our children for the present and the future. If our children don’t have health care or safe communities, how can they thrive in school? And if they do not thrive in school, how will they ever find or keep a job, much less ever start or lead a business?

The Governor’s Children’s Charter frames government’s responsibility to care for all of Oregon’s children, particularly in the areas of education and health:

- Every child in Oregon is safe, healthy and has adequate food and shelter.
- Every younger child in Oregon is ready to enter school.
- Every older child in Oregon graduates from high school and is ready to join the workforce or go on to college.

One of the Governor’s goals to support Oregon’s youth is to promote employer investments in the emerging workforce. To compete in today’s global economy (to find and retain a living wage job), Oregon’s older youth need to complete their secondary education with a post-secondary plan that has a high probability of educational and career success.

Oregon’s Governor is the only western governor who is a signator to achieve the high school reform agenda of the National Governor’s Association.

**Governor’s Investment Priorities for Youth**

Priorities and initiatives cover a broad spectrum of efforts from streamlining ESDs to workforce services to business services.

- Streamlining and integrating services between Educational Services Districts and workforce services and more alignment and cooperation in the delivery of business services with economic development. This will direct more resources to the customer: students, workers, and businesses.
- Raising high schools standards to match the demands necessary to enter college or the workforce. This will give all students high skill levels to contribute to a world-class workforce and access to living wage jobs.



- Removing barriers to transferability between and among all levels of educational institutions and provide clear pathways from school or training to next work and career. This will give students and workers multiple pathways to family wage careers, and lower costs by not losing credits or time or taking unnecessary classes.
- Provide more scholarships to needy students who meet rigorous education standards and support services to make education and training accessible to all Oregonians. This supports all Oregonians as part of the world-class workforce by providing universal access to education and training.
- Increasing attainment of industry-recognized certificates and credentials in high-demand existing and emerging industries. This will connect education and training to demands in the marketplace that will pay living wages and has a future focus.

**II. Identify the Governor’s key workforce investment priorities for the State’s workforce system and how each will lead to actualizing the Governor’s vision for workforce and economic development. (§§111(d)(2) and 112 (a).)**

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The Governor, in a public press conference, accepted the OWIB’s strategic plan, *Winning in the Global Market*, as his investment priorities for the workforce system. The goals and objectives of the plan are:

**1. Ensure all Oregon employers have a competitive workforce advantage in the global market.**

**Objective: Increase the number of employers with high-performance practices.**

Desired results:

- Expanded participation in cluster/consortia programs related to workforce education and training.
- Increased level of upgraded training and skill acquisition for current workers.

**Objective: Increase the percent of Oregon workers employed in living wage jobs.**

Desired results:

- Increased worker placement, retention & advancement.
- Expanded size and quality of labor pool.
- Increased wages and tax base to support high quality of life.

**2. Prepare an agile, innovative workforce with the skills needed to succeed in the knowledge-based economy.**

**Objective: Guarantee every Oregonian has the core academic and workplace skills employers need and value.** Desired results:

- Business as a key partner in and driver of education and training is institutionalized.
- Work readiness is an integral part of the K-14 curriculum and workforce system.
- Reduced number of dropouts.

**Objective: Ensure every worker has the cross-cutting skills and innovative thinking needed to be productive in the workplace.** Desired results:

- Career technical education and apprenticeship are expanded.
- Improved access and affordability to post-secondary education and training for Oregonians, including underserved populations.
- Increased numbers of Oregonians completing post-secondary education and training, or acquiring industry credentials.

**Objective: Close the skills gap by providing every worker access to affordable life-long learning opportunities.** Desired results:

- Increased workforce training in high-demand and critical occupations.
- Private-public partnerships build career ladders and entrepreneurial opportunity.
- Responsive alternative and technology-based education and training programs.

**3. Build a flexible, unified workforce education and training system that consistently exceeds customer expectations.**

**Objective: Acquire stable and adequate funding for all aspects of the system.** Desired results:

- Efficient, leveraged use of existing funds.
- Increased investments for all system components.
- Funding tied to outcomes.

**Objective: Enhance strategic planning and coordination across public agencies and with local partners.** Desired results:

- Integrated, seamless, *unified system* of education and training services.
- Increased strategic alignment of education, job training and economic development in support of industry clusters.
- Locally/regionally delivered system within a statewide framework.

The priorities will lead to actualizing the Governor's vision as described below:

**Goal 1: Ensure ALL Oregon employers have a competitive workforce advantage in the global market.** Strategies to actualize this vision include the following:

- Sector and Cluster Analysis as a basis for Oregon's industry-driven workforce development.
- High-Demand Regional Occupations, in many sectors and clusters, are used to guide investment by workforce agencies and programs.
- Employer Consortia to bring together businesses, workforce and education partners and worker representatives around the common purpose of improving the competitiveness of the cluster and meeting their critical workforce challenges. Industry consortia have formed to aggregate training needs for current workers, build a stronger pipeline of workers from high schools and colleges, develop customized curricula, advocate for business practices that support competitiveness, develop career pathways and industry-recognized certificates, and listen and respond to an array of business needs.

In addition, the Oregon Workforce Investment Board has invested in the following statewide sector strategies to coordinate regional consortia activities, and share promising practices and curricula, for Oregon Healthcare Workforce Institute, Oregon's Manufacturing Workforce Strategy, and Clean Energy.

**Goal 2: Prepare an agile, innovative workforce with the skills needed to succeed in the knowledge-based economy.** Strategies to actualize this vision include the following:

- Direct Existing Resources to High-Demand Occupations - Efforts are underway to analyze high-wage, high-demand occupations and maximize investments in targeted skill development

- Opportunities For Current Workers - To fill jobs now, the system must help both unemployed and low-skill workers gain higher levels of skill for higher paying jobs, and must have a systematic program to retool current workers so they can adapt to rapid changes and keep their jobs.
- Employer Workforce Training Fund – This fund has awarded grants to over 400 companies, consortia or workers associations for current worker training and provided training to over 23,000 current workers in knowledge-based industries. See Attachment II for the latest outcomes of the EWTF incumbent worker training initiative.

New initiatives proposed by the Governor in his 2007-2009 budget and supported by the Oregon Workforce Investment Board are:

- Skill Up Oregon Fund – from low skill to high skill jobs: to provide state resources to local and regional workforce boards to prepare low-skill Oregonians for high-demand, high-wage jobs. The Governor proposed \$10 million from an increase in the corporate minimum income tax, for education and skills training.
- Cluster Investment Fund - training current workers for tomorrow’s jobs: \$15 million in Governor’s Recommended Budget to match and leverage federal and private sector Employer Workforce Training Fund program resources to meet the current workforce training needs of Oregon businesses.
- Education Enterprise: Stable Funding for Better Schools: \$6.06 billion for K-12, \$493 million for Community Colleges and \$859 million for Oregon University System – over a 10% increase for all systems.
- High School Diploma Requirements: Support State Board of Education efforts to raise diploma requirements. Support budget packages to implement changes: New Diploma Requirements \$10 million; Increased access to advanced education and skills training \$50 million (included above).
- Career Pathways: Utilize “Pathways to Advancement” coordinators at all 17 community colleges to modularize curriculum, build paths between systems, increase speed of training tied to demand jobs. \$1.9 million.
- Work Readiness Certificate: Establish standardized skill assessments and certificates for adults and youth to direct them to appropriate workforce services, training. \$1.1 million.
- Apprenticeships: Expand and connect schools and apprenticeships to address critical occupational gaps. Support for added position in Bureau of Labor and Industries to facilitate several pilot projects funded by the Oregon Workforce Investment Board.
- Affordability: Support \$110 million in Governor’s Recommended Budget for Shared Responsibility Model– need-based aid that expands eligibility, addresses the full cost of higher education, and emphasizes the responsibility of parents and students to share costs. \$75 million in General, Federal and Lottery Funds and \$35 million from increased corporate minimum tax.
- Targeted Healthcare Investments: \$28.4 million in the Governor’s Recommended Budget to add capacity to train 177 nurses, 20 nurse educators, 42 clinical lab scientists, 24 dental hygienists, 15 ultrasound techs, and over 40 doctors each year. These investments will help address critical workforce shortages.
- Targeted Manufacturing and Engineering Investments: Support for high-demand occupation education and training: Engineering - ETIC \$17 million, Manufacturing -\$3.37 million in Oregon Inc. and \$2 million as part of Cluster Investment Fund.

- Childcare Program Improvements: \$34.5 million in Governor’s Recommended Budget (GRB) for stable, higher quality childcare to stabilize the workforce. Increases the maximum reimbursement DHS pays childcare providers on behalf of working parents; and changes income limit to enable more working parents to accept a wage increase without the fear of losing childcare assistance.
- TANF and JOBS: Support programmatic changes to help families on public assistance and to meet TANF federal Reauthorization requirements. The 2007-09 Governor’s Recommended Budget (GRB) includes \$20 million of additional General Fund, \$5.8 million in additional Child Care Development federal funds and use of \$7.2 million in anticipated TANF carry-forward federal funds.

**Goal 3: Build a flexible, unified workforce education and training system that consistently exceeds customer expectations.** Strategies to actualize this vision include the following:

To ensure that existing and new dollars are invested wisely, Oregon has performance measures for our federal programs and macro measures of the state’s economy that will help the workforce board, agencies and partners determine effectiveness and continuously improve services.

Effective performance will be measured by the following measures, which will be reported statewide and by workforce region:

**Global Measures**

- Goal 1: Ensure all Oregon employers have a competitive workforce advantage in the global market
  - Median Wage
  - Degrees and Certificates
- Goal 2: Prepare an agile, innovative workforce with the skills needed to succeed in the knowledge-based economy
  - Median Wage
  - Degrees and Certificates
- Goal 3: Build a flexible, unified workforce education and training system that consistently exceeds customer expectations
  - Customer satisfaction
  - Percent job orders filled
  - WSO Brand awareness

**Program Participant Measures**

- Placement
- Retention
- Wage gain
- Degrees and Certificates

**Resources Measures**

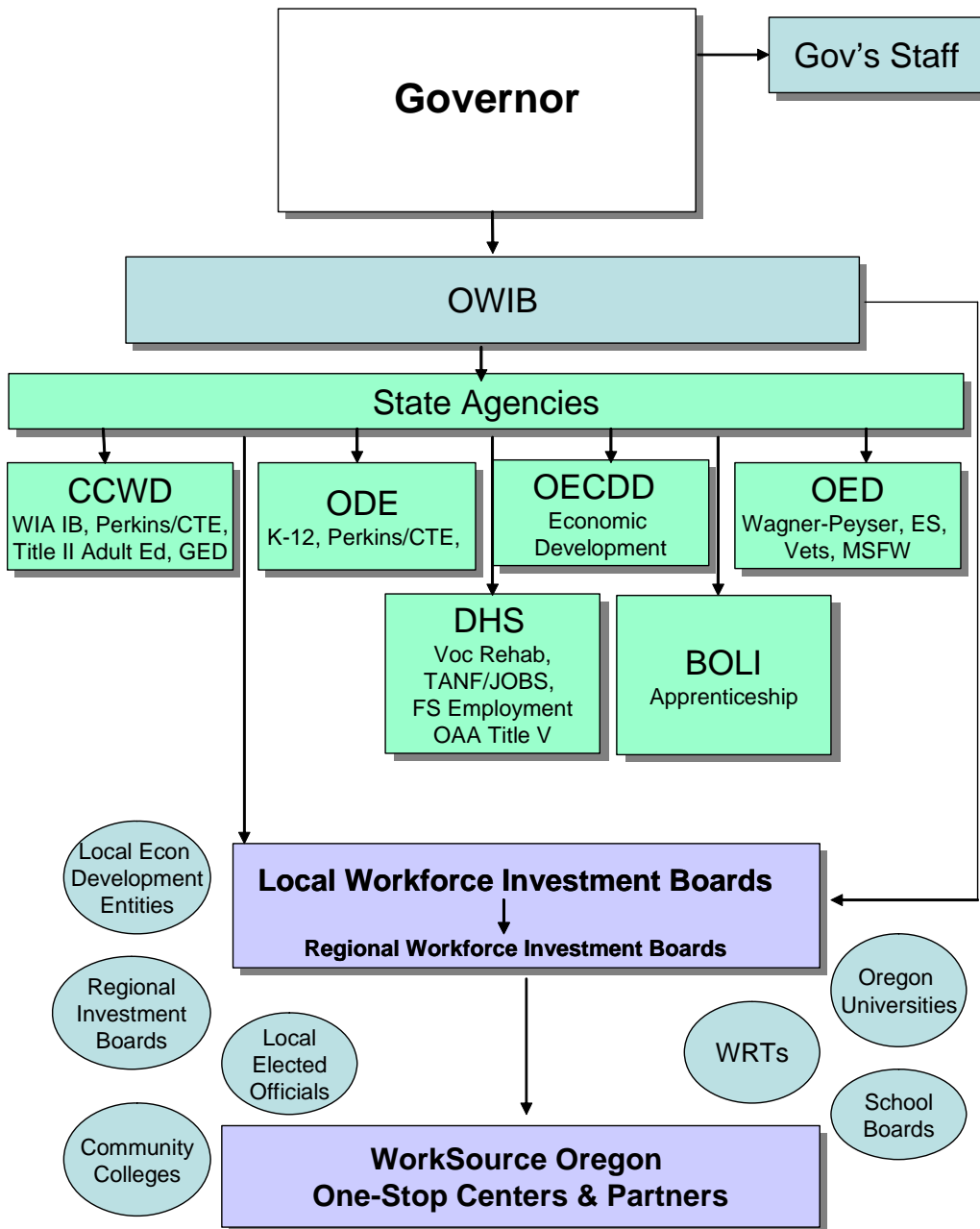
- Resources Allocated to workforce education and training, for future return on investment evaluation and trend analysis.

**III. State Governance Structure (§112(b)(8)(A).)**

**A. Organization of State agencies in relation to the Governor:**

**A.1. Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional One Stop partner programs managed by each agency.**

**Oregon's Workforce System Governance**



**A.2. In a narrative describe how the agencies involved in the public workforce investment system interrelate on workforce and economic development issues and the respective lines of authority.**

Oregon has developed a system that draws on the strengths and expertise of the workforce partners. There are six state agencies directly responsible for the implementation of the major programs involved in the workforce development system in Oregon. The agencies, and the programs they operate, their roles and strengths of the partners include:

Oregon Employment Department (OED)

- Wagner-Peysner
- Workforce Information
- Trade Adjustment Act (TAA)
- Unemployment Insurance (UI)
- Provides core services such as labor exchange, developing a front end of the system, an effective model for providing business services, increased quality of referrals, labor market data systems, and access to iMatchSkills® to coordinate information sharing and services across the partnerships.

Department of Community Colleges and Workforce Development (CCWD)

- WIA Title IB
- WIA Title II – Adult and Family Literacy
- Carl Perkins Post-Secondary
- Small Business Development Centers
- Provides access of participants to intensive and training services based on their assessed needs, such as job-finding skills, basic academic and language skills, referral for specialized services, and access to training.

Department of Human Services (DHS)

- Temporary Assistance to Needy Families (TANF)
- Food Stamp Employment and Training
- Vocational Rehabilitation
- Older Americans Act Title V – Senior Community Service Employment Program (SCSEP)
- Provides employment opportunities for public assistance recipients, employment related services for individuals with disabilities and older workers, and proven expertise in providing technical assistance for one stops.

Oregon Department of Education (ODE)

- Carl Perkins Secondary/Postsecondary

Oregon Economic and Community Development Department (OECDD)

- Uses state general funds and federal funds (CDBG, MEP) to assist large and small businesses, in partnership with workforce resources
- Engages in cluster development, including coordination on workforce needs
- Increases the emphasis on workforce development as an economic development tool
- Provides business services centered on business recruitment and retention

Bureau of Labor and Industries (BOLI)

- Apprenticeship Division
- Provides oversight and coordination for the state's apprenticeship programs, and connects those programs to the broader workforce system

Other state agencies are involved in the management of allied workforce programs, such as the Commission for the Blind, Department of Corrections, Department of Housing and Community Services, and the Oregon University System (OUS).

Through these partner efforts Oregon provides services in the one stop environment. Oregon intends to continue to streamline services based on partner expertise.

The Governor's Office of Education and Workforce Policy (OEWP) leads policy development for the workforce system in Oregon. This office:

- guides the development of state-level policy related to education and workforce issues;
- provides general direction and serves as a liaison between state and local efforts in education, training, economic and workforce development;
- ensures, through collaboration with the leadership of local workforce investment boards and regional workforce committees, the alignment of statewide, local and regional strategic plans, and the periodic reporting of performance in the implementation of such plans; and
- consults with local workforce investment boards and regional workforce committees on the development and implementation of a workforce performance measurement system.

One of the strengths of Oregon's workforce system is the Workforce Policy Cabinet (WPC). The WPC is led by the Governor's Office of Education and Workforce Policy (OEWP), coordinated by a staff person from CCWD, and is represented by the agency heads responsible for the various workforce programs. Current membership includes:

Governor's Workforce Advisor  
 Governor's Workforce Policy Advisors  
 Governor's Education Advisor  
 Executive Staff to OWIB  
 Director, DHS  
 Director, OECDD  
 Commissioner, CCWD  
 Director, OED  
 Chancellor, OUS  
 Deputy Superintendent, Department of Education  
 Policy and Program Manager, Vocational Rehabilitation



Administrator, Commission for the Blind  
Administrator, Office of Self Sufficiency Programs, TANF/Food Stamps  
Director, Apprenticeship Division, Bureau of Labor and Industries  
CCWD Education and Workforce Policy Liaison, WPC Coordinator

While Oregon has not merged agencies for some time, the WPC is Oregon's "virtual workforce agency." The WPC meets monthly (or more frequently if required), discusses workforce system issues, provides leadership, and makes strategic decisions to achieve effective and efficient workforce development results.

## **B. State Workforce Investment Board (§112(b)(1).)**

The vision of the Oregon Workforce Investment Board is:

By 2010, Oregon businesses have a competitive advantage in the global market due to their highly skilled, innovative workers.

The goals of the OWIB are

1. Ensure ALL Oregon employers have a competitive workforce advantage in the global market.
2. Guarantee every Oregonian has the core academic and workplace skills employers need and value.
3. Build a flexible, unified workforce education and training system that consistently exceeds customer expectations.

### **B.1. Describe the organization and structure of the State Board. (§111.)**

The Oregon Workforce Investment Board (OWIB) was constituted according to the Workforce Investment Act (WIA) and its implementing regulations (20 CFR Part 652 et seq.), and according to ORS 660.321, Oregon's state legislation to implement the WIA. The OWIB is the overall advisory board to the Governor on workforce development matters. The membership of the OWIB is attached as Attachment III-1.

Within its role as the Governor's workforce advisory board, the OWIB has the responsibility to recommend policy to carry out its duties under the WIA. By state law, the OWIB has some additional responsibilities, chief among them "providing for the development, accountability and continuous improvement of comprehensive workforce performance measures to assess the effectiveness of the workforce investment activities in this state." It is under this statute that the OWIB developed Oregon's systemwide performance indicators, the common measures for the state's workforce system.

The OWIB adheres to the principles of local flexibility within a state framework, and of maximum stakeholder participation. It is through committees that the OWIB carries out the bulk of its work. All committees are chaired (or co-chaired) by a business member of the OWIB.

OWIB currently has five committees: Executive, Business and Economic Development, Youth and Education, Performance and System Improvement, Communications, and Legislative. The OWIB bylaws name only two standing committees, the Executive Committee and the Youth and Education Committee. All other committees are ad hoc and have a specific task to complete, at which time they may cease to exist. For example, at the time of the original submission of this plan, the OWIB had a Manufacturing Workforce Committee. That committee's work resulted in the OWIB's Statewide Manufacturing Strategy. The committee has since disbanded; its work was spun off and is now being carried forward by a public-private partnership.

To carry out its strategic plan, *Winning in the Global Market*, the OWIB has assigned the implementation of the goals of the plan to specific committees. Goal 1, "Ensure ALL Oregon employers have a competitive workforce advantage in the global market," is assigned to the Business and Economic Development Committee. Goal 2, "Guarantee every Oregonian has the core academic and workplace skills employers need and value," is assigned to the Youth and Education Committee (the committee was renamed from the Youth Committee to more fully describe this responsibility). Goal 3, "Build a flexible, unified workforce education and training system that consistently exceeds customer expectations," was assigned to the Performance and System Improvement Committee. The other two committees, the Legislative Committee and the Communications Committee, support these three committees in carrying out their work.

The OWIB has one further legal framework to carry out its duties: Executive Order 03-16, which was the Governor's methodology to implement the Employer Workforce Training Fund (EWTF). The EWTF, as described in Section II, is Oregon's incumbent worker training program, and the program to develop capacity within the workforce system. The Executive Order entrusts the OWIB with authority to set policy for the program, including criteria for the formation of regional Workforce Response Teams, distribution of funds, development of capacity building projects, and to work closely with economic development to meet the needs of employers and workers.

**B.2. Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the State's workforce investment system as envisioned in WIA. How is the alternative entity achieving the State's WIA goals? (§111(a-c), 111(e), and 112(b)(1).)**

All organizations and entities required by the WIA are represented on the state board. Please see the OWIB membership list, Attachment III-1. Oregon's board is not an alternative entity.

**B.3. Describe the process your State used to identify your State board members. How did you select board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the State as required under WIA? (20CFR 661.200.)**

OWIB members are identified in various ways, but unless they are on the board by virtue of their position they are nominated by the appropriate entity as required in the Act: business members by statewide business organizations; and labor representatives by state labor federations. Some members are nominated by organizations even though such nomination is not required in the Act; for example, the community college representative is nominated by the Community College Presidents.

The OWIB is committed to assuring that business and other representatives have optimum policy making authority within their “home” organizations. The business members are recruited from leadership levels within their business organization, the public members are the directors of their agencies, and the community college representative is a college president. As a matter of practice, to assure participation at the highest level, proxies are not allowed to vote unless staff have received written proxy authority from the member, which very seldom happens, and which never happens for business members.

The OWIB has had a recent effort to better connect with economic development by recruiting business members from the industries in the specific traded-sector industry clusters targeted by the Oregon Economic and Community Development Department. Business members are expected to represent their industry associations and report on the activities of the OWIB at their associations, and when appropriate are nominated by their industry associations.

Additional factors that are considered for board membership are geographic distribution, diversity of members, large and small businesses, and local board membership. Over the last two years, OWIB staff and leadership have undertaken a conscious effort to increase the visibility and influence of the board by recruiting highly influential business leaders from prominent Oregon companies. In addition, some members have been targeted for membership by virtue of their connections to OWIB policy directions, such as recruiting more manufacturing companies to support the board’s statewide manufacturing strategy, and the targeting of high-wage, high demand occupations.

**B.4. Describe how the board’s membership enables you to achieve your vision described above. (§§111(a-c) and 112(b)(1).)**

In order to maximize the effectiveness of the board, Oregon has taken affirmative steps to align the structure of the board with achieving the vision and the strategic plan. As described above, the OWIB has three committees charged with the achievement of the three goals of the strategic plan. Also as described above, Oregon has aligned the business membership of the board with the traded clusters targeted as part of the state’s economic development strategic plan. Having the members report back to their associations furthers this agenda and brings workforce and economic development closer together. The ad hoc nature of the OWIB committee structure

gives the board added flexibility to convene, discuss, decide and disband as issues arise. The committees are actively engaged and bring recommendations back to the full board.

A chart illustrating the OWIB's committee structure is attached as III-2.

**B.5. Describe how the Board carries out its functions as required in sec. 111 (d) and 20 CFR 661.205. Include functions the Board has assumed that are in addition to those required. Identify any functions required in sec. 111 (d) the Board does not perform and explain why.**

Within its role as the Governor's workforce advisory board, the OWIB has the responsibility to recommend policy regarding the Workforce Investment Act. The OWIB's duties under the Act, besides assisting the Governor to develop a five-year strategic plan, are to recommend policy to:

- develop and continuously improve a WIA service delivery and one stop system,
- develop and improve linkages to assure coordination and non-duplication of services,
- review local plans,
- comment on the measures taken pursuant to the Carl Perkins Act,
- designate local areas, develop allocation formulas for the distribution of WIA program funds,
- develop and continuously improve levels of performance for the WIA performance measures,
- prepare an annual report to the Secretary of the US Department of Labor,
- develop a statewide employment statistics system as required in the Wagner-Peyser Act, and
- develop an application for an incentive grant as required in Section 503 of the WIA.

The OWIB carries out all of these required functions; there are no functions that the board does not perform.

By state law, the OWIB has the following additional responsibilities:

- deliver the five-year unified state plan, with quantifiable measures, to the Legislative Assembly;
- include in the state plan goals designed to promote Oregonians' self sufficiency, including quantifiable goals that will empower Oregonians to gain independence from public assistance and move up the socioeconomic ladder;
- develop Oregon's workforce investment system;
- ensure timely consultation and collaboration with chief elected officials, local workforce investment boards, and other workforce stakeholders;
- recommend the duties and responsibilities of state agencies to implement the Federal act, and to capitalize on experience developed by workforce partners;
- participate in the development of a coordinated statewide system of activities and services that includes both mandatory and optional partners of the one stop delivery system; and
- provide for the development, accountability and continuous improvement of comprehensive workforce performance measures to assess the effectiveness of the workforce investment activities in the state.

It is under the last responsibility for workforce performance measures that the OWIB has developed Oregon's systemwide performance indicators, the common measures for the state's workforce system.

Additional responsibilities, where authorized under Governor's Executive Order EO 03-16, Workforce Development, are that the OWIB is called to:

- identify all workforce development funds from federal, state, local and private sources and maximize coordination of resources used;
- encourage participation from private employers and labor organizations and make available state resources, financial and otherwise, to ensure public and private cooperation in training Oregon's workforce;
- provide a consistent statewide approach to workforce development and ensure that the State of Oregon is able to respond to requests from employers and the workforce;
- match workforce development resources with identified key industry sectors and coordinate with other economic development initiatives undertaken by public and private partners in Oregon;
- coordinate with Local and Regional Workforce Investment Boards and other workforce, education and economic development entities to execute the actions under the Executive Order;
- establish eligibility criteria for grants and set performance measures for grantees;
- develop a process to create and recognize interagency Workforce Response Teams in each of the state's workforce regions;
- establish a formula for distributing moneys in the Employer Workforce Training Fund to the fifteen workforce regions and to state level training projects;
- approve statewide workforce training projects to be funded through the Fund;
- explore additional sources of funding for the Fund; and
- establish a link to representation from the Oregon Economic and Community Development Commission.

Since the completion of the strategic plan, *Winning in the Global Market* ([www.WorkSourceOregon.org/dmdocuments/OWIBReport1206\\_\(2\).pdf](http://www.WorkSourceOregon.org/dmdocuments/OWIBReport1206_(2).pdf)), the OWIB has concentrated on achieving the goals of the plan. The board sees itself as advisory to the Governor in workforce matters, and as the business voice for workforce development in the state. In carrying out its strategic plan, the board has taken on an advocacy role in assuring the success of the plan.

Please see Attachment III-3 for ORS 660.321-324 and Attachment I-1 for EO 03-16.

**B.6. How will the State board ensure that the public (including people with disabilities) has access to board meetings and information regarding State board activities, including membership and meeting minutes? (20 CFR 661.205)**

All OWIB meetings are held at fully accessible facilities and all agendas, public notices and other materials contain the following statement: "Oregon Workforce Investment Board meetings are held in accordance with open meeting laws and with accessibility requirements. If a person

with a disability needs assistance in order to attend or participate in a meeting or if a person wishes to offer comments on any item on the agenda, please notify [contact information]. A sign-up sheet for those who wish to offer comments or testimony on any item will be available at the meeting.” The first item on the agenda for each meeting, after welcome and introductions, is a call for public comment, if any.

Minutes are available at each meeting for the previous meeting and are distributed in the agenda packet which is distributed widely and posted on the OWIB website at [www.WorkSourceOregon.org](http://www.WorkSourceOregon.org). The website is accessible to screen readers.

**B.7. Identify the circumstances which constitute a conflict of interest for any State or local workforce investment board member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family. (§§111(f), 112(b)(13), and 117(g).)**

A conflict of interest arises when any board member or a member of the board member’s immediate family may benefit financially from an action taken by the board.

The OWIB bylaws state:

“Section 3. Conflict of Interest

A. A member of the OWIB shall:

- (1) when met with a potential conflict of interest, announce publicly the nature of the potential conflict prior to taking any action thereon; and
- (2) refrain from participating in any discussion or debate on the issue out of which the actual conflict arises; and
- (3) refrain from voting on the matter under any circumstances.

B. A member of the OWIB shall not engage in any other activity determined by the Governor to constitute a conflict of interest...

C. The OWIB shall adopt a policy addressing conflict of interest or the appearance of conflict of interest according to Chapter 1019, Oregon Laws 1999 ORS 411.920 to 411.935.”

Local and regional boards have adopted similar conflict of interest policies. The OWIB policy is included as Attachment VIII-6.

**B.8. What resources does the State provide the board to carry out its functions, i.e., staff, funding, etc.?**

The Department of Community Colleges and Workforce Development (CCWD) receives the WIA Title IB funds in Oregon and has the statutory authority to make rules for the OWIB and to carry out financial matters on behalf of the board. A total of \$50,000 is budgeted for direct OWIB operations, exclusive of staff. The position of Executive Staff and Executive Assistant are funded by CCWD, plus portions of staff for the Youth Committee and other committee staffing. In total, CCWD contributes in excess of \$250,000 annually to support the OWIB.

The OWIB utilizes resources from other agencies to carry out some of its functions. For example, the Governor's Office leads the Business and Economic Development Committee and the Legislative Committee. The Communications Committee is staffed by the Oregon Employment Department. The Youth Committee is co-staffed by the Department of Education and CCWD. Finally, the Employment Department's Workforce and Economic Research Division provides routine and customized workforce information to the state Board, with funding from a variety of state and federal sources. Other agency resources directly related to OWIB operations are estimated to exceed \$100,000.

**C. Structure/Process for State agencies and State board to collaborate and communicate with each other and with the local workforce investment system (§112(b)(8)(A).)**

**C.1. Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the State and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State board and agencies eliminate any existing State-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)**

The Oregon Workforce Investment Board (OWIB), the Workforce Policy Cabinet (WPC), Local Workforce Investment Boards and other state and local workforce partners work together to achieve the goals of the OWIB's strategic plan, *Winning in the Global Market*. The WPC has an Action Plan that illustrates how the state agencies will do their part to carry out the plan. This Action Plan details actions to be taken, the responsible agency, and benchmarks to be achieved. A format for periodic reporting is being developed.

At the state level, the Governor's Workforce Policy Cabinet directly addresses policy and operational collaboration between and among workforce investment activities. The WPC is led by the Governor's Office of Education and Workforce Policy (OEWP), coordinated by a workforce policy analyst from CCWD, and is made up of the agency heads responsible for the various workforce programs.

The WPC is Oregon's "virtual workforce agency." The WPC meets monthly (or more frequently if required), discusses workforce issues, and makes strategic decisions for the system.

Sub-Cabinet (sub-WPC) workgroups are appointed as needed for specific tasks. Current operational groups are a “next generation” data sharing and investments group, an interagency RSA-review group, and an interagency local plan review group.

Agreements among state workforce agencies include interagency agreements for the support of PRISM, Oregon’s data warehouse for collecting and reporting systemwide (common) measures; data sharing agreements; and resource sharing agreements for various purposes.

Memoranda of Understanding at the state and local level detailing new service delivery models, including partners that not traditionally associated with workforce development such as the Oregon Department of Transportation.

As required by the Rehabilitation Act (Title IV of WIA), a member of the OWIB is concurrently a member of the State Rehabilitation Council (SRC). The OWIB member makes a report to the OWIB on current activities and issues being addressed by the SRC.

The OWIB has an informal agreement with the State Board of Education (SBE) for an SBE liaison member to sit on the OWIB in a non-voting advisory capacity, and the OWIB makes periodic reports to the SBE regarding its activities, especially activities of common interest to the two boards.

State-level barriers are addressed through the extraordinary cooperation and collaboration among state workforce agencies that has been in place since the early 1990’s. The WPC is the forum for addressing barriers, and it has been effective in the past. For example, as mentioned above, the WPC has a jointly-developed Action Plan to carry out the OWIB’s strategic plan. .

**C.2. Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the State agencies responsible for implementing the vision for the workforce system and between the State agencies and the State workforce investment board.**

As described above, it is the Governor’s Workforce Policy Cabinet (WPC) that is the formal interagency vehicle charged with establishing lines of communication to ensure open and effective sharing of information among the State agencies responsible for implementing the vision for the public workforce system. The WPC is staffed by the Governor’s Office of Education and Workforce Policy (OEWP), coordinated by a staff person from CCWD, and is made up of the agency heads responsible for the various workforce programs. Please see the answer to Question III.A.2. for a list of WPC membership.

The WPC is Oregon’s virtual workforce agency. The WPC meets monthly (or more frequently if required), discusses workforce issues, and makes strategic and implementation decisions for the system.

The WPC members are the agency heads or directors of the mandatory one stop partners. At the meeting of the WPC immediately prior to each quarterly meeting of the OWIB, the WPC



actively discusses the OWIB agenda in order to prepare policy implications and/or positions on matters to be discussed or acted upon by the OWIB. At the direction of the governor, one member of the WPC is delegated to represent the WPC and its interests on the board.

**C.3. Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the State agencies/State Board and local workforce investment areas and local Boards. Include types of regularly issued guidance and how Federal guidance is disseminated to local Boards and One Stop Career Centers. (§112(b)(1).)**

Strategic direction and policies determined through the OWIB and WPC are carried out through the partnership of participating state agencies. Additionally, the state agency directors are in frequent communication with staff from the Governor's Office working on system development and leveraging resources.

Establishment of a Transmittal System policy at the state level coordinates the flow of information between state staff and local boards and one stop staff. The transmittal system provides notification that materials are posted on the appropriate state web page, and that local staff is advised at the time of issuance. The policy defines Department of Labor issuances, including Training and Employment Guidance Letters (TEGLs) and Training and Employment Notice (TENs), Questions and Answers and Technical Assistance Guides as mandatory transmittals, which must be communicated to local board staff and one stop staff in accordance with the policy.

State staff rely on an enhanced email delivery system to forward Training and Employment Guidance Letters, Training and Employment Notice information and other guidance from the Department of Labor to Local Workforce Investment Area staff and one stop Center staff. The communication system includes a brief overview of the information and outlines the process for necessary action or implementation. Staff also work closely with designated work groups such as the Dislocated Worker Liaisons via email and during quarterly meetings to share guidance and determine how best state staff can assist in complying with directives, if necessary. State staff have also been designated as Liaisons for each Local Workforce Area; these Liaisons work on a daily basis with Local Workforce Investment Area staff and one stop center staff.

The OED staff works with state and local OED Business & Employment Services (ES) management to communicate guidance on integrated service delivery, MOUs and RSAs, and compliance under WIA and OWIB/WPC efforts.

Although there is no specific membership requirement, several members of local or regional workforce boards are also members of the OWIB. The Governor's staff also meets regularly with staff of the local Workforce Investment Boards, organized as the Oregon Workforce Partnership. Oregon is proud of the level of cooperation and coordination between state agencies, the OWIB, and local WIBs.

In addition, workforce partners (at the state and local level) benefit from the regularly distributed *Gov's Notes* Electronic Newsletter as well as *Monday Message* from OED to all stakeholders.

**C.4. Describe any cross-cutting organizations or bodies at the State level designed to guide and inform an integrated vision for serving youth in the State within the context of workforce investment, social services, juvenile justice, and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the State promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? (§112(b)(18)(A).)**

The State of Oregon promotes a collaborative cross-agency approach for policy development and service delivery for youth at both the state and local level by encouraging participation of partners and stakeholders in various organizations.

Perhaps the most central cross-cutting body is the State Youth & Education Committee, a standing committee of the Oregon Workforce Investment Board (OWIB) that includes members from across the state representing areas of K-12 education, workforce, juvenile justice, foster care, vocational rehabilitation, private business, military, TANF, adult basic education, community based organizations and Job Corps Centers. The Youth & Education Committee is the state-level youth council for Oregon.

The Youth & Education Committee's overarching purpose is to provide statewide policy recommendations on youth issues to the Oregon Workforce Investment Board and the Governor. The council works on identifying opportunities for improved coordination of youth services and identifying other barriers to service delivery on a local level.

The State Youth & Education Committee's vision of a comprehensive youth development system is framed by four themes, which provide a foundation to the "system" and basic tenets for serving all youth:

- Employment Preparation – where all youth are learning in the workplace, in school, and in the community,
- Education Achievement – where all youth are engaged in their learning,
- Positive Youth Development and Support – where all youth are connected to caring adults and safe environments, and
- Leadership Development – where youth are visible and active in leadership roles.

This system links a network of people and programs for strategic planning, efficiencies, minimizing redundancies and leveraging resources. It works to lower the dropout rate and close the achievement gap, in addition to addressing issues of life planning and increasing opportunities for youth to be successful. The Youth & Education Committee is providing a unique opportunity for an interagency vision that integrates what has been learned and what is known about youth success – and connecting this across state government.

Oregon's 1999 juvenile crime prevention legislation requires state agencies to work in partnership with local communities to plan, coordinate, and provide services accordingly for Oregon's children, youth and families. The Oregon Commission on Children and Families collects data in each of the 36 counties in order to proceed with three required phases of implementation at the local county levels. These phases include the mapping of resources, needs and assets, joint planning to set priorities and define strategies to achieve the priorities, and then continued planning and implementation of the county priorities and strategies. Workforce agencies continue to participate in these efforts at both state and local levels.

Additional agencies named in the legislation include the Oregon Department of Human Services, Juvenile Crime Prevention Advisory Committee, Oregon Youth Authority, Oregon Department of Education, Oregon Department of Community Colleges and Workforce Development, Oregon Housing and Community Services and Oregon Economic Development and Community Services Department.

Other organizations and groups the workforce system utilizes to guide and inform an integrated vision for serving youth in the State include the Oregon Youth Conservation Corps, which sponsors grants for both summer work programs and school year alternative education programs. Members of workforce investment, social services, juvenile justice, and education agencies are also active in the statewide Positive Youth Development Advisory Council. In addition, WIA Youth Dialogue meetings are held several times a year around the state with local WIA youth providers to share successful practices, gather input on local issues of concern and to help guide and inform an integrated vision for serving youth in the State within the context of workforce investment, social services, juvenile justice, and education.

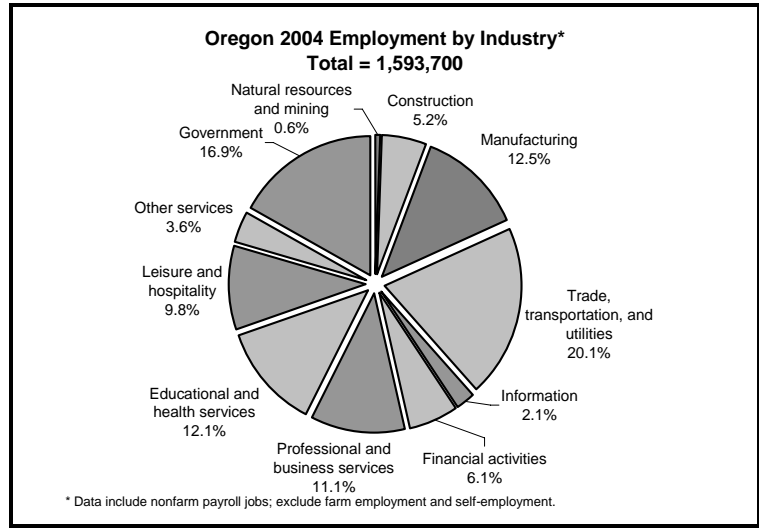
The Oregon Workforce Investment Board's Youth & Education Committee and the Department of Education's SACSE (State Advisory Council for Special Education) both provide an opportunity as cross-cutting bodies at the State level to guide and inform an integrated vision for serving youth with disabilities in the context of workforce (Youth & Education Committee) and education (SACSE). Both address policy development and service delivery.

**IV. Economic and Labor Market Analysis (§112(b)(4).)**

As a foundation for this strategic plan and to inform the strategic investments and strategies that flow from this plan, provide a detailed analysis of the State’s economy, the labor pool, and the labor market context. Elements of the analysis should include the following:

**A. What is the current makeup of the State’s economic base by industry?**

Oregon has a fairly diversified economy, with substantial employment in most major industry categories (Graph 1). However, it is a bit more focused on manufacturing than is the nation. Oregon had a larger share of nonfarm payroll jobs in manufacturing (12.5%) in 2004 than did the U.S. economy (10.9%). Oregon had a smaller share of jobs in professional and business services (11.1% vs. 12.5%). The state's other major industry sectors more closely reflected the national share of total nonfarm payroll employment.



**Graph 1**

Overall, Oregon nonfarm payroll employment grew by almost 28 percent between 1990 and 2004, despite recessions in the early 1990s and early 2000s. The professional and business services industry was a big part of that growth, growing by 73 percent over the same period and rising from 8 percent to 11 percent of total employment.

Oregon's employment in natural resources and mining (primarily logging industry employment) declined by 25 percent between 1990 and 2004, mostly due to changes in federal forest land use during the early 1990s. Manufacturing employment in Oregon was 1.6 percent lower in 2004 than in 1990, after sustaining a large loss in the recession of the early 2000s.

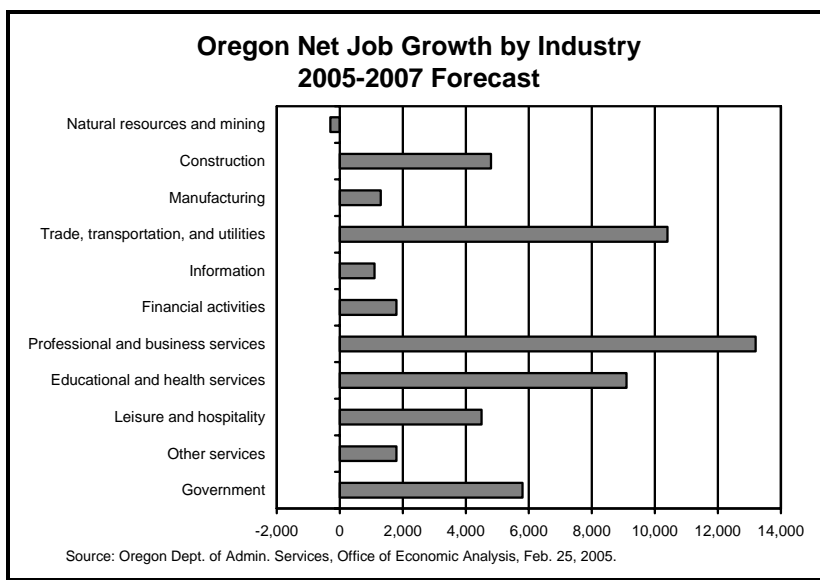
**Table 1**

Ownership	NAICS	Industry	Units	Employment	Payroll
Private	722	Food services and drinking places	7,767	113,685	\$ 368,627,004
Private	561	Administrative and support services	5,510	82,808	\$ 463,378,717
Private	621	Ambulatory health care services	6,198	57,503	\$ 659,687,975
Private	238	Specialty trade contractors	8,271	51,511	\$ 467,551,633
Local Govt.	921	Executive, legislative and general government	298	47,467	\$ 494,244,026
Private	622	Hospitals	62	47,263	\$ 486,840,148
Private	334	Computer and electronic product manufacturing	286	40,780	\$ 755,610,238
Private	445	Food and beverage stores	1,898	36,438	\$ 185,955,960
Private	623	Nursing and residential care facilities	1,767	36,071	\$ 175,860,463
Private	452	General merchandise stores	527	35,800	\$ 193,071,011
Private	423	Merchant wholesalers, durable goods	2,755	34,262	\$ 404,707,013
Private	321	Wood product manufacturing	538	31,892	\$ 312,772,479
Private	111	Crop production	1,439	31,523	\$ 143,045,800
Private	424	Merchant wholesalers, nondurable goods	1,481	29,993	\$ 356,308,010
Private	522	Credit intermediation and related activities	2,637	29,121	\$ 325,296,738
Private	813	Membership associations and organization	4,714	27,852	\$ 140,569,621
Private	441	Motor vehicle and parts dealers	1,644	26,967	\$ 251,212,210
Private	624	Social assistance	1,869	24,495	\$ 117,481,847
Private	524	Insurance carriers and related activities	2,503	24,384	\$ 293,851,786
Private	721	Accommodation	1,278	21,685	\$ 88,082,247

Oregon's top 20 industries of covered employment in the second quarter of 2004 were led by food services and drinking places with almost 114,000 jobs (Table 1). Even the 20th-largest industry – accommodation – provided almost 22,000 jobs in Oregon during the second quarter. Both of these industries reach their seasonal peaks in the third quarter of the year.

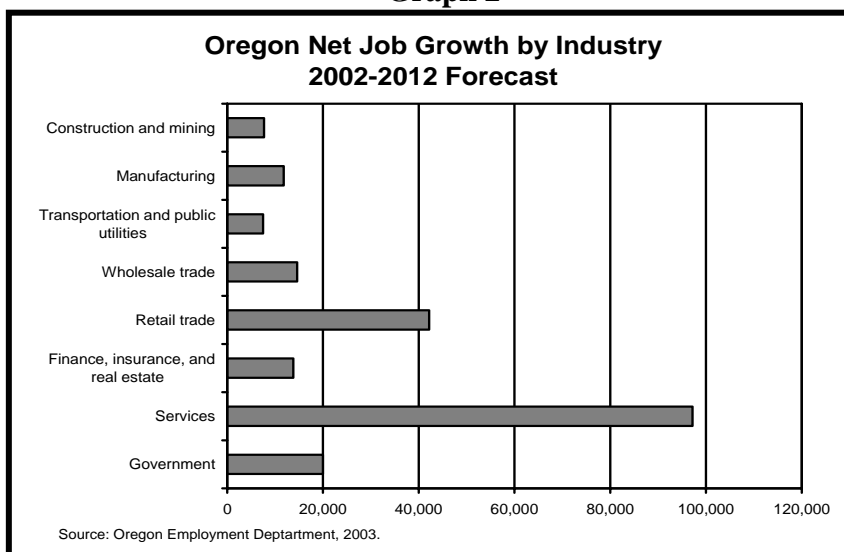
Recently, Oregon's governor and private-sector business leaders have focused on industry clusters as a way to think about the economy when planning for economic development. Major clusters in Oregon include high technology and software, wood and paper products, food processing and agriculture, and transportation equipment.

**B. What industries and occupations are projected to grow and/or decline in the short term and over the next decade?**



Oregon's short-term forecast (Graph 2) shows the professional and business services industry adding the most jobs over the next two years. Other industries with large short-term projected job gains include: trade, transportation, and utilities; and private educational and health services. The natural resources and mining industry is projected to lose jobs.

**Graph 2**



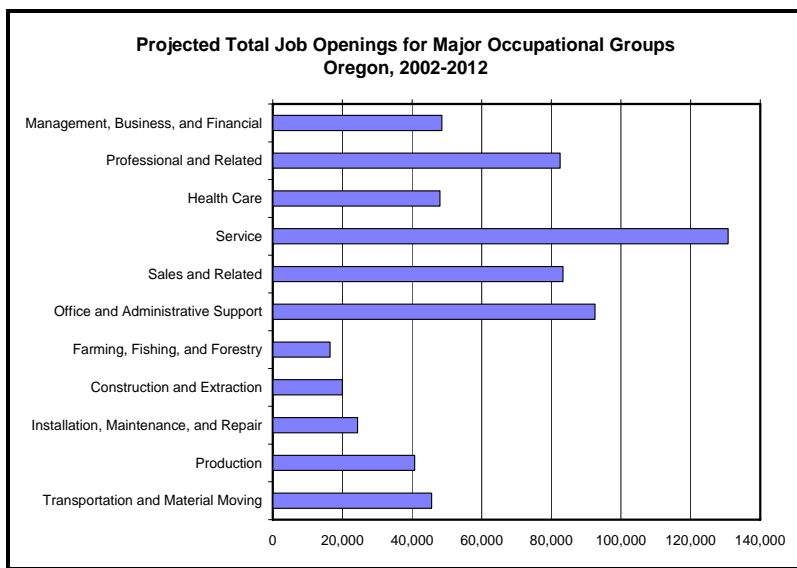
Oregon's most recent 10-year forecast (using Standard Industrial Classification – SIC – codes) shows the broad services sector adding the most jobs, followed by retail trade (Graph 3).

Oregon Industry Employment Forecasts, 2002-2012							
Top 20 Industries, Sorted by Most New Jobs							
Rank	Ownership	SIC	Industry Title	2002	2012	Change	Pct Change
1	Private	80	Health Services	118,000	149,000	31,000	26.3%
2	Private	73	Business Services	95,400	119,600	24,200	25.4%
3	Private	58	Eating and Drinking Places	108,800	124,200	15,400	14.2%
4	Private	83	Social Services	49,200	59,600	10,400	21.1%
5	Private	50	Wholesale Trade - Durable	45,400	54,200	8,800	19.4%
6	Local Gov't	X	Local Non-Education	71,200	79,700	8,500	11.9%
7	Private	53	General Merchandise Stores	40,600	47,300	6,700	16.5%
8	Local Gov't	X	Local Education	104,200	110,400	6,200	6.0%
9	Private	87	Engineering, Accounting, etc. Services	29,500	35,600	6,100	20.7%
10	Private	65	Real Estate	31,300	37,200	5,900	18.8%
11	Private	82	Educational Services	23,900	29,800	5,900	24.7%
12	Private	51	Wholesale Trade - Nondurable	39,800	45,600	5,800	14.6%
13	Private	36	Electrical Equipment	36,300	41,800	5,500	15.2%
14	Private	59	Misc. Retail	33,200	38,300	5,100	15.4%
15	Private	17	Special Trade Contractors	49,500	54,500	5,000	10.1%
16	Private	54	Food Stores	40,600	45,000	4,400	10.8%
17	Private	55	Auto Dealers/Service Stations	35,500	39,900	4,400	12.4%
18	Private	79	Amusement and Recreation Services	18,300	22,200	3,900	21.3%
19	Private	70	Hotels and Lodging Places	21,500	25,300	3,800	17.7%
20	Private	86	Membership Organizations	24,500	28,300	3,800	15.5%

**Table 2**

Oregon Industry Employment Forecasts, 2002-2012							
Top 20 Industries, Sorted by Most Rapid Job Growth							
Rank	Ownership	SIC	Industry Title	2002	2012	Change	Pct Change
1	Private	80	Health Services	118,000	149,000	31,000	26.3%
2	Private	73	Business Services	95,400	119,600	24,200	25.4%
3	Private	82	Educational Services	23,900	29,800	5,900	24.7%
4	Private	79	Amusement and Recreation Services	18,300	22,200	3,900	21.3%
5	Private	83	Social Services	49,200	59,600	10,400	21.1%
6	Private	87	Engineering, Accounting, etc. Services	29,500	35,600	6,100	20.7%
7	Private	67	Holding Companies and Investment Offices	1,500	1,800	300	20.0%
8	Private	50	Wholesale Trade - Durable	45,400	54,200	8,800	19.4%
9	Private	65	Real Estate	31,300	37,200	5,900	18.8%
10	Private	57	Home Furnishings	13,900	16,500	2,600	18.7%
11	Private	88	Private Households	2,700	3,200	500	18.5%
12	Private	07	Agricultural Services	15,600	18,400	2,800	17.9%
13	Private	08	Forestry	6,200	7,300	1,100	17.7%
14	Private	70	Hotels and Lodging Places	21,500	25,300	3,800	17.7%
15	Private	61	Nondepository Credit Institutions	10,300	12,100	1,800	17.5%
16	Private	62	Security and Commodity Brokers	4,100	4,800	700	17.1%
17	Private	53	General Merchandise Stores	40,600	47,300	6,700	16.5%
18	Private	37	Transportation Equipment	16,400	19,100	2,700	16.5%
19	Private	27	Printing and Publishing	15,100	17,500	2,400	15.9%
20	Private	86	Membership Organizations	24,500	28,300	3,800	15.5%

**Table 3**



**Graph 4**

Health services and business services lead the lists of two-digit SIC industries with the largest expected job growth (Table 2) and of those with the fastest expected job growth (Table 3) between 2002 and 2012.

Job openings are expected to be most numerous in Oregon's service, office and administrative support, professional and related, and sales and related occupational groups (Graph 4).

The occupations with the most openings are all large occupations, ranging from 11,700 to over 50,000 employment in 2002, and generally require low levels of education and training (Table 4).

Job openings resulting from workers leaving the occupation are greater than job openings due to growth for 19 of the top 20 occupations with the most total openings.

Eighteen of the top 20 fastest growing occupations are related to health care.

Several occupations with

the largest employment declines between 2002 and 2012 are related to agriculture, forestry, and fishing.

Most declining occupations will realize positive net job openings. These openings will be created by the need to replace workers who are leaving the occupation.

Only seven occupations (with 2002 employment equal to or greater than 100) will decline by more than 10 percent between 2002 and 2012.

**Table 4**

Oregon's Top 20 Occupations with the Most Total Openings, 2002-2012							
SOC Code	SOC Title	2002 Employment	2012 Employment	Percent Growth	Growth Openings	Replacement Openings	Total Openings
41-2031	Retail Salespersons	50,118	57,596	14.9%	7,478	20,466	27,944
41-2011	Cashiers	34,232	39,011	14.0%	4,779	16,626	21,405
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	23,281	26,559	14.1%	3,278	15,251	18,529
35-3031	Waiters and Waitresses	23,659	27,158	14.8%	3,499	14,305	17,804
29-1111	Registered Nurses	26,976	34,031	26.2%	7,055	6,162	13,217
43-9061	Office Clerks, General	37,341	42,464	13.7%	5,123	7,661	12,784
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	22,546	25,233	11.9%	2,687	7,979	10,666
45-2092	Farmworkers and Laborers for Crops, Nurseries, and Greenhouses	21,004	23,834	13.5%	2,830	7,488	10,318
43-5081	Stock Clerks and Order Fillers	18,174	20,909	15.0%	2,735	6,957	9,692
37-2011	Janitors and Cleaners	22,839	26,569	16.3%	3,730	4,471	8,201
43-3031	Bookkeeping, Accounting, and Auditing Clerks	24,282	26,589	9.5%	2,307	4,833	7,140
41-4012	Wholesale and Manufacturing Sales Representatives Non-technical and Scientific	15,302	17,538	14.6%	2,236	4,450	6,686
11-1021	General and Operations Managers	19,359	22,275	15.1%	2,916	3,497	6,413
66-2021	Leased Workers	11,677	14,633	25.3%	2,956	3,210	6,166
53-3032	Truck Drivers, Heavy and Tractor-Trailer	22,149	24,954	12.7%	2,805	3,227	6,032
35-2021	Food Preparation Workers	10,813	12,346	14.2%	1,533	4,470	6,003
25-1199	Postsecondary Teachers, Except Graduate Teaching Assistants	13,520	15,111	11.8%	1,591	3,908	5,499
37-2012	Maids and Housekeeping Cleaners	12,384	14,908	20.4%	2,524	2,961	5,485
43-4171	Receptionists and Information Clerks	12,764	15,142	18.6%	2,378	3,070	5,448
25-9041	Teacher Assistants	18,111	19,564	8.0%	1,453	3,937	5,390

**C. In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade? In what numbers?**

Census Local Employment Dynamics (LED) data indicate that high-paying industries with substantial numbers of new hires in 2003 – the most recent data available – include professional, scientific, and technical services (NAICS 541); ambulatory health care services (NAICS 621); specialty trade contractors (NAICS 238); hospitals (NAICS 622); and credit intermediation and related activities (NAICS 522). See Table 5.

OED industry forecasts for 2002-2012 (using SIC codes) show above-average percentage growth in engineering and management services and in health services, average growth in finance, and slightly below-average growth in special trade contractors. Current and future skilled-worker job prospects appear best in professional, scientific, and technical services; ambulatory health care services; and hospitals.

Employment Department occupational projections show 53 occupations with projected 2002-2012 total openings in Oregon of 1,000 or more, average annual wages of \$30,000 or more, and competitive educational requirements of at least an associate degree (Table 5). At the top of the list, sorted by wages, are numerous management occupations. Non-management positions near the top of the list include pharmacists, computer software applications engineers, postsecondary teachers, technical and scientific wholesale and manufacturing sales representatives, electricians, registered nurses, loan officers, accountants and auditors, insurance sales agents, and cost estimators. All of these occupations earned an average of more than \$50,000 per year in 2004.

**Table 5**

Standard Occupational Classification Title	Oregon Projected Total Job Openings, Selected Occupations		Competitive Education
	2002-2012 Total Openings	2003 Average Wages	
Sales Managers	1,142	\$87,862	Bachelor's + Work Exp.
Computer and Information Systems Managers	1,029	\$87,246	Bachelor's + Work Exp.
General and Operations Managers	6,413	\$83,285	Bachelor's + Work Exp.
Pharmacists	1,856	\$76,662	1st Prof. + Work Exp.
Computer Software Engineers, Applications	1,645	\$75,729	Bachelor's + Work Exp.
Financial Managers	1,527	\$75,043	Bachelor's + Work Exp.
Medical and Health Services Managers	1,230	\$71,773	Master's
Managers, All Other	2,943	\$71,036	Bachelor's + Work Exp.
Supervisors and Managers of Non-Retail Sales Workers	1,400	\$61,532	Assoc.
Supervisors and Managers of Construction Trades and Extraction Workers	1,613	\$57,121	Bachelor's
Postsecondary Teachers, Except Graduate Teaching Assistants	5,499	\$56,943	PhD
Wholesale and Manufacturing Sales Representatives; Technical and Scientific	2,193	\$54,959	Bachelor's
Electricians	2,188	\$54,485	Post-sec.
Supervisors and Managers of Mechanics, Installers, and Repairers	1,844	\$53,622	Assoc.
Registered Nurses	13,217	\$51,783	Bachelor's
Loan Officers	1,211	\$51,565	Bachelor's + Work Exp.
Accountants and Auditors	3,368	\$51,099	Bachelor's + Work Exp.
Insurance Sales Agents	1,667	\$50,919	Bachelor's + Work Exp.
Cost Estimators	1,082	\$50,228	Bachelor's + Work Exp.

**D. What jobs/occupations are most critical to the State's economy?**

Because all parts of a society are interconnected, and because Oregon's economy is quite diversified, it is very difficult to identify a small number of occupations that are most critical to the state's economy. Many public service jobs are very important to Oregon's economy, including those that deliver public safety and public education services such as police officers, fire fighters, corrections officers, and school teachers. Many private service-sector jobs are also very important to the economy, including jobs in health care, professional and business services, financial services, transportation services, and information.

Traded-sector industries – those that sell goods and services to customers outside the state – help provide the income needed to purchase goods and services from outside the state. Oregon's economy is quite diversified and this group includes a large number of industries. Oregon's most important traded-sector industries include semiconductor and electronic component manufacturing, wood product manufacturing, agriculture, food manufacturing, transportation equipment manufacturing, machinery manufacturing, primary metal manufacturing, and paper manufacturing.



A group of industries that depends on the presence of each industry for its economic success can be called a cluster. Key occupations in the various industries in the cluster are critical to the success of the cluster, which in turn may be critical to the state's economy. Major clusters in Oregon include high technology and software, wood and paper products, food processing and agriculture, and transportation equipment. See [http://www.oregonbusinessplan.org/pdf/EconDev\(Cluster\)Summit2003DiscussionPaper.pdf](http://www.oregonbusinessplan.org/pdf/EconDev(Cluster)Summit2003DiscussionPaper.pdf).

Key occupations by cluster are as follows:

- High tech and software cluster: software, hardware, electronic, industrial, and materials engineers.
- Wood and paper products cluster: fallers, head saw operators, maintenance staff (especially saw filers), and buyers and sellers of logs and wood products; paper goods machine operators in the paper industry.
- Food processing cluster: a large, low-skilled seasonal workforce, machinery mechanics, and seasonal demand for refrigerated trucking.
- Transportation equipment cluster: welders, machinists, and skilled finish workers for RVs.

#### **E. What are the skill needs for the available, critical and projected jobs?**

Both high-wage and medium-wage occupations require mathematical skills, information management skills, and the ability to work as a team member. High-wage occupations require mathematical skills to analyze information, while medium-wage occupations require mathematical skills that apply to tasks (e.g., determine dimensions of boards to be cut.)

The top high-wage occupations and the high-wage occupations with the highest projected openings include nurses, managers, teachers, carpenters, and accountants. Occupations with the highest projected openings require mathematical, information management, customer service, and teamwork skills.

Occupations with current shortages, measured by the number of job openings to the number of job seekers in iMatchSkills, shows the widest gap for truck drivers, registered nurses, warehouse workers, welders, semiconductor processors, and forest fire fighters. Experienced electronic assemblers, fire fighters, CNC operators, millwrights, civil engineers, and machinists are also experiencing some shortages.

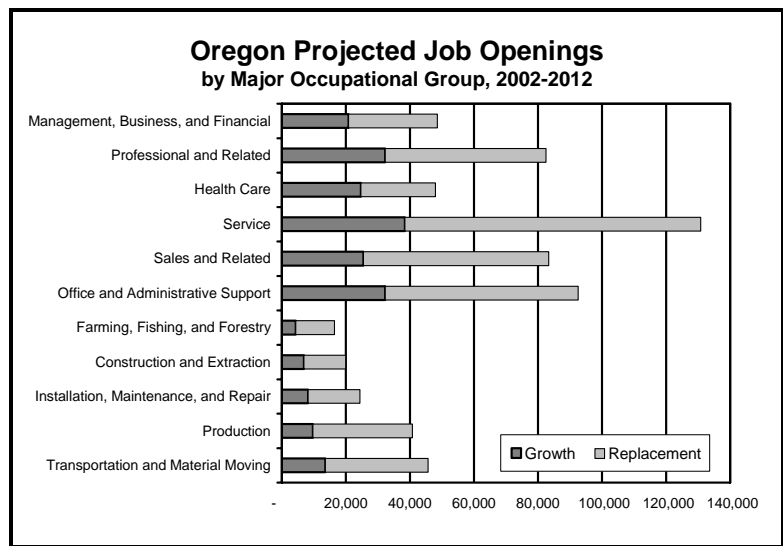
#### **F. What are the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?**

In 2003, Oregon's civilian labor force (age 16 or older) comprised about 1,011,000 men and about 848,000 women. Of the total of 1,859,000 people, an estimated 1,680,000 or 90 percent were white. About 72,000 were Asian and about 28,000 were black or African American. Demographers expect the population of racial minority groups to grow faster than that of whites in the coming decades.

Oregon had about 181,000 workers of Hispanic or Latino ethnicity, regardless of race. Given the relatively young age profile of this group, the population of Hispanics and Latinos should grow more rapidly than that of non-Hispanics during the coming several decades.

Oregon has more workers age 45 to 54 than in either of the two younger ten-year age groups (age 25 to 34 and age 35 to 44). As these workers move into the 55-to-64 age group they are likely to begin leaving the labor force. Baby boomer retirements will help fuel the need to replace workers who are leaving the labor force. For every job opening created between 2002 and 2012 due to growth, nearly two job openings will occur due to individuals leaving their occupations. Most major occupational groups will have more replacement openings than growth openings (Graph 5). The impending retirement of baby boomers is likely to result in a tight labor market and higher wages in some occupations, although this situation may be softened by increases in worker productivity or by net migration of younger workers to Oregon.

Young workers in Oregon tend to move to the large cities, especially the greater Portland area, as well as to rural recreation centers. This leaves much of rural Oregon with relatively few young workers in the labor force. As the baby boom residents of rural counties age, rural employers may have great difficulty finding labor to do many jobs that are physically demanding. It may also deprive these areas of youthful entrepreneurship and innovation.



**Graph 5**

In the 1990s, growth of the labor force occurred at vastly different rates in different parts of the state. The next decade's pace of growth should be more even across regions, but still there will be areas of faster and slower growth. The fastest growth is forecast for the Portland area, Central Oregon, and Southern Oregon. The slowest growth is forecast for Eastern Oregon.

**G. Is the State experiencing any “in migration” or “out migration” of workers that impact the labor pool?**

Over the past decade, Oregon had estimated net migration of population ranging from as low as about 10,700 in 2000 to as much as about 48,000 in 1995 and 1996. Net migration into Oregon was estimated at about 44,500 in 2004.

The net migration comprises both in-migration and out-migration. The volume of in-migration is indicated by movement of drivers’ licenses. In a typical year, Oregon collects between 60,000 and 80,000 drivers licenses surrendered from recent in-migrants from other states as they obtain

Oregon licenses. Additional non-drivers – such as children – undoubtedly accompany some of the in-migrants with drivers’ licenses.

In the 2000 Census, about one-quarter of Oregon's population age 18 or older resided outside of Oregon five years earlier; this group was a bit less likely than the non-movers to be employed and more likely to be unemployed or not in the labor force. Still, about three-in-five of these recent additions to Oregon were in the labor force.

## **H. Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skill gaps is the State experiencing today and what skill gaps are projected over the next decade?**

The statewide demand exceeded the statewide supply for over 100 skills in iMatchSkills in 2004. Of these skills, the majority were for health-care related skills, followed by financial skills and leadership/management skills.

The Skills-Based Employment Projection System combines occupational projections with O\*NET data on occupational skills. Although not all of the occupational information is complete the data represents most of the workforce. This system is used to analyze potential skill gaps.

Skills-Based Employment Projection System’s skills gap index standardizes the measure for identifying skills with the greatest potential for future skill gaps. For each requirement, the measure weights base year employment by the percentage growth rate across the projections horizon. The result is ranked within the job requirement set. The final index score standardizes that rank as a percentile so that comparisons between job requirement sets and projection horizons and geographies can be made. An index of 100 signifies that the skill has a large employment base and high projected growth, and a greater potential for a skills gap.

O\*NET and the Skills-Based Employment Projection System break “skills” into three categories:

- **Knowledge:** learned sets of facts and standards required by many work situations.
- **Skills:** learned capabilities that allow workers to master and perform the specific activities of their jobs.
- **Generalized Work Activities:** the types of tasks that are common to many jobs

To determine a potential skill gap, only occupations where the skills are at least moderately important and where the occupation requires a moderate level or higher of expertise in the skill were included. For example for the skill English Language, the occupation must require a skill level around the ability to edit an article in a local newspaper and the skill must be used frequently or be integral to the purpose of the job to have its demand included.

Over all three skill categories, skills involving language and communication are identified as areas where skill gaps are most likely to occur.

### Knowledge Supply and Demand

Knowledge	Current Supply	Projected Demand	Gap Index
Customer and Personal Service	529,500	21,770	100
English Language	217,880	7,540	97
Clerical	234,190	7,860	94
Mathematics	154,620	5,450	91
Education and Training	146,260	5,250	88
Sales and Marketing	131,350	5,910	85
Psychology	91,800	3,850	82
Computers and Electronics	119,620	3,970	79
Administration and Management	108,670	3,760	76
Medicine and Dentistry	43,750	2,170	73

### Skill Supply and Demand

Skill	Current Supply	Projected Demand	Gap Index
Reading Comprehension	627,010	22,890	100
Active Listening	595,690	21,840	97
Speaking	506,630	19,030	94
Writing	442,680	16,390	91
Critical Thinking	407,820	15,390	89
Active Learning	377,660	14,090	86
Instructing	350,930	12,870	83
Coordination	338,570	12,510	80
Social Perceptiveness	331,210	12,740	77
Monitoring	329,700	12,310	74

### General Work Activity Supply and Demand

General Work Activity	Current Supply	Projected Demand	Gap Index
Establishing and maintaining interpersonal relationships	677,800	27,460	100
Communicating with supervisors, peers or subordinates	441,890	16,010	98
Getting information needed to do the job	440,660	15,780	95
Organizing, planning and prioritizing work.	416,920	15,080	93
Updating and using job-relevant knowledge	387,540	14,270	90
Making decisions and solving problems	322,440	11,780	88
Handling and moving objects	422,600	16,980	85
Identifying objects, actions, and events	293,600	11,200	83
Working directly with the public	291,850	14,140	80
Monitoring processes, materials or surroundings	266,200	10,120	78

## **I. Based on an analysis of the economy and the labor market, what workforce development issues has the State identified?**

Oregon has identified the following workforce development issues based on economic and labor market analysis:

- The need for available training, at reasonable costs, to help satisfy the demand for workers in specific occupations due to predicted job growth in those occupations.
- Targeting public training funds to training for high-wage or above-average-wage jobs ... Workforce Response Teams and related training.
- The need to prepare for future retirements. General awareness of projected future increases in retirements and the need to prepare skilled workers (e.g., with technical and leadership skills) for the future.
- Unmet industry demand for workers who have certain characteristics (e.g., needed skills, strong work ethic, acceptable legal and drug background, willingness to be away from home for long periods, and acceptable compensation requirements). Examples: healthcare workers, especially rural ones; long-haul truck drivers; and nursing teachers.
- Nursing teachers earn much less than what they can earn in private industry, causing a shortage of nursing teachers.
- Health care workforce shortages. Oregon has had various task forces on this topic and has an assigned staff person in the Governor's office. The focus is on ensuring a skilled and ready workforce to alleviate health care worker shortages now and in the future.
- The need for Career Pathways, connected or "chunked" education courses offered in a convenient, accelerated format that helps unemployed or working adults upgrade their skills, complete a credential, or gain an associate's degree. Career Pathways provide "stepping stones," short-term course work and training programs generally from three to nine months long, to help Oregonians gain skills and advance in an occupation or industry.
- Importance of a healthy manufacturing sector – desire for manufacturing to continue diversifying and growing – commitment to "shovel-ready" land – interest in "lean" manufacturing.
- Focus on traded-sector clusters – traded sectors to support the rest of the economy – clusters to see firms supporting each other and growing together.

The state intends to base its economy on innovation, attracting firms and individuals that generate new ideas that spawn new, high-wage industries. The question is how to generate the conditions necessary for such an economy to exist and expand. The governor notes three key

ingredients: (1) the raw ingredients or assets; (2) leadership to put innovation at the forefront of the agenda; and (3) the culture that connects innovation assets and enables them to thrive.

Some of the industries that are identified as most critical are traditional industries such as wood products and agriculture, as well as high-tech products such as semiconductors and imaging technologies. The state will focus on identifying and attracting knowledge-based industries that will create high-wage jobs in the future. Given the state's current fiscal circumstances, it may be a challenge to find the resources necessary to help attract knowledge-based industries, such as adequate funding for post-secondary education. Another challenge is finding ways to generate high-wage jobs in rural areas where key industries such as wood products and agriculture are declining. A final challenge is finding ways to deal with external shocks such as possible electricity rate hikes from the Bonneville Power Administration.

The OWIB Business and Economic Development Committee is actively assessing industry needs and occupational gaps to focus resources and policies.

## **J. What workforce development issues has the State prioritized as being most critical to its economic health and growth?**

Oregon has prioritized innovation as critical to its economic health and growth. Within this framework, workforce development issues include having workers prepared to support innovation, to compete in a global economy, to support traded sectors and targeted industry clusters. Oregon must become a world leader for innovation: it must encourage innovative technology, innovative culture, innovative business, innovative marketing, innovative governance and innovative approaches to economic growth and development for all Oregonians. In short, Oregon must be known as "The Innovation State."

### **Innovation**

Oregon's existing industries will stay healthy and competitive by improving existing products and developing leading-edge products and services. Oregon will commercialize research and foster entrepreneurship to develop a new generation of industries and to diversify its economy. Oregon will market its products and resources to the rest of the world and increase exports while bringing new investment, companies and jobs to the state. Oregon will be equipped with the knowledge and skills to be successful in an ever-changing economy.

### **Competing in a Global Economy**

Oregon's industries have the unique ability to rapidly turn ideas into products, systems and services that are differentiated, and thus *competitive*. Oregon businesses will stay competitive by being first to market with new ideas, adding value to their existing products, expanding high-value niche markets, increasing productivity and responsiveness to customers or increasing the knowledge and skills of its workforce to realize and generate further innovation.

Innovation isn't just about research and development. Every worker is a potential source of the innovative ideas in order to develop new products, improve efficiency, and find out new ways of satisfying customers. The best businesses tap the talent and creativity of every worker to look for

better ways to do everything, every day. For example, many Oregon firms are using innovative practices to become "high performance work organizations" that better tap worker skills and insights to increase productivity and responsiveness to customers.

### **Traded Sector Strength**

In the past two decades, Oregon has moved from an economy chiefly based on forest products and agriculture to a balanced mix of technology-oriented and natural resource industries. Oregon's economy is now supported by increases in international trade, in-migration, a high quality of life, and business diversification, with a multitude of large and small, traditional and emerging technology firms and traded-sector industries.

Innovation is more than just technology. Electronics and biotechnology may capture imagination and the headlines, but innovation includes all the small and seemingly simple ways to make things better. It also includes figuring out new ways to reach the market and build customer satisfaction and loyalty. Whether it is the style of a new running shoe, the distinctive taste of an Oregon micro-brew or the organic appeal of Oregon country beef, new ideas move the economy forward.

### **Targeted Industry Cluster and Current Market Strengths**

Oregon is a leader in engineered wood products, microtechnologies, semiconductors and display systems, advanced manufacturing, fabrication and infrastructure engineering, sports apparel, neurosciences, specialized food and nursery products, distribution and logistics, tourism and recreational vehicles including RV and fishing boats. To keep that edge, Oregon needs to maintain a solid research infrastructure for new product development, increase its start-up capital to help new discoveries reach the marketplace, and enhance the ability of businesses to quickly access and adopt productivity tools that sustain their competitiveness. A workforce with the skills necessary to support the targeted industries will advance and sustain targeted industry cluster growth.

### **Oregon Pathways Statewide Initiative and Oregon Pathways Alliance**

Access to higher education has been identified as the key to Oregon's economic health and growth. Oregon has developed a statewide Pathways initiative, focused on higher learning and higher earning in Oregon, chaired by the community college commissioner and the Governor's workforce policy advisor.

The Pathways initiative drives policy and implementation to ease student transitions across the education continuum and increase the number of Oregonians with degrees, certificates, and credentials in a collaboration of Oregon community colleges to develop career pathway "roadmaps", certificates and credentials, especially in healthcare and manufacturing, and demand occupations in their local labor market.

High demand occupations are the driving force of the Career Pathways initiative with Oregon's 17 community colleges developing career pathways certificates and credentials in high demand occupations in their local labor market. The Oregon Pathways Academy I and II (Academy I funded by Governor's EWTF and II by WIA/Perkins Incentives Grant) promotes and develops

the capacity of community college and workforce partners to develop innovative education and training strategies in demand occupations in local labor markets throughout the state.

Oregon has received Incentives Grants for the past three years from US DOE/US DOL for meeting WIA Title I/Title II/Perkins performance; these grants have been dedicated to career pathways. Oregon has received recognition from leaders at US DOE and US DOL about Oregon's policy and strategy to use Incentive Grants for WIA Title I/II/Perkins to drive innovation in career pathways throughout the state.



## V. Overarching State Strategies

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### **A. Identify how the State will use WIA Title I funds to leverage other Federal, State, local, and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the Statewide workforce investment system? (§112(b)(10).)**

Oregon is committed to maximizing WIA Title I funds through leveraging Federal, State, local and private resources, and expanding the participation of workforce investment partners. The state uses WIA Title I funds to leverage the following resources:

- Employer Workforce Training Fund projects require match from the private sector of at least 100%. This match requirement to date has leveraged \$22 million in private sector match from a \$10 public investment. Oregon will continue to yield match from the private sector for these projects.
- All Employer Workforce Training Fund projects require capacity-building match and plans to become self-sustaining. Oregon is continuing investments in demand industries and occupations including projects in manufacturing, healthcare, bio-science, food processing and apprenticeships in the trades.
- Many regions use TANF funds to provide support services while clients are job seeking or to provide training for eligible individuals.
- WorkSource Oregon one stop centers leverage expertise of local partners which may include faith and community based organizations, business organizations such as local Chambers of Commerce and local service organizations.
- Individuals may make contributions into their Individual Training Accounts.
- Continue convening Dislocated Worker Program and TAA staff to ensure integration of services and efficient use of resources.
- Continue the Governor's efforts to establish an Early Warning Network including state agencies and labor partners with the goal of averting layoffs and gaining early intelligence about potential business challenges.
- Vocational Rehabilitation is exploring ways to link with Career Pathways activities at participating community colleges through joint funding in the Career Workforce Skills Training Project.
- Leveraging of state and local economic development lottery funds and potentially state corporate minimum tax funds into workforce training projects and systems.

In coordination with local WIBs, Oregon is using supplemental ES and Wagner-Peyser funds to provide core services so as to maximize the WIA funding available for intensive and training services.

**B. What strategies are in place to address the national strategic direction discussed in Part I of this guidance, the Governor’s priorities, and the workforce development issues identified through the analysis of the State’s economy and labor market? (§112(b)(4)(D), 112(a).)**

**National Strategic Direction: Demand-Driven System**

Oregon’s workforce strategic plan is aligned with the state’s economic plan. While it’s recognized by DOL, and state and local partners alike, that Oregon is highly integrated, the goals and values of the state’s system reflect the national direction in that Oregon will continue efforts to increase integration, to be demand-driven, to make decisions based on data and facts, and to be flexible and accountable. Oregon seeks to move all job seekers, including youth, into work or education that will result in a living wage.

Supporting Oregon’s efforts, regional labor market economists and workforce analysts that continuously update workforce information, by occupation and by region, so that workforce partners can effectively coach clients into appropriate occupations in their regions and address business needs. Workforce Analysts are assigned to each workforce region and are members of the Workforce Response Teams that guide investments along with their workforce boards in each region. Additionally, Oregon will be using supplemental ES and Wagner-Peyser funds to provide core services so as to maximize the WIA funding available for intensive and training services.

Oregon’s business and labor leaders, who are active on their workforce boards, are supportive of the national strategic direction to increase responsiveness of the system through labor market analysis and strategic demand-focused investments.

**National Strategic Direction: Services Integration**

The following are three strategies developed by the WPC. It is well understood that they will take some time to accomplish, and that both state and local stakeholders from all programs will need to be involved in the planning and implementation. The state will work with local WIBs and other workforce partners to undertake these strategies. Local WIBs will have the responsibility to prepare local plans addressing the strategies.

*Strategy 1 – All mandatory partners’ service offices will be co-located within two years for improved access, services and results.*

*Strategy 2 – Service Delivery: The Employment Department and WIA Title IB service providers will work to deliver core services in WorkSource Oregon one stop centers together within two years.*

Strategy 3 – Business Services: Business services will be better aligned in two years.

All three strategies are actively being implemented. Achieving the strategies will transform Oregon’s workforce delivery system.

**C. Based on the State’s economic and labor market analysis, what strategies has the State implemented or plans to implement to target industries and occupations within the State that are high growth, high demand, and vital to the State’s economy? (§112(a), 112(b)(4)(A).) The State may want to consider:**

Each of the identified industries (1-5) are described below, followed by a description of how the state is identifying and targeting industries and occupations, and Oregon’s priorities.

Oregon Industry Employment Forecasts, 2002-2012 Top 20 Industries, Sorted by Most New Jobs							
Rank	Ownership	SIC	Industry Title	2002	2012	Change	Pct Change
1	Private	80	Health Services	118,000	149,000	31,000	26.3%
2	Private	73	Business Services	95,400	119,600	24,200	25.4%
3	Private	58	Eating and Drinking Places	108,800	124,200	15,400	14.2%
4	Private	83	Social Services	49,200	59,600	10,400	21.1%
5	Private	50	Wholesale Trade - Durable	45,400	54,200	8,800	19.4%
6	Local Gov't	X	Local Non-Education	71,200	79,700	8,500	11.9%
7	Private	53	General Merchandise Stores	40,600	47,300	6,700	16.5%
8	Local Gov't	X	Local Education	104,200	110,400	6,200	6.0%
9	Private	87	Engineering, Accounting, etc. Services	29,500	35,600	6,100	20.7%
10	Private	65	Real Estate	31,300	37,200	5,900	18.8%
11	Private	82	Educational Services	23,900	29,800	5,900	24.7%
12	Private	51	Wholesale Trade - Nondurable	39,800	45,600	5,800	14.6%
13	Private	36	Electrical Equipment	36,300	41,800	5,500	15.2%
14	Private	59	Misc. Retail	33,200	38,300	5,100	15.4%
15	Private	17	Special Trade Contractors	49,500	54,500	5,000	10.1%
16	Private	54	Food Stores	40,600	45,000	4,400	10.8%
17	Private	55	Auto Dealers/Service Stations	35,500	39,900	4,400	12.4%
18	Private	79	Amusement and Recreation Services	18,300	22,200	3,900	21.3%
19	Private	70	Hotels and Lodging Places	21,500	25,300	3,800	17.7%
20	Private	86	Membership Organizations	24,500	28,300	3,800	15.5%

**Table 6**

**C.1. Industries projected to add a substantial number of new jobs to the economy;**

Health services, business services, eating and drinking places, and private social services are expected to add the most new jobs to the Oregon economy between 2002 and 2012 (Table 6).

**C.2. Industries that have a significant impact on the overall economy;**

The Oregon Economic and Community Development Department has identified industry clusters in Oregon that have recently provided fast job growth, high wages, and evidence of a substantial comparative advantage in the state (a high location quotient based on employment). Businesses in related industries (clusters) tend to have similar business development needs in terms of infrastructure, workforce, financing, etc. By grouping businesses into clusters, the state can more easily identify challenges and improve the business climate for multiple businesses, rather than working with these businesses individually. The list of industry clusters includes high technology and software; forest, wood, and paper products; food processing; apparel and sporting goods; transportation equipment; creative services; recreation; metals; nursery products; professional services; and biomedical.

Current efforts to achieve the project's objectives include: 1) identifying traded clusters from the set of 11 industries; 2) mapping their inter-industry and institutional relationships; 3) holding roundtables with business representatives to discuss unique challenges and opportunities in each traded cluster; and 4) organizing employer consortia to identify and respond to labor pool needs. For more information, see <http://www.econ.state.or.us/industries.htm>.

### **C.3. Industries that impact the growth of other industries;**

The Oregon Business Plan – a result of private-public cooperation – identifies several industries and activities that have the potential to affect the growth of other industries. These include the forest resources cluster, venture capital, health care, and education. For more information, see <http://www.oregonbusinessplan.org/index.html>. There is a general recognition by this group (and in economic development circles) that traded sector clusters, those in which goods and services are sold outside the state, are the industry groups that most impact the economy and grow the wealth of the state and its citizens.

The Education and Workforce initiative of the Oregon Business Plan is based on the OWIB's *Winning in the Global Market*.

### **C.4. Industries that are being transformed by technology and innovation that require new skill sets for workers;**

Many occupations are facing changes. Occupations that use high-tech equipment such as health-care jobs constantly face the need to stay current with the latest equipment. Technology is being introduced to occupations that historically were considered “low tech,” such as gas station attendants and meter readers. Delivery drivers no longer keep paper logs of their deliveries. It is managed electronically with hand-held computers. Innovation and technology are making possible the consolidation of workers with similar job duties from many locations into a single location in an effort to streamline, reduce errors, and increase productivity. Fast food is experimenting with call centers for drive-through ordering.

The wood products industry, the legacy extractive industry that in years past was the backbone of Oregon's economy, has become more and more high-tech. Sawmills and other heavy industry plants now function with fewer employees operating automated equipment. Operating this equipment requires higher-level workplace skills. While it may seem that having fewer employees in place of many would mean that more workers would be displaced and the workforce would shrink, in fact the opposite is true. Plants and companies that operate with more efficiency are able to be more competitive, which actually brings in more business and more orders, resulting in the hiring of more workers, more shifts, and plant expansions. It is this efficiency coupled with innovation that continues to keep Oregon and US companies viable globally even though wages are considerable higher than elsewhere in the world. The competitiveness of American companies rests on the skills of American workers.

### **C.5. Industries that are new and emerging and are expected to grow.**

Oregon's projected fastest-growing industries include health services, business services, and private educational services (Table 7). None of these are new or emerging industries, although they may contain businesses and technologies and jobs and practices that are new and emerging.

Smaller industries with a high growth rate include holding companies and investment offices, forestry, and security and commodity brokers.

Oregon Industry Employment Forecasts, 2002-2012  
Top 20 Industries, Sorted by Most Rapid Job Growth

Rank	Ownership	SIC	Industry Title	2002	2012	Change	Pct Change
1	Private	80	Health Services	118,000	149,000	31,000	26.3%
2	Private	73	Business Services	95,400	119,600	24,200	25.4%
3	Private	82	Educational Services	23,900	29,800	5,900	24.7%
4	Private	79	Amusement and Recreation Services	18,300	22,200	3,900	21.3%
5	Private	83	Social Services	49,200	59,600	10,400	21.1%
6	Private	87	Engineering, Accounting, etc. Services	29,500	35,600	6,100	20.7%
7	Private	67	Holding Companies and Investment Offices	1,500	1,800	300	20.0%
8	Private	50	Wholesale Trade - Durable	45,400	54,200	8,800	19.4%
9	Private	65	Real Estate	31,300	37,200	5,900	18.8%
10	Private	57	Home Furnishings	13,900	16,500	2,600	18.7%
11	Private	88	Private Households	2,700	3,200	500	18.5%
12	Private	07	Agricultural Services	15,600	18,400	2,800	17.9%
13	Private	08	Forestry	6,200	7,300	1,100	17.7%
14	Private	70	Hotels and Lodging Places	21,500	25,300	3,800	17.7%
15	Private	61	Nondepository Credit Institutions	10,300	12,100	1,800	17.5%
16	Private	62	Security and Commodity Brokers	4,100	4,800	700	17.1%
17	Private	53	General Merchandise Stores	40,600	47,300	6,700	16.5%
18	Private	37	Transportation Equipment	16,400	19,100	2,700	16.5%
19	Private	27	Printing and Publishing	15,100	17,500	2,400	15.9%
20	Private	86	Membership Organizations	24,500	28,300	3,800	15.5%

Oregon’s official state economic forecast recognizes Oregon’s leadership in sustainable development building practices, such as “green roofs,” to be a factor in the state’s economic future, although the number of jobs associated with these practices is unknown.

People refer to both biotechnology and nanotechnology as industries

of the future. Oregon has a major effort underway with the Oregon Nanoscience and Microtechnologies Institute (ONAMI) to expand nanoscience research and development, which will result in future jobs. The Oregon Bioscience Association is currently undertaking a study to evaluate the needs of their industry, especially in the medical device area. Oregon also has an emerging cluster in display panel technology that could lead to new research and production jobs.

Telephone call centers have grown dramatically in Oregon over the past few years. Recent data show a modest downturn in employment. Future growth in this industry is unclear.

### Identifying and targeting high growth, high demand industries and occupations

Oregon has implemented several strategies to identify and target industries and occupations within the State that are high growth, high demand and vital to the State’s economy. The Governor has appointed members to the Oregon Workforce Investment Board from the traded-sector clusters so it can best address these industry needs. The cluster based strategies bring together an alliance of public, business and not-for-profit entities, has two primary aims: 1) develop a comprehensive understanding of traded industry clusters that are important sources of innovation, entrepreneurship and employment growth in the state; and 2) develop a set of policy initiatives to promote collaboration among businesses, facilitate the development of public-private partnerships and create effective incentives to support the growth of traded industry clusters.

In addition the board has explored ways to increase capacity to train workers in jobs with high occupational shortages, for example in health care occupations, engineering, information technology, and advanced manufacturing.

The Employer Workforce Training Fund (EWTF) projects build capacity in priority areas. Some examples are the following:

- Career Pathways: Develop a platform for the five community colleges on the forefront of Pathways education delivery in Oregon to expand postsecondary access and attainment through 1) the improved and expanded development and delivery of Career pathways education; 2) the dissemination of best practices to provide other colleges and communities with successful models to adopt and adapt; and 3) the coordination of a statewide community vision to link career pathway planning directly with state education, workforce, and economic development efforts.
- AFL-CIO Promotion of Manufacturing Jobs: Ensuring that workers acquire new technological skills to retain high wage, high-skill jobs based on new ways of doing work including Solar Photovoltaic, High Voltage Transformer, Pressure Vessels, Home Fire Sprinklers, and Bio-Medical.
- Lean ESL: Scaling this best practice program to 10 community colleges across the state, designed to develop and deliver ‘lean’ manufacturing skills curriculum for English as a Second Language learners in the workplace.
- RV Manufacturing: Development of a Recreational Vehicles Consortium to address workforce needs of the RV industry and act as the hub for a statewide workforce effort for this industry.
- NW Agricultural Consortium: Developing cross-crop training program for agricultural workers for the wine, nursery, dairy industries. Completed surveys with workers and growers, identified skill needs. Will conduct trainings in future.
- N2K (Nurses 2000): A creative model for addressing the nursing shortage by selecting high-performing current workers for nurse training, with a focus on bilingual/bicultural employees and executing a contract education agreement with participating nursing schools.
- Workforce Demonstration Project: Formation of the Portland Workforce Alliance between Portland Public Schools and the metals, manufacturing, healthcare, and the construction trades to build pathways from high schools into work or industry-recognized training programs.
- AFL-CIO Apprenticeship Project: The development of a pilot industrial apprenticeship program with union-employer partners and create a Joint Apprenticeship Training Committee.
- Bureau of Labor and Industries Apprenticeship Preparation Project: to develop two apprenticeship preparation programs (one urban and one rural) for high school students in Construction Technology or Manufacturing Technology.
- BioScience Consortium: Work with OHSU and the Oregon Bioscience Association (OBA) to develop a new masters degree program entitled “Management in Health Care & Bioscience.”
- Oregon Healthcare Workforce Institute: Established a private-public partnership to develop a coordinated statewide response to critical needs in the healthcare workforce.
- Oregon Simulation Alliance: helped to form and fund 20 regional healthcare coalitions to develop and expand simulation as a training tool for healthcare workers. Project included Nursing Competency Simulation Lab equipment.
- Wood Products: Provide support to 24 rural counties to partner with the wood products industry, assess their workforce needs, and provide workers with technical skills required in the new “high tech” wood products work environment.

- Pacific Northwest Wind Energy Consortium / Wood Turbine Maintenance Technician: Supports the skilled workforce needed to maintain and operate wind turbines, with skills transferable to hydro, solar or biofuel and build an Alternative Energy Career Pathway to serve the multi-state Pacific Northwest area.
- Semi Conductor Workforce Consortia to prepare skilled workers to fill a projected 11.5% employment increase over the next decade for this critical traded sector of Multnomah and Washington counties.
- Oregon Manufacturing Workforce Strategy to coordinate and link regional manufacturing centers of activity; fund high-performance consortia; address skilled worker shortages; promote importance of manufacturing.

In addition to these priorities, the Business and Economic Development Committee (BEDC) of the OWIB, responsible (as detailed earlier) for the implementation of Goal 1 of the strategic plan, to “Ensure all Oregon employers have a competitive workforce advantage in the marketplace due to their highly skilled, innovative workers,” depends largely on identifying high-demand, high-wage occupations and directing the resources of the education and workforce system to those occupations. With the assistance of Oregon’s award-winning Workforce Information team, the BEDC has recently completed and published the list of high-demand, high-wage occupations in Oregon. Community colleges, workforce partners, state agencies and others will be expected to focus investment in these and other skill shortage areas. The OWIB, using the groundbreaking work of the Performance and System Improvement Committee, will track the progress of the strategic plan, and one of the major performance areas will be the tracking demand for these occupations and their overall growth.

**D. What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the workforce system, and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries’ workforce challenges? (§112(b)(8).)**

Oregon’s comprehensive statewide strategic planning process, reflected in *Winning in the Global Market: A plan to transform Oregon’s Workforce Education and Training System* ([www.WorkSourceOregon.org/dmdocuments/OWIBReport1206\\_\(2\).pdf](http://www.WorkSourceOregon.org/dmdocuments/OWIBReport1206_(2).pdf)), makes the case for urgent transformation of Oregon’s workforce education system and outlines goals for system reform leading to a demand driven talent development system supporting economic development.

Oregon is using three economic tools to support strategic partnerships that include business and industry, economic development, the workforce system and education partners:

**Sector and Cluster Analysis** The Oregon Employment Department and Economic & Community Development Department identify targeted sectors and geographically concentrated clusters of businesses in which Oregon has a competitive advantage with the potential for job and wage growth. These sectors and regional clusters are the basis for Oregon’s industry-driven workforce development.

**High-Demand Regional Occupations:** Using information provided by Oregon’s award-winning Labor Market Information System, the Oregon Workforce Investment Board identifies high-wage, high-demand occupations, occupations that have a high number of current or projected openings, meet wage thresholds and provide opportunities for career advancement. These occupations, in many sectors and clusters, are used to guide investment by workforce agencies and programs, as well as provide supporting information for education partners.

**Employer Consortia:** Oregon invests in the development of regional employer consortia – bringing together businesses, workforce and education partners and worker representatives around the common purpose of improving the competitiveness of the cluster and meeting their critical workforce challenges. Regional industry consortia have formed to aggregate training needs for current workers, build a stronger pipeline of workers from high schools and colleges, develop customized curricula, advocate for business practices that support competitiveness, develop career pathways and industry-recognized certificates, and listen and respond to an array of business needs.

**Oregon Pathways:** The Oregon Pathways Alliance promotes and develops capacity of community college and workforce partners to develop innovative education and training strategies in demand occupations in local labor markets throughout the state.

In addition, the Oregon Workforce Investment Board has invested in the following statewide sector strategies to coordinate regional consortia activities, and share promising practices and curricula: Oregon Healthcare Workforce Institute and the Oregon Simulation Alliance, Oregon’s Manufacturing Workforce Strategy, and Clean Energy. Please see Sec. I. A., above, for a more detailed description of the state’s economic development strategies.

Additional strategies focus on partnerships with the following business and industry groups:

- NW Food Processors Association
- Semiconductor Workforce Consortium
- Metals Industry Consortium
- American Electronics Association – high tech
- Engineering Technology Industry Council – engineering and pre-engineering
- Oregon Innovation Council
- Cluster and industry consortia around the state based on local needs
- Industry advisory committees at community colleges
- Business and industry partnerships at high schools
- Oregon Business Council
- Associated Oregon Industries
- AFL-CIO
- Local Workforce Investment Boards
- Local Workforce Response Teams
- Oregon Nurses Association
- Building Trades Council
- Oregon Simulation Alliance (healthcare)



- Healthcare Workforce Institute
- High Performance Enterprise Consortium
- Oregon Business Plan
- Oregon Employer Council

In addition to being the statewide labor exchange system, iMatchSkills was also designed to identify skills shortages and availability in the workplace, and to determine what skills are required by targeted industries / clusters. Additionally, information contained within iMatchSkills will be used in the newly developed market penetration reports that are designed to capture activities with key industries across the state.

At the local level, Local and Regional Workforce Investment Boards have developed and are continuing to develop effective partnerships to meet the needs of local communities and businesses. Three examples of these partnerships follow.

Region 8 which encompasses Jackson and Josephine counties, is initiating a major demand-driven transformation of the local workforce system beginning with the "Power Up" initiative. Power Up represents an integration of economic development and workforce development services to focus on the workforce needs of traded sector and other high-wage, high-growth industries in Southern Oregon. Leading the transformation will be the WIA program operator, The Job Council, which will broaden its Title 1B Adult Program focus to recruit underemployed and lower-paid full time workers to fill higher-paid career pathway occupations needed to be filled by traded sector industries.

The Linn, Benton, Lincoln Workforce Investment Board in partnership with the Business Alliance for Sustainable Energy (BASE) of Bend, will lead a coordinated effort to accelerate development of the sustainable energy industry in Oregon. This project, funded through the Governor's Strategic Training Fund, will provide a state-wide mapping of sustainable industries, a training component to prepare workers to be employed in this field as well as strengthen Oregon's attractiveness as a location for sustainable energy businesses and projects.

Region 15, Clackamas County, has undertaken the "Why Manufacturing Matters" Campaign to raise awareness of the successful career pathways in the manufacturing sector. This campaign will create linkages between businesses, government, workforce and k-16 education partners; encourage current educators and career councilors to become better spokespersons on pro-tech career options; and work with youth directly to ensure they have the training and support they need to explore and seek a career in manufacturing.

**E. What State strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries? (§112(b)(17)(A)(i), and 112(b)(4)(A).)**

Oregon uses the following strategies to support training of individuals in high growth/high demand industries:

- The OWIB is using the Governor’s discretionary fund to target strategic investments in high growth, high demand industries.
- Workforce partners are using labor market data to counsel clients into high demand occupations in their regions or statewide.
- OWIB committees are responsible for implementing specific goals of *Winning in the Global Market*, and are allocated resources for carrying out capacity-building projects to achieve the goals.
- Local Workforce Investment Boards are preparing new strategic plans that align with the OWIB strategic plan, *Winning in the Global Market*, and will target resource accordingly.
- Workforce Response Teams are assessing high demand needs in each workforce region and making investments in incumbent worker training accordingly.
- State agencies are reviewing TAA and dislocated worker programs to identify opportunities to direct those training funds into high growth/high demand industries
- The OWIB is developing partnerships with industry consortia and industry associations to ensure that training resources are utilized for current and future job opportunities.
- The success of *Winning in the Global Market* entails directing system resources to high-demand, high-wage occupations and industries, consortia and clusters.
- The OWIB Business and Economic Development Committee is using Oregon’s workforce information projections data on high-wage, high-demand occupations to target resources for future training program development.
- The Oregon Pathways Alliance focuses on high growth/high demand industries and assuring that sufficient, updated training is available to meet the changing needs of employers.

**F. What workforce strategies does the State have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the State’s economic strategy? (§§112(b)(4)(A) and 112(b)(17)(A)(i).)**

Oregon strongly supports the creation, sustainability, and growth of small businesses. Oregon is a small business state with more than 90 percent of all business enterprises employing 20 or fewer people. The following strategies have been implemented to support small businesses:

- Small Business Development Centers at community colleges.

- Governor has Small Business Advisory Council that is promoting better connections between Small Business Development Centers and the WorkSource Oregon one stop centers to get more workforce services to small businesses.
- iMatchSkills: web-based job matching service makes services accessible 24-7 for small businesses.
- WorkSource Oregon website links small businesses to all workforce services at state and local level.
- Workforce response teams organizing business consortia to assist multiple small businesses with training rather than individual businesses.
- WorkSource Oregon Business Representatives and Account Representatives are focused on delivering coordinated business services by working together with workforce and economic development partners to deliver comprehensive business solutions.
- Oregon Economic and Community Development Department (OECD) uses lottery funds to provide high performance training for small business manufacturers.
- Provided Employer Workforce Training Funds grants for workforce training for small businesses. Over half (240 of 417) of participating companies had 100 or fewer workers. Sixty-seven of the companies (16%) had 10 or fewer workers.
- Oregon Vocational Rehabilitation Services (OVR) and the Commission for the Blind both link with WIA partners to access and leverage resources for micro-enterprise and self-employment opportunities for persons with disabilities.
- OVR has leveraged nationally recognized training and technical assistance resources on self-employment for persons with disabilities and provided opportunities for training for VR and workforce staff.
- The Trade Act program supports the workforce needs of small businesses by providing On-The-Job training funds for trade-affected workers as requested. Marketing strategies are being developed to increase awareness of this funding source.
- WorkSource Oregon providers hold job fairs that provide a forum for employers to meet a variety of job seekers while simultaneously increasing public awareness of their businesses, and provide specialized recruitment services. Many providers have space available that businesses may use at no charge for interviews. Staff schedule the interviews as well as handle the reception duties as interviewees appear.
- Bilingual Spanish/English account representatives in each local area promote workforce services to the Latino limited English proficient small business community, help them access those services and bring their workforce needs into the system. Spanish

language small business workforce conferences, information fairs and business development workshops also support the development, education and economic growth of this segment of the small business community.

**G. How are the funds reserved for Statewide activities used to incent the entities that make up the State’s workforce system at the State and local levels to achieve the Governor’s vision and address the national strategic direction identified in Part I of this guidance? (§112(a).)**

Three years ago, Governor Kulongoski signed Executive Order 03-16 creating the Oregon Employer Workforce Training Fund (EWTF), an innovative, public-private investment plan designed to strengthen Oregon’s competitive position in the global marketplace. The Fund is unique in the country in that it creates three distinct but complementary tools that:

- **Provide workplace training** to workers currently on the job but struggling to keep pace with technological change and the demands of the modern workplace;
- **Build the capacity of Oregon’s workforce development system** to address statewide challenges due to skilled worker shortages in targeted industries; and
- **Support retention and expansion of companies** critical to regional economies across the state.

The Oregon Employer Workforce Training Fund acts as a catalyst to identify and aggregate training needs, spur private investment in training front line workers and build capacity in the public system to address critical skilled worker shortages. As such, the EWTF is simultaneously a workforce and an economic development strategy, designed to build a skilled workforce while growing the existing Oregon business base.

The funds are distributed through Workforce response teams at the local level. These teams are made up of the Title IB provider, Oregon Employment Department, the Community College, Local economic development agencies, and the state economic development regional representative. This means that workforce education and economic development partners make training decisions together. This was a conscious pull strategy to incent the local economic and workforce development entities to work together to solve problems. The strategy has worked and has resulted in a noticeable change toward a demand-driven culture.

The EWTF is capitalized with a \$6 million investment annually from the federally funded Workforce Investment Act. Over the past three years, \$18 million has been distributed by the Oregon Department of Community Colleges and Workforce Development to the three EWTF program areas as follows:

- **\$11.7 million for current worker training** awarded to 15 regional Workforce Response Teams (WRTs). The WRTs are made up of education, employment, economic and workforce development practitioners, who work with business partners to review and

fund applications from companies for current worker training across the state. Funding is formula-allocated to regions based on region's percentage of business establishments and labor force guided by investment plans developed by each region. Companies or consortia of companies who qualify may receive reimbursement of their direct training costs and are required to match the funds. (A regionally-based strategy)

- **\$3.6 million for capacity building** through Statewide Opportunity Grants to solve unique workforce challenges in targeted industries. Rather than focusing on direct training, these funds build the expertise and training infrastructure of educators and/or business consortia to deliver innovative training at multiple sites across the state. (A statewide strategy)
- **\$2.7 million in the Governor's Strategic Training Fund** allows the Governor to strategically invest in Oregon businesses that are expanding (or to retain businesses) by providing incentives for necessary skill training of incumbent workers and other strategic investments. (An executive level strategy)

Collectively, manufacturing industries had the highest level of participation, including metals (41 projects), forest/wood products (39 projects), transportation equipment (23 projects) and food processing (22 projects). The largest single sector receiving EWTF grants was healthcare/biomedical, with 73 funded projects; high tech was second largest with 47 projects. A variety of other sectors were also involved, including professional services, creative services and recreation.

**H. Describe the State's strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. (§112(b)(18)(A).)**

Oregon's workforce strategies promote collaboration between public agency partners and are aligned with the state's economic plan. Oregon seeks to increase integration, be demand-driven, make decisions based on data and facts, and be flexible and accountable. Oregon seeks to move all youth, including the neediest youth, into post-secondary education or work that will result in a living wage.

The State of Oregon created a state-level Youth & Education Committee consisting of state and local level youth providers, including representation from K-12 education, workforce, juvenile justice, foster care, vocational rehabilitation, private business, military, TANF, adult basic education, community based organizations and Job Corps Centers. The responsibilities of the state level Youth Council include:

- Developing a state vision for a youth system;
- Recommending youth policy to the state level Workforce Investment Board;

- Removing state level barriers which may impede providing the multi-agency array of services needed to meet individual needs at the local level;
- Increasing employer linkages to create opportunities for youth to be employed in high-skill, high-wage careers;
- Encouraging coordination between education and workforce agencies that promote strategies that connect education, workforce programs and the workplace; and
- Promoting what research has demonstrated to be effective and promising practices with youth.

Oregon's 1999 juvenile crime prevention legislation requires state agencies to work in partnership with local communities to plan, coordinate, and provide services accordingly for Oregon's children, youth and families. The Oregon Commission on Children and Families collected data in each of the 36 counties in order to proceed with three required phases of implementation at the local county levels. These phases include the mapping of resources, needs and assets, joint planning to set priorities and define strategies to achieve the priorities, and then continued planning and implementation of the county priorities and strategies.

Additional agencies named in the legislation include the Oregon Department of Human Services, Juvenile Crime Prevention Advisory Committee, Oregon Youth Authority, Oregon Department of Education, Oregon Department of Community Colleges and Workforce Development, Oregon Housing and Community Services and Oregon Economic Development and Community Services Department.

The Youth Transition Program (YTP) is an example of how Oregon promotes collaboration to better serve youth with disabilities. YTP leverages fiscal and programmatic resources from the Office of Vocational Rehabilitation Services, Oregon Youth Authority, Oregon Department of Education, University of Oregon and selected school districts throughout the state. YTP services result in students with disabilities graduating from high school with a job or enrolled in further education.

Workforce agencies continue to participate in efforts at both state and local levels and believe that cross-agency partnership is an important state strategy to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. Oregon supports local youth councils as an important element of functional partnership to identify and meet the needs of youth.

**I. Describe the State's strategies to identify State laws, regulations, policies that impede successful achievement of workforce development goals and strategies to change or modify them. (§112(b)(2).)**

Oregon has a history of identifying barriers and developing strategies to overcome them. The state pioneered the concept of federal waivers under the Oregon Option in the early 1990's, and received approval of the first JTPA waivers under the workforce portion of that concept. In Oregon's experience, barriers are most effectively identified by those entities the closest to

service delivery: the local boards, one stops and program operators. The state stands ready to assist local programs to overcome barriers.

Oregon has already begun the process of identifying barriers to integration and service delivery. By focusing on goals, and not the laws, regulations, and policies that are impediments, the State is moving the workforce system in a direction that provides better service and accessibility to both business and job seeking customers. With a clear picture of what the state needs at both the state and local levels, Oregon will ask for the necessary waivers, begin the process of modifying state laws and rules, as well as changing policies in order to meet goals. Oregon is involved in a continuous improvement process with its workforce system agencies and partners.

Additionally, as a partner to the workforce system, the Oregon Vocational Rehabilitation Services State Rehabilitation Council, in consultation with the State Workforce Investment Board, evaluates the effectiveness of the vocational rehabilitation program. This is an ideal mechanism for identifying policies that impede successful achievement of workforce development goals and for promoting strategies to change or modify them.

**J. Describe how the State will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex State pursuant to § 189(i) and §192.**

Oregon has taken advantage of the waiver provisions in the past and will continue to do so as the occasion arises in the future. Waivers are requested as barriers to service delivery or program or administrative efficiency are identified that can be mitigated by a waiver of provisions of the WIA.

Oregon has an open invitation to state and local partners to propose waivers to the WIA if such waivers would improve administrative processes or program operations. Oregon is researching a potential list of waiver possibilities generated from state and local workforce partners. The list includes innovative uses of formula funding, possible ways to serve incumbent workers, and technical provisions of dislocated worker and youth programs. The actual submission of waivers will depend on the final outcome of WIA reauthorization and other program considerations.

For specific waivers, see section XC.

**VI. Describe major State policies and requirements that have been established to direct and support the development of a Statewide workforce investment system not described elsewhere in this Plan as outlined below. (§112(b)(2).)**

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**A. What State policies and systems are in place to support common data collection and reporting processes, information management, integrated service delivery, and performance management? (§§111(d)(2) and 112(b)(8)(B).)**

The policies and systems which Oregon has or is implementing to support common measures include iMatchSkills, PRISM, IMIS, and others.

**iMatchSkills**

iMatchSkills, launched April 2004, is Oregon's skill based, statewide, labor exchange system of record, and the MIS for Wagner-Peyser. iMatchSkills will be used as a coordinated service delivery and case management tool within the workforce and economic development system. Activity recorded in iMatchSkills includes both job seeker and business data and services. iMatchSkills links with a number of systems, such as state wage records, unemployment insurance records and employer tax records. Through these links, staff can readily access data necessary for the efficient and streamlined delivery of services. This gives Oregon the flexibility to use iMatchSkills to support statewide coordinated service delivery. Job seeker and employer data collected through iMatchSkills, in conjunction with state Unemployment Insurance wage records, is used to meet federal reporting requirements for Wagner-Peyser, specifically the ETA 9002 and VETS 200 reports. Oregon has formed an iMatchSkills Partner Workgroup that will identify workforce and economic development system needs that iMatchSkills can help meet.

To enhance the overall integration of services, Oregon has built an apprenticeship module into iMatchSkills. This was a collaborative effort with the apprenticeship community, and gives us the ability to offer and track apprenticeship opportunities. Job seekers are also given the ability to indicate their interest in apprenticeships, and at last count, there were over 30,000 job seekers statewide that have expressed an interest in apprenticeships. The state is working with the apprenticeship community to train them on the use of iMatchSkills as a means to help them market available apprenticeships – an avenue that leads to family wage jobs.

**PRISM**

Senate Bill 250 names the Performance Reporting Information System (PRISM) as the workforce data system that meets the objectives of Oregon's Workforce Investment Board and the workforce partner agencies. PRISM was established for the purpose of collecting, analyzing, and sharing statistical and demographic data for the development and reporting of workforce system performance measures, Oregon's common measures. PRISM provides policy-makers and others with important information about the work-related successes of those who receive services from the workforce development system. The system currently produces performance levels for job placement, retention, and wage gain; assessment of performance trends; and compares and contrasts performance based on characteristics such as geographic region, gender, disability, age, and education. Data is collected for WIA Title IB, Title II, Perkins Post-Secondary, TANF, Wagner-Peyser/ES, and the Office of Vocational Rehabilitation Services/DHS.



## **IMIS**

Oregon commissioned a study in late 2005 to develop a set of recommendations on an Integrated Management Information System (IMIS). The final report was delivered in June 2006, and contained nine recommendations for moving WorkSource Oregon forward with an IMIS. The goal is the implementation of an IMIS that will allow data sharing and reporting across systems enhancing customer service and operational management. The current work on WISPR preparation and the Trade Act Systems project will contribute significantly to the IMIS development. The combined results from the two smaller bodies of work will provide us with scalability beyond federal reporting requirements. Oregon's work on IMIS has included both state and local partners focusing on long-term solutions that will support continuous improvement efforts.

Oregon continues to work to coordinate data collection and reporting mechanisms between WIA IB reporting system and ES data collection and reporting as part of the IMIS project. Under the direction of the Workforce Policy Cabinet, Oregon will be exploring options to integrate data collection and reporting not only across the DOL funded workforce programs, but also across all workforce and education investments.

## **OTHERS**

In addition to formalized systems supporting common data sharing and tracking, Oregon has implemented an MOU between the Wagner-Peyser and Title 1B programs regarding delivery of services to Trade certified dislocated workers to further coordinate service delivery across the two programs. An element of the MOU requires local providers to provide the state with a plan for addressing each TAA certification with the intent of sharing the plans across the state as part of a "best practices" dialogue. Part of the local area conversation includes the discussion of co-enrollment, case management and service delivery to best serve each affected worker.

Oregon is committed to a vision that links economic development with workforce development and training at the state and local levels. This involves coalescing partners under the WorkSource Oregon umbrella and tying together all program elements into a single, coherent system. WorkSource Oregon is a statewide network of public and private partners linked by the common goal of stimulating job growth by providing a highly skilled, job-ready and well-educated workforce.

Oregon continues to work to coordinate data collection and reporting mechanisms between WIA IB reporting system and ES data collection and reporting as part of the IMIS project. Under the direction of the Workforce Policy Cabinet, Oregon will be exploring options to integrate data collection and reporting not only across the DOL funded workforce programs, but across all workforce and education investments.

Oregon uses a state-level team of partners representing TANF, Vocational Rehabilitation, Title 1B, and Employment Services to ensure local plans are supporting the direction outlined in the Oregon Workforce Investment Board strategic plan. This same team also conducts annual reviews of Resource Sharing Agreements to ensure effective use of funds through the leveraging

of resources. The team also provides technical assistance and training to the local areas regarding RSA's, MOU's, planning, and confidentiality resolution.

**B. What State policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? The State may include administrative cost controls, plans, reductions, and targets for reductions if it has established them. (§§111(d)(2) and 112(b)(8)(A).)**

Local Workforce Investment Boards have performed a critical role in providing efficient and effective services. To make further progress, local and state partners must take their partnership work to a higher level. While services will continue to be configured locally to meet local needs, the Governor and state agencies have a responsibility to assure that there are minimum standards statewide. These standards include customers being able to access a consistent set of services at each service location, and that resources are expended as efficiently and effectively as possible.

The WPC is Oregon's "virtual workforce agency." It is led by the Governor's Office of Education and Workforce Policy (OEWP), coordinated by a staff person from CCWD, and is represented by the agency heads responsible for the various workforce programs. The WPC members represent economic development, education, workforce and human services programs, and are also members of the OWIB.

In alignment with Governor's initiatives, the WPC is committed to an evolution of the workforce system that will lead to better access and improved services and results for job seeker and employer customers. As envisioned, the evolution includes the following elements: co-locating service sites with the objectives of program integration and better utilization of resources; streamlining services to reduce duplication with the objective of increasing services; and aligning business services among the workforce system partners.

OWIB's strategic plan, *Winning in the Global Market* ([www.WorkSourceOregon.org/dmdocuments/OWIBReport1206\\_\(2\).pdf](http://www.WorkSourceOregon.org/dmdocuments/OWIBReport1206_(2).pdf)), provides an unprecedented opportunity to align public and private workforce partners and initiatives. Examples include the WPC's Action Plan, alignment with Local Board plans, inclusion in the Oregon Business Plan, etc.

### **Quality Improvement/Efficiencies -- CCWD**

The mission of the Department of Community Colleges and Workforce Development (CCWD) is to contribute leadership and resources to increase the skills, knowledge and career opportunities of Oregonians. To accomplish this CCWD has been committed to a continuous improvement model for operations and delivery. Resources for training and education have not increased with the need over the past eight years. To successfully acquire the largest amount of resource to the field and to be effective internally, CCWD has chosen to review its' processes every year to discern needs for streamlining.

A multitude of CCWD processes are reviewed by federal funding streams – Workforce Investment Act Title II Adult Basic Education and Carl Perkins – on a regular basis. Thus, the Department has the opportunity to constantly improve its processes as benchmarked to other states and programs. Many of the efficiencies noted are best practices learned from other states or the Department’s own internal review through the lens of “lean process improvement”.

CCWD is aware of the value of implementing Lean Office Principles to make effective use of budgets and resources. CCWD and the community college Business and Industry Training System (BITS) will participate in Lean Office/Business Process Redesign (BPR) training project during the summer of 2007. Trainers who have the background, experience and appropriate curriculum will conduct the training with CCWD and BITS with the expected outcome to improve efficiency through the redesign of business processes.

The Department uses technology to enhance productivity and as an effective tool in extending access to postsecondary education to all Oregonians. Technology also opens doors to integrated services for Workforce Investment Act clients. Information systems are an important ongoing tool to track outcomes, improve access, accountability and coordination.

Examples of implementation of efficiencies in the workforce arena are:

- CCWD Payment Request System (Online Draw): The automated online Draw replaces a lengthy manual spreadsheet process which includes entering and processing data by LWIA fiscal staff and CCWD fiscal staff. In addition the online Draw ensures accuracy and consistency of data entered and reduces the time CCWD fiscal staff require in the analytical process of weekly payment requests.
- CCWD Financial Status Reporting (Online FSR): The automated online FSR replaces a lengthy manual spreadsheet process which includes entering and combining data by LWIA fiscal staff and CCWD fiscal staff. In addition, the online FSR ensures accuracy and consistency of data entered and reduces the time CCWD management and fiscal staff require in the analytical process of quarterly reporting.
- Telephone & Video conferencing: Average of 4 telephone conferences per week that would otherwise be approximately 120 miles round trip per meeting. This has reduced staff travel costs and productivity lost due to the time associated with travel to and from meetings.
- Electronic distribution of OWIB and State Board of Education dockets: Began electronically distributing the State Board docket this biennium to save printing and mailing costs.

Some examples of efficiencies planned for 2007-2009:

- WorkSource Oregon Website: CCWD is working with the Employment Department to update and reorganize the EWTF information on the website to create better access.
- CCWD Workforce Response Team Reporting (Online WRTR): The automated online WRTR replaces a lengthy manual spreadsheet process which includes entering and combining data by WRT staff and CCWD program staff. In addition, the online WRTR

ensures accuracy and consistency of data entered and reduces the time CCWD management and CCWD Program staff require in the analytical process of reporting.

- WIA 1B data reporting (POP 109 - IMIS): Oregon's 7 Local Workforce Investment Areas currently report data in a system developed in 1999. Savings should be realized by developing a system using current technology (WEB based data transfer and reporting.) CCWD expects to improve accuracy and efficiency in reporting to and from the LWIAs, preparing federal reports, and in responding to ad hoc reports.
- Lean Office Project: Goal 1: Develop the resources for CCWD and the Business and Industry Training System (BITS) and assist/lead Oregon public sector and private organizations in redesigning their business processes for improved efficiency. Goal 2: Increase efficiency in the organizations (BITS, CCWD and two selected community colleges) that participate in the pilot Lean Office/BPR events.

### **C. What State policies are in place to promote universal access and consistency of service Statewide? (§112(b)(2).)**

Oregon's Legislature passed legislation implementing the WIA (ORS 660 et seq.). It had two primary components. First, it mandated that Temporary Assistance to Needy Families (TANF) and Food Stamps be part of Oregon's WorkSource Oregon one stop system. Second, it stressed that the design of the workforce investment system should be done at a local level whenever possible.

The Oregon Workforce Investment Board has policy to assure that any customer can get the core services or get a value added referral to the core services from any WorkSource Oregon center. It defines a value added referral to be an appointment for that service or assistance in getting an appointment. It also incorporates the "make available" standards for centers and defines make available broadly, as the WIA regulations allow. State policy allows for local creativity in designing systems, but Oregon is committed to establishing a level of consistency in services statewide.

This policy assures universal access to services and institutionalizes the "no wrong door" approach for all customers regardless of where they access the services. All workforce partners are knowledgeable, understand the core services, and are able to appropriately get the customer an appointment to obtain needed services.

Oregon has striven to achieve a balance between statewide consistency and economies of scale, and local knowledge and community responsiveness. To that end, the state recognizes the contributions of both state agencies and local WIBs and other local structures, and locally-based partners and providers.

**D. What policies support a demand-driven approach, as described in Part I. “Demand driven Workforce Investment System”, to workforce development – such as training on the economy and labor market data for local Board and One Stop Career Center staff? (§§ 112(b)(4) and 112(b)(17)(A)(iv).)**

The Governor’s office and the OWIB are beginning to plan an initiative that brings together workforce and economic development agencies that provide business services. The goal will be to develop strategies that leverage resources, increase communication and seamless service delivery, and bring resources to the business community in order to strengthen Oregon’s workforce and economic objectives. Connecting economic development and workforce partners to the iMatchSkills database is one tool that will be used to achieve this strategy.

State programs and agencies use business advice and feedback to configure programs to meet employer demand through such mechanisms as the OWIB (business led state workforce board), the Oregon Employer Council (statewide and local employer advisory board to OED), direct interaction during the provision of business services, business advisory groups to community college programs, and participation in business recruitment and retention activities with Economic Development partners. Oregon also conducts regular employer surveys to ascertain the quality of services provided and solicit input on new services.

Oregon’s Workforce Information (formerly known as Labor Market Information) staff place a high priority on providing quality information to a wide range of customer groups, including all members of and participants in the workforce system. These customers are identified in the Workforce and Economic Research Division’s (WERD) Annual Plan, and include private sector businesses, workforce investment boards, elected officials and other policy-makers, one stops and the workforce system, economic developers, and the education system.

Workforce information staff engage frequently with economic development and one stop management and staff, and with state and local workforce boards. Their communications include economic updates, reports on surveys and other research customized to the specific needs of the workforce system and boards, employment projections (including the determination of industries with highest employment, adding the most jobs, and growing the fastest – i.e. demand industries), and other customized analyses. The WERD has 23 staff located in WorkSource Oregon centers around Oregon, and one employee whose job duty is to provide workforce information training to one stop staff and partners.

Local Workforce Investment Board staff and one stop staff participate in training delivered by partner staff so that they remain current on local labor market economies, and have established relationships with regional labor economists to analyze trends and prepare approaches to forecasted scenarios. Staff in one stops rely heavily on the Oregon Labor Market Information System (OLMIS) website, which provides extensive details on industry trends and occupational information. That information plays a critical role in developing individual employment plans, and in targeting possible expansions of programs with training vendors.

Oregon is dedicated to training all staff in the one-stop to provide quality services to employers, claimants and other job seekers. WorkSource Oregon staff are included in formal classroom and

just-in-time courses to learn ways to provide improved levels of employment services to customers in the one-stop. Customers of the one-stop have access to many service options. Employers and job seekers are advised of the options available to them. Staff provide on-demand technical support in self service or staff assisted options.

**E. What policies are in place to ensure that the resources available through the Federal and/or State apprenticeship programs and the Job Corps are fully integrated with the State's One-Stop delivery system? (§112)(b)(17)(A)(iv)).**

Oregon continues to strengthen the ties with the state apprenticeship programs. The Department of Community Colleges and Workforce Development (CCWD) and the Bureau of Labor and Industries (BOLI) are working together to coordinate and assist in program development for apprenticeship pathways in industrial maintenance, electrical technologies and building construction. The coursework is aligned with Oregon State Apprenticeship Training Council standards and many apprenticeship programs are listed on Oregon's Eligible Training Provider List. Workforce partners have been working closely to strengthen communication and develop service delivery strategies and BOLI is a member of the Workforce Policy Cabinet.

A module was developed inside iMatchSkills that allows job seekers, who are interested in apprenticeship opportunities, to be matched to those opportunities based on education, skills and experience. Joint Apprenticeship Training Committees (JATC) are able to list their opportunities inside iMatchSkills and recruit from the iMatchSkills database or even match to those in the database and contact them on their own.

Having apprenticeship opportunities listed in the same platform with other jobs opens the doors to qualified job seekers that might not have considered an apprenticeship opportunity before. The self service aspect of the system provides a level of convenience apprentice programs have never had in Oregon's one stop delivery system, and the increased exposure, along with matching system should result in higher quality candidates being selected to enter the programs.

WorkSource Oregon's veterans staff are involved in "Helmets to Hardhats," an initiative to guide returning service members into apprenticeship programs.

Job seekers can directly access Oregon and Washington State apprenticeship information and the Department of Labor's Job Corps website through WorkSource Oregon websites. Staff provide contact information for apprenticeship programs and Jobs Corps when asked or when apprenticeship or Job Corps programs are a good match for the individual and apprenticeship and Job Corps brochures available in their lobbies.

For those local workforce areas in which Job Corps Centers are also located, Oregon policy requires that the Job Corps be represented on the local WIB. The Job Corps is an important partner in the development of youth services and providing information on Job Corps programs.

## **VII. Describe the actions the State has taken to ensure an integrated One-Stop service delivery system Statewide. (§§112(b)(14) and 121).)**

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Oregon has developed a system that draws on the strengths and expertise of the workforce partners. Through these partner efforts services are provided in the one stop environment. Oregon intends to continue to streamline services based on partner expertise.

Local Workforce Investment Boards have performed a critical role in providing efficient and effective services. To make further progress, local and state partners have taken their partnership work to a higher level. While services will continue to be configured locally to meet local needs, the Governor and state agencies along with the local boards established minimum standards statewide. These standards were incorporated through a policy developed by the OWIB.

The policy establishes the following:

1. Assures baseline consistency among WorkSource Oregon (WSO) Centers throughout Oregon, so that customers can expect the same basic types of services regardless of which WorkSource Oregon Center they attend.
2. Better defines the goals, purposes, functions and services of WSO Centers.
3. Provides baseline criteria for LWIB chartering/certifying of WSO Centers.

The criteria established in the policy represent a floor, not a ceiling. Oregon LWIBs may add requirements for certification as appropriate based on their community needs and resources. Under the Workforce Investment Act and Oregon Workforce Investment Board (OWIB) policy, LWIBs are responsible for chartering/certifying and overseeing WSO Centers. Oregon's LWIBs have a strong commitment to assuring quality services are offered through these local WSO Centers. All LWIBs have a certification/chartering processes in place to assure quality service delivery and continuous improvement.

**WorkSource Oregon Centers** are chartered/certified by Local Workforce Investment Boards to be businesslike places where every service is focused on the end goal of assuring that businesses receive the best possible applicants for their job openings and related business needs in the community. WSO Centers utilize the resources of those on site and other partners to better understand the workforce needs of businesses, to provide qualified applicants, and to improve the ability of applicants to compete for jobs. Staff at WSO Centers are knowledgeable about:

- Additional services that can provide businesses with workforce solutions.
- Additional services that can help job seekers and those currently employed become more skilled and competitive.
- WSO Center staff are able to make referrals to these services if they are not offered on-site.
- Creates an environment that is businesslike and completely focused on needs of the business community/the importance of preparing individuals to become successful employees.
- Accessibility for all populations (this includes access to ADA accommodations, appropriate signage, the availability of materials in languages that are predominant in the community, etc.)

The OWIB policy can be found at:

[http://www.worksourceoregon.org/index.php?option=com\\_docman&task=cat\\_view&gid=96&Itemid=23](http://www.worksourceoregon.org/index.php?option=com_docman&task=cat_view&gid=96&Itemid=23)

In the last state plan, Oregon identified three strategies developed by the Workforce Policy Cabinet to evolve the workforce system. Oregon will continue addressing these issues at both the state and local levels while working on the new goals that have been identified in the OWIB Strategic Plan, *Competing in the Global Market*.

Updates on previously identified strategies:

Strategy 1 – All mandatory partners’ service offices will be co-located within two years for improved access, services and results.

Oregon has made considerable progress on co-location, reducing the number of stand-alone ES office and improving access and services. The needs of communities are an integral part of decisions regarding services and access and the decision regarding WorkSource Oregon sites.

Strategy 2 – Service Delivery: The Employment Department and WIA Title IB service providers will work to deliver core services in WorkSource Oregon one stop centers together within two years.

There has been great progress in the evolution of service delivery throughout the state in providing core services to business and our job seekers.

Strategy 3 – Business Services: Business services will be better aligned in two years.

WSO Business Representatives focus on the broader needs of the business using a consultative process to understand the overall business need. The Business Representative can coordinate a broad range of services available from WSO partners. Business Representatives from multiple partners including Economic and Workforce Development partners, work together to coordinate services across their region, target specific industries based on information from Economic Development partners and Workforce Analysts, and work together with economic development professionals to enhance and improve business recruitment, retention, and expansion.

Oregon’s cluster approach aligns to economic development, supports the strategy of working with related or similar businesses to enable the workforce system to understand and better articulate the needs of a cluster, sector, or industry. Investments in consortia and capacity building efforts are more than education-work partnerships. They increase the ability of education and workforce systems to respond to the needs of customers, changing demographics, changing demands and alternative learning models.

Oregon uses WorkSource Oregon branding to identify the integrated one stop service delivery system throughout the state. Multi-level efforts have lead to the creation of a consistent brand, including signage and materials. WorkSource Oregon has also developed a website to assist both business and job seeker customers with workforce services, [www.worksourceoregon.org](http://www.worksourceoregon.org).



**A. What State policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? (§112(b)(14).)**

When Oregon's Legislature passed legislation implementing the WIA (ORS 660 et seq.), it stressed that the design of the workforce investment system should be done at a local level whenever possible. Given that legislative directive, the state has not adopted many specific directives on the how the one stop system should be developed at the local level. Notably, the state has not adopted policies requiring the local boards to use certain methods to select or certify one stop operators.

- Each LWIB has developed policies, procedures and criteria based on the OWIB policy regarding one stop certification criteria. The level of coordination and “sharing the wealth” between the local workforce areas and the WorkSource Oregon one stop centers provides for continuous improvement. The coordination also insures that those individuals and businesses seeking assistance can find or be referred to the services requested through customer-focused services.

The goal is to achieve a balance between statewide consistency and economies of scale, and local knowledge and community responsiveness. To that end, Oregon recognizes the contributions of both state agencies with local Workforce Investment Board structures, and locally-based partners and providers.

As described in another section of this plan, Oregon is embarking on the evolution of the WorkSource Oregon one stop centers to provide even greater customer choice and focus as well as effectiveness and efficiency.

During the course of the state's annual monitoring visits, a thorough analysis of the Local Workforce Investment Board's monitoring and compliance efforts is conducted. Any corrective action plans which are in place as a result of local-level monitoring is reviewed, and a process to ensure oversight of any corrective action plan is initiated. Several workgroups, with representatives from state, regional and local level staff, are developing guidelines to assist local areas in standardizing definitions of one stop services, and are in the midst of refining a certification process that will be adapted for use by all regions throughout the state.

Partnering agencies have developed focused self-appraisal quality review systems to help ensure service delivery quality.

The OWIB, in partnership with Local boards, has developed policy for minimum criteria for one-stop certification. The policy can be found at [www.worksourceoregon.org](http://www.worksourceoregon.org), under State Workforce Board.

**B. What policies or guidance has the State issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (§112(b)(14).)**

Local Workforce Investment Boards have performed a critical role in providing efficient and effective services. To make further progress, local and state partners are moving their partnership work to a higher level. While services continue to be configured locally to meet local needs, the Governor and state agencies have a responsibility to assure that there are minimum standards statewide. These standards include customers being able to access a consistent set of services at each service location, and that resources are expended as efficiently and effectively as possible.

In alignment with Governor's initiatives, the WPC is committed to an evolution of the workforce system that will lead to better access and improved services and results for job seeker and employer customers. As envisioned, the evolution includes the following elements: co-locating service sites with the objectives of program integration and better utilization of resources; streamlining services to reduce duplication with the objective of increasing services; and aligning business services among the workforce system partners.

The state plan provides an opportunity to evolve and improve access, delivery and results of the workforce system. A state and local process will be convened to refine the strategies, and implement improvements during the two-year period of the plan.

**C. What actions has the State taken to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration? (§112(b)(14).)**

The state has developed a Resource Sharing Agreement Team comprised of representatives from the Department of Community Colleges, Employment Department, Department of Human Services, TANF (Temporary Assistance for Needy Families) and Department of Human Services, OVRS (Office of Vocational Rehabilitation Services). These entities comprise the major partners involved in WorkSource Oregon Centers. The RSA Team works with the individual one stop centers and local workforce boards to ensure compliance with the WIA requirement for resource sharing agreements (WIA 662.270). The RSA Team also provides opportunities for training on the development of RSAs. The RSA team developed a review tool that has been used by the DOL Finance Team as an example of good state technical assistance to local areas when they have provided training to other states.

While there is a drive to co-locate where possible and when it makes good logistical sense, it is important to emphasize that functionally the management and service delivery in Oregon operates in a very integrated manner. Over the course of the last two years, Wagner-Peyser and 1B have co-located into or co-deliver service at 8 sites, have developed plans for 3 upcoming co-located sites, and closed 4 ES offices.

**D. How does the State use the funds reserved for Statewide activities pursuant to §129(b)(2)(B) and 134(a)(2)(B)(v) to assist in the establishment and operation of One-Stop delivery systems? (§112(b)(14).)**

The state does not provide funds to directly administer or provide infrastructure for WorkSource Oregon centers through its Statewide activities funds.

However, CCWD does provide significant support to local and regional boards through this fund. This money is used broadly to provide board support including: support to the WorkSource Oregon centers, assistance with integration and service delivery and analysis of gaps and opportunities in one stop business services.

In addition, CCWD provides funding to support the youth opportunity system utilizing Statewide Activity funds.

**E. How does the State ensure the full spectrum of assets in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? (§112(b)(14).)**

Oregon is committed to an integrated and accessible One Stop system and utilizes its network of state and local boards to ensure the full spectrum of assets are available. Local Workforce Investment Boards are continuously engaged in focusing local and community assets on customer needs for both business and job seeker customers.

The unique approaches described below complement the human capital solutions that are universally offered in WorkSource Oregon Centers. In response to the Governor's goals the following actions have taken place:

***1) Evolving services***

Workforce development is evolving to services, including education and training, which is preparing individuals to enter and or advance in the workplace with the skills and abilities that businesses need.

***2) Connect to the Economy***

Oregon is carefully targeting and strategically investing public resources where they will provide a competitive advantage for Oregon business:

- developing entrepreneurial and workforce talent required for companies competing in a highly innovative and global markets
- working to increase the number of employers using high-performance practices and training their employees.
- Using Workforce information and Cluster analysis to focus on services
- Making strategic investments to address occupational skills gaps
- Working with labor, industry and business associations statewide, a sampling includes:
  - Software Association Oregon

- Oregon Business Council
- AFL-CIO
- Oregon Council on Knowledge and Economic Development
- NW Food Processors Association
- Associated Oregon Industries

**3) *Expand services to businesses and incumbent workers***

- Authorized by Executive Order 03-16
- \$6 million per year – redirecting federal funds to employer-directed training
- Funds are available via regional Workforce Response Teams
- Distribution: 35% statewide initiatives, 65% to WRTs
- Funds are to provide customized, workplace training, build the capacity of Oregon’s workforce development system, and support the retention and expansion of companies.
- Over 23,000 current workers trained in critical knowledge-based industries.
- Over 400 companies participated – a majority small business with fewer than 100 workers
- Over 20 statewide projects implemented to build capacity to link economic and workforce development efforts and address critical skill shortages in high-demand occupations.

These strategic investments have created over 2,300 new jobs and retained almost 20,000 existing jobs. Oregon has creatively linked capacity building, current worker training and targeted job retention into a single fund, providing the ultimate flexibility to respond to dynamic business needs.

## VIII. Administration and Oversight of Local Workforce Investment System

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### A. Local Area Designations

#### **A.1. Identify the State's designated local workforce investment areas and the date of the most recent area designation, including whether the State is currently redesignating local areas pursuant to the end of the subsequent designation period for areas designated in the previous State Plan. (§§112(b)(5).)**

Local areas were designated under WIA Section 116(a)(4), Designation on Recommendation of State Board. As required in the Act, areas were designated upon request of the Local Elected Officials. The requests were brought before the State Workforce Investment Board. The Board recommended the designation of areas to the Governor. This designation took place during the initial implementation of the WIA. Only one redesignation has taken place in the intervening time. At the request of local elected officials, on July 1, 2004 Tillamook County rejoined the TOC/OWA area where it had been prior to the implementation of the WIA. No further changes in area configuration are contemplated at this time. All areas will be redesignated by the Governor prior to July 1, 2005.

**Description:** Seven Workforce Investment Areas have been designated by the Governor. They are:

1. Multnomah, Washington Counties and the City of Portland (Workforce Region 2)
2. Clackamas County (Workforce Region 15)
3. Marion, Polk and Yamhill Counties (Workforce Region 3)
4. Linn, Benton, and Lincoln Counties (Workforce Region 4)
5. Lane County (Workforce Region 5)
6. Jackson and Josephine Counties (Workforce Region 8)
7. The Oregon Consortium/Oregon Workforce Alliance: Baker, Coos, Curry, Clatsop, Columbia, Crook, Deschutes, Douglas, Gilliam, Grant, Harney, Hood River, Jefferson, Klamath, Lake, Malheur, Morrow, Sherman, Tillamook, Umatilla, Union, Wallowa, Wasco, and Wheeler Counties (Workforce Regions 1, 6, 7, 9, 10, 11, 12, 13, 14).

Attached is a map illustrating these Workforce Investment Areas and Workforce regions, Attachment VIII-1.

**A.2. Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (§§112(b)(5) and 116(a)(1).)**

Local areas were designated under WIA Section 116(a)(4), Designation on Recommendation of State Board. As required in the Act, areas were designated upon request of the Local Elected Officials. The requests were brought before the State Workforce Investment Board. The Board recommended the designation of areas to the Governor.

The Oregon Workforce Investment Board has policy regarding designation and redesignation of areas which describes how the above-referenced criteria are to be taken into account. Excerpts from the policy follow. The full policy may be found as Attachment VIII-2.

#### **Policy: Criteria for Designation**

The Workforce Investment Act states that the Governor shall take into consideration the following:

- Geographic areas served by local education agencies and intermediate education entities,
- Geographic areas served by postsecondary educational institutions and area vocational education schools,
- The extent to which local areas are consistent with labor market areas,
- The distance that individuals will need to travel to receive services provided in such local areas, and
- The resources of such local areas that are available to effectively administer the activities carried out under the Act.

The Governor will use the following criteria to approve any designation requested by Local Elected Officials. Local Workforce Investment Areas will:

- Be requested for designation by Local Elected Officials,
- Be a combination of one or more Oregon Workforce Regions,
- Be consistent with local labor markets and the service areas of local educational and other workforce partners, and
- Reflect regional and labor market economies of scale.

In Oregon, workforce investment areas may be made up of more than one workforce region. Because workforce regions are the building blocks of workforce investment areas, the Governor has determined that the following decisions must be made, with concurrence from Local Elected Officials, at the local (workforce region) level:

- Designating one stop operators;
- Developing local performance targets;
- Submitting local 5-year plans;
- Coordinating and providing oversight to local workforce activities;

- Strengthening partnerships with employers, Economic Revitalization Teams and others;
- Establishing local Youth Councils;
- Identifying and certifying local training and service providers; and
- Recognizing that the prohibition of service provision, within the requirements of the WIA, especially of training, applies to local boards.

### **Policy: Redesignation**

The designation of workforce investment areas is for five years. The five-year designation notwithstanding, Local Elected Officials may request designation of a different configuration, although it is not required. Such requests shall occur no more often than once every two years beginning 7/1/99, i.e., 2001, 2003, 2005, 2007 and every two years thereafter. Requests must be received by the Governor not later than October 1 of the year previous to the time the redesignation would be in effect.

For example, Local Elected Officials may request designation of a different area on October 1, 2000, to begin on July 1, 2001; or on October 1, 2002, to begin on July 1 of 2003.

In order for requests for redesignation to be recommended for approval by the state board, requests must meet the criteria, established by the state board, as contained in this policy. In addition, compelling evidence must be presented to show why a different area would: 1) better meet the criteria established by the state board; 2) be more effective or efficient; and 3) produce better performance results for customers.

This policy allows the flexibility for local elected officials to request periodic redesignation, while preserving program stability for at least two years. The allowable dates also align with the three-year renegotiation of performance, and with the five-year authorization period of the Act.

Assuming the reauthorization of the WIA, all areas will be redesignated to begin on July 1, 2007.

### **Special Circumstance Redesignation**

Circumstances may arise requiring local elected officials to request designation of a different configuration outside of the periodic two-year redesignation schedule. Such circumstances may include an emergency or a significant change affecting service delivery or other circumstances in which the local elected official(s) and the Governor agree that immediate designation of a different area configuration is necessary. In such a circumstance, local elected officials may request designation of a different area.

A special circumstance request by local elected officials to the Governor must explain the emergency or other special circumstances that require the change, and must include a transition plan that outlines how the change in designation will not adversely affect service delivery. As with periodic requests for designation, in order for requests for designation to be recommended for approval by the state board, requests must meet the criteria, established by the state board, as contained in this policy. In addition, compelling evidence must be presented to show why a different area would: 1) better meet the criteria established by the state board; 2) be more effective or efficient; and 3) improve services.

Please see Attachment VIII-2 for the current policy.

**A.3. Describe the appeals process used by the State to hear appeals of local area designations referred to in §112 (b)(5) and 116(a)(5).**

The appeals process has been defined in OWIB policy:

A unit of local government, or combination of units, which has requested but has been denied its request for designation or redesignation as a Workforce Investment Area may appeal the decision to the state board, in writing, stating the reasons for the appeal. The state board will have 90 days to act on the appeal. If a decision on the appeal is not rendered in a timely manner or if the appeal does not result in designation, the entity may request review by the Secretary of Labor, under the procedures set forth at 20 CFR 667.640(a).

**B. Local Workforce Investment Boards -- Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (§§112(b)(6), 117(b).)**

The Oregon Workforce Advisory Council, the predecessor of the Oregon Workforce Investment Board, adopted “State Policy Outlining Criteria for Local Boards and the Procedures the Governor will Use to Certify Local Boards” during the implementation of the WIA. A portion of that policy outlines the criteria to be used by Chief Elected Officials for the appointment of local board members:

**Workforce Investment Board Membership**

One Workforce Investment Board (WIB) shall be appointed in each designated Workforce Investment Area and shall serve as the local Workforce Investment Board pursuant to the Workforce Investment Act of 1998. The membership of the board shall be consistent with Title I, sec.117 (b) of the Act, with a business majority and chair, and shall be appointed by the Chief Elected Official(s) from each area. Chief Elected Officials shall consider members of existing local workforce development boards, such as PICs and Regional Workforce Committees, for membership. The WIB must contain, at a minimum, two or more members representing the categories described in WIA section 117(b)(2)(A)(ii)-(v), and at least one member representing each one stop partner. Members of the board who represent organizations, agencies, or other entities shall be individuals with optimum policymaking authority within the organizations, agencies, or entities. Members may represent more than one entity.

The following is a summary of the required WIB composition and the procedures to be observed by Chief Elected Officials in making the appropriate appointments.

(1) Representatives of business in the local area, who: are owners of businesses, chief executives or operating officers of business, and other business executive or employers with optimum policymaking or hiring authority; represent businesses with employment opportunities that reflect the employment opportunities of the local area; and are appointed from among individuals nominated by local business organizations and business trade associations;



Private not-for-profit businesses that represent significant employment opportunities in a community, and that are not considered otherwise to be workforce contractors, one stop partners or service providers, e.g., not-for-profit hospitals, may be considered as businesses under this membership category.

A majority of the members of the WIB must be from this business membership category. In addition, the WIB will elect the Chair from this category.

(2) Representatives (two or more) of local educational entities, which may include representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated by regional or local educational agencies institutions, or organizations representing such local educational entities;

(3) Representatives (two or more) of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;

(4) Representatives (two or more) of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present);

(5) Representatives (two or more) of economic development agencies, including private sector economic development entities;

(6) Representatives of each of the one stop partners who represent agencies and/or organizations who carry out the following:

**Mandatory**

- Programs authorized under Title I of WIA (adults, dislocated workers, youth, Job Corps, Native American programs, migrant and seasonal farmworker programs, and veterans workforce programs);
- Programs authorized under the Wagner-Peyser Act (Employment Services);
- Adult education and literacy activities authorized under Title II of the Act;
- Vocational rehabilitation programs authorized under title I of the Rehabilitation Act of 1973;
- Welfare To Work programs authorized under section 403(a)(5) of the Social Security Act;
- Senior Community Employment Program activities authorized under title V of the Older American's Act;
- Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act;
- Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974 (TAA and NAFTA);
- Activities authorized under chapter 41 of title 38, U.S. Code (DVOP/LVER);

- Employment and training activities carried out under the Community Services Block Grant (Community Action Agencies);
- Employment and training activities carried out by the Department of Housing and Urban Development;
- Programs authorized under State unemployment compensation laws (in accordance with applicable federal law);
- TANF programs authorized under part A of title IV of the Social Security Act; and
- Employment and training and work programs authorized under section 6(d)4 and section 6(o) of the Food Stamp Act of 1977.

### **Optional**

The Act provides that other entities that carry out a human resource program, including federal, state and local programs and programs in the private sector may serve as additional partners if the local board and Chief Elected Official(s) so approve. Additional partners may include:

- Programs authorized under the National and Community Service Act of 1990; and
- Other appropriate programs, including programs related to transportation and housing.
- May include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.

Workforce Investment Areas comprised of more than one workforce region are encouraged to draw a preponderance of WIB members from Regional Workforce Investment Boards (RWIBs).

### **Alternative Entity**

The Governor may certify an alternative entity as a WIB, at the request of the Chief Elected Official(s), pursuant to WIA section 117(i).

While RWIBs may not be considered as an alternative entity under WIA, membership of WIBs and/or RWIBs may be considered to be an alternate structure under ORS 285A.458 (5), (SB 917).

Unless the Governor certifies a WIB as an alternate entity, WIBs must be newly created.

The full policy can be found as Attachment VIII-2.

The rules and policies are all posted on the workforce web site.

## **C. How will your State build the capacity of Local Boards to develop and manage a high performing local workforce investment system? (§§111(d)(2) and 112(b)(14).)**

Oregon is committed to ensuring that local/regional economies have boards that respond to the needs of business and continue to develop a high performing workforce system. Oregon has a history and culture of collaborative planning and program development, both at the state and local levels. As a high performing workforce system has been developed, the state is assisting local areas with tools and assistance to develop local systems. For example, each local area has a state liaison who helps identify needs and provides technical assistance on an ongoing basis.

Each month the Commissioner for Community Colleges and Workforce Development, the Governors Workforce Advisor, the Director of the Employment Department and the Executive Staff of the Oregon Workforce Investment Board meet with the Executive Directors for the boards to ensure continuous improvement, communication and technical assistance from policy to operations.

Several years ago tools for teamwork and quality improvement were used statewide and many are still in place. Currently, the state is exploring the use of high performance tools, adapted from tools developed for high performing manufacturing workplaces, for use in applying high performance (“lean”) principles to the improvement of the workforce development system.

Several “teams,” made up of state and local workforce development staff, have been assembled to assist in communications and continuous improvement. These include the Fiscal Team, the MIS Team, Rapid Response and Dislocated Worker Team, Pathways to Advancement teams, and more. These teams provide the “place” for intentional improvement to the workforce system. The processes used to more effectively move the workforce system can range from quality board interactions as defined by Carter to “lean” system design work used in the “lean” /high performance tools of manufacturing.

Oregon’s workforce system and partners are committed to planning, leveraging and improving service to Oregonians. The most recent economic-workforce development efforts have come through the Workforce Response Teams that are in all 15 regions. These teams and the funds given to them are committed to higher levels of efficiency and productivity with all employers, increasing technical skills and increasing Oregon’s companies’ competitiveness. This is a high performing workforce investment system.

During the development of the OWIB’s strategic plan, *Winning in the Global Market* ([www.WorkSourceOregon.org/dmdocuments/OWIBReport1206\\_\(2\).pdf](http://www.WorkSourceOregon.org/dmdocuments/OWIBReport1206_(2).pdf)), Local Workforce Investment Boards were eager and influential participants in the process. Some the Local Boards undertook strategic planning of their own in tandem with the OWIB, and all have completed strategic planning processes since. Local plans are due as this section is being written, and part of the criteria for local plans is to show how the local plan aligns with the OWIB’s plan.

**D. Local Planning Process -- Describe the State mandated requirements for local workforce areas’ strategic planning. What assistance does the State provide to local areas to facilitate this process, (112(b)(2) and 20 CFR 661.350(a)(13).) including:**

State statute and administrative rule requires that all local workforce areas carry out strategic planning. Current planning guidance for this two-year planning cycle required strategic elements in local plans which identify how the local boards will build upon and integrate the OWIB strategic Plan, *Winning in the Global Market*” and the strategic goals. They also Include:

1) identification of the workforce investment needs of businesses, job seekers, and workers in your local area;

- 2) services to youth;
- 3) an analysis of the current and projected employment opportunities in the local area;
- 4) the job skills necessary to obtain such employment opportunities; and
- 5) a description of the one-stop delivery system established and designated in the local area, including a description of how the Local Board will ensure continuous improvement of services and flexibility to meet needs of business and job seekers. State staff have been available to provide assistance during this process.

**D.1. What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements? and**

The state issues local planning guidance to all LWIAs. Upon receipt of these plans, CCWD staff as well as a team of state workforce partners review the plans for compliance with the guidance as well as consistency with state strategies and planning.

Local negotiation of performance is conducted by CCWD staff on behalf of the Governor to ensure optimal customer service as well as return on the investment of federal funds. Negotiations take into account previous performance and economic factors since the state has such geographically and economically diverse areas.

At the implementation of WIA, local areas submitted five-year unified strategic plans. State statute requires local boards to perform strategic planning. Many of the local boards have ongoing strategic planning, and have updated their plans to ensure they are demand-driven and based on regional needs.

**D.2. How does the local plan approval process ensure that local plans are consistent with State performance goals and State strategic direction?**

Planning is a continuous process for local boards to meet the needs of their local community. Local planning guidance is based on the state plan and the strategic direction of the board and governor. CCWD and workforce partner staff who review the local plans look for compliance to the planning document (Attachment VIII-3: CCWD Policy 589-20.3) as well as strategic alignment with the state direction and vision. Oregon has now started to continuously identify through workforce strategic committees of the OWIB in setting goals and strategies for the state and local workforce system. These committees are utilizing economic and workforce data, looking at demand-driven and regional economic development needs and what system changes are needed to respond to the needs.

**E. Regional Planning (§§112(b)(2), 116(c).)**

**E.1. Describe any intra-State or inter-State regions and their corresponding performance measures.**

This question refers to the designation of regions for the purposes of regional planning described in WIA section 112(b)(2), 116(c). Oregon has not identified any such regions to date.

However, many of the projects of the Employer Workforce Training Fund, especially projects involving business or industry consortia or cluster-related projects, have a regional component. Industry configurations do not conform to political jurisdictions and many of them involve companies in more than one LWIA. For further discussion of this regional aspect of the EWTF, please see Section I.A.

**E.2. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.**

N/A

**E.3. For inter-State regions (if applicable), describe the roles of the respective Governors and State and local Boards.**

N/A

#### **F. Allocation Formulas (112(b)(12).)**

**F.1. If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to §§ 128(b)(3)(B) and 133(b)(3)(B).**

Oregon allocates 100 percent of the adult and youth formula funds according to the federal formula pursuant to 127(b)(C)ii and 132(b)(B)ii.

**F.2. Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.**

The State of Oregon uses a 90% hold harmless calculation based on the average percentage of the previous two years allocation percentages.

Although this does not prevent significant changes in total allocation dollars available, it does ensure that a significant change in the state's allocation is distributed equitably throughout the state.

**F.3. Describe the State's allocation formula for dislocated worker funds under §133(b)(2)(B).**

Oregon withholds a portion of the allowable percentage of the Dislocated Worker Program funds for statewide activities, including Rapid Response allocations, state opportunity grants, high-concentrated youth, Oregon Workforce Investment Board, administration, etc.

The remaining funds are allocated directly to the local regions, based on 6 economic factors:

- Total Unemployed
- Excess Unemployed
- Exhaustees
- Total UI Claimants
- Declining Industries and
- Mass Layoffs

Each factor is weighted the same (1/6), with an average percentage calculated from the individual percentages.

**F.4. Describe how the individuals and entities on the State board were involved in the development of the methods and factors, and how the State consulted with chief elected officials in local areas throughout the State in determining such distribution.**

Upon implementation of the WIA, the state board, after statewide consultation involving chief elected officials, local WIBs and service providers adopted funding formulas in OWIB policy for adult, youth and dislocated worker in-state allocations which remain in place at the present time. Please see Attachment VIII-4: Funding Allocation Policies. The funding formula is reviewed annually with staff to local and regional workforce boards, through the Oregon Workforce Partnership, the association of local Workforce Investment Boards. If formula changes were to be proposed, the new formula would be brought to the OWIB for final recommendation to the Governor.

**G. Provider Selection Policies (§§112(b)(17)(A)(iii), 122, 134(d)(2)(F).)**

**G.1. Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.**

According to state policy, Local/Regional Workforce Investment Boards are responsible to review the three elements of the application process. Boards will:

- Review Part I to assure that the institution/organization information is complete, accurate and that assurances have been met. If the institution/organization is not Title IV or National

Apprenticeship Act eligible, the application is incomplete without Part III of the application being completed and approved.

- Review Part II to assure that all data elements for the program have been completed and are accurate. The Board will also make sure that the institution/organization information (Part I) has been submitted.
- Review Part III to assure that the organization/institution has met the indicators for all eight criteria required by the Governor to be certified as a non-automatically eligible institution. Local/Regional Boards should review Part I and II only after assuring that these institutions have met the Part III criteria.

Local /Regional Boards will assure that the review was completed in a knowledgeable and objective manner. The results of the review will be provided to the State and to the applicant.

The Local Workforce Investment Board will have responsibility for certifying training providers. Boards shall not certify entities as eligible training providers that do not meet the required criteria. Institutions that are not automatically eligible cannot be certified without meeting the eight criteria in Part III. Upon certification by the Local Board, the files will be submitted electronically to CCWD for entry into the system.

The Local Workforce Investment Board will notify training provider applicants in writing of the results of the review. Providers not meeting application requirements will also be provided with the appropriate appeals process to the local board.

Information regarding the institution (Part I) and individual program/course of study (Part II) will be submitted electronically by the Local Workforce Investment Board to the Department of Community Colleges and Workforce Development for inclusion in the database.

Oregon has a current waiver for the period of subsequent eligibility and an extension has been requested for this waiver in Section X.C. of this plan.

Oregon is currently updating the ETP system to allow a Local Workforce Investment Boards (LWIBS) to update the ETP List via an Internet based web application. The LWIBS will be able to log securely into the system to add and modify board approved ETPL provider and program information. The online system is accessible 24 hours a day, seven days a week.

**G.2. Describe how the State solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.**

During the implementation of the WIA, prior to 2000, the state formed a task force to develop Eligible Training Provider policies and procedures. State agencies, board members, business and labor were all involved. In 2001, it was recognized that Oregon's education consumer protection laws conflicted with ETP policy, and cumbersome work-arounds developed originally were restricting access to training for participants. Further policy development took place to enhance

access to training. A work group comprised of numerous state and local stakeholders developed the new policy, which was finalized in February of 2002.

**G.3. Describe how the State will update and expand the State’s eligible training provider list to ensure it has the most current list of providers to meet the training needs of customers?**

The state maintains the Eligible Training Provider List (ETPL) as a cooperative effort between the Local Workforce Investment Boards (LWIBS) and the State – Department of Community Colleges and Workforce Development (CCWD). While CCWD takes responsibility for procedure and publishing the state list, the LWIBS are responsible to receive and review application materials from training providers, certify those providers and submit the approved applications to state staff for inclusion on the ETPL. Upon receipt of the local application, CCWD has thirty days to review and verify the application for accuracy of the information and add to Oregon’s ETPL. The State assures that the list is available on the Internet at <http://www.oregon.gov/CCWD/> and accessible through the WorkSource Oregon website.

The ETPL is updated when an approved application is received at the State. The provider's application is verified by the state, the data is entered in the system and the list is updated instantaneously on the website. Local LWIBs often include training programs to meet the needs of individual trainees. The State is developing policy to allow for use of out-of-state providers. The improvements made to our application entry process more efficiently meet the needs of trainees and providers. The list has grown steadily since its inception. Currently the list has 198 training providers and 1414 programs, large for a small state.

**G.4. Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated State agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a One-Stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.**

The state agency does not deny eligibility of training providers, but merely assures that the provider meets state-established requirements, such as being a licensed proprietary school and program or an approved postsecondary education program. In Oregon, it is the local board that approves or terminates the eligibility of training providers.

A denial of initial eligibility or termination of eligibility by the local board is subject to the appeals procedures of the local board. State policy requires that local boards advise the applicant in writing of the outcome of the review for eligibility, which must include the appropriate appeal procedures. Local board appeal procedures meet all Federal, state and local requirements.

Oregon has a waiver of the period for determination of subsequent eligibility in place, and has requested an extension of the waiver in this plan. Because of the waiver, the appeal requirement for subsequent eligibility does not apply.



**G.5. Describe the competitive and non-competitive processes that will be used at the State level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)**

For contracts the competitive and non-competitive processes in accordance with the State's Public Contracting Code under ORS 279A, B & C and OAR Chapter 125, Divisions 246 through 249 will be followed. Procurement methods and dollar thresholds that apply:

- Small procurements. Any procurement of goods or services not exceeding \$5,000.
- Intermediate procurements. Any procurement of goods or services exceeding \$5,000 but not exceeding \$150,000.
- Formal procurements. Any procurement of goods or services exceeding \$150,000.
- Special Procurements. Any procurement of goods or services whose unique circumstances are determined to be most efficiently handled by this method

Grants are to be processed in accordance with the Notice of Obligation received from USDOL or other funding sources with the specific terms and conditions for competition, using methods determined by the agency to be most appropriate.

Availability of grant funding is advertised in community and/or statewide newspapers (as appropriate) and sent to established lists of partners and interested parties. For contracts for goods and services ORPIN (Oregon Procurement Information Network) is used for advertising notices, opportunities and solicitations over \$5000.

**G.6. Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (§112(b)(18)(B).)**

The Governor supports the use of Promising and Effective Practices Network (PEPNet) Criteria for awarding grants for youth activities. The criteria are as follows:

- **Purpose and Activities:** Successful youth programs have clear and well-understood aims and a coherent, well-organized set of components and activities to attain them.
- **Organization and Management:** Successful youth programs have engaged leadership and qualified and committed staff, work in collaboration with others, and use information and data to continuously improve.
- **Youth Development:** Successful youth programs are characterized by conscious and professional reliance on youth development principles to identify or shape program activities and to drive the kinds of outcomes that are sought for young participants.
- **Workforce Development:** Successful youth programs consciously prepare youth for the workforce; connect successfully to employers; make appropriate use of training, workplace

exposure, work experience and education; and consistently emphasize the connection between learning and work.

- **Evidence of Success:** Successful youth programs collect and make use of credible data and other measures that reflect the soundness of their goals, their operational effectiveness and their ability to achieve desired outcomes.

Each Local Workforce Investment Board (LWIB) is required to develop a competitive process soliciting eligible services for youth. The LWIBs are encouraged to focus on youth programming to encourage youth to consider long-term academic study in conjunction with occupational learning opportunities.

## **H. One-Stop Policies (§112(D)(14).)**

**H.1. Describe how the services provided by each of the required and optional One Stop partners will be coordinated and made available through the One-Stop system. Include how the State will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (§112(b)(8)(A).)**

Oregon has developed a system that draws on the strengths and expertise of the workforce partners. Through these partner efforts Oregon provides services in the one stop environment. Oregon intends to continue to streamline services based on partner expertise.

WorkSource Oregon centers are guided by the Oregon Workforce Investment Board and directed by the seven (7) Local Workforce Investment Areas and the fifteen (15) workforce boards. Services of all partners are coordinated at the local level through partner meetings and the local boards have the responsibility to certify local WorkSource Oregon Centers. Many of the WorkSource Oregon centers partners meet weekly/monthly to coordinate services, discuss issues and identify the best possible methods to provide services to both individuals and businesses in order to provide continuous improvement.

One of the four overall system goals set by the Workforce Policy Cabinet is to streamline core services. The objective of this goal is to eliminate duplication of core services and increase the use of Title IB for intensive services and especially training. WorkSource Oregon will operate from the basic principle that labor exchange and workforce information services will be funded by Wagner-Peyser and state funds (Supplemental Employment Department Administration Funds).

The key to non-duplication is negotiation among partners at the local area to understand what resources are available from all partners, where the expertise lies, and what works in local business and labor markets. Continual emphasis on co-location will allow us to eliminate duplication caused by physical distance if applicable. Expansion of iMatchSkills as the labor exchange tool for the entire system will assist with non-duplication efforts.

**H.2. Describe how the State helps local areas identify areas needing improvement and how technical assistance will be provided.**

In Oregon, we realize that local government, agencies and residents understand the needs of their communities. Therefore, the Oregon workforce system is based on local implementation and community based problem solving. The state's role is to support, encourage, and help regions fine-tune local plans by:

- Coordinating and organizing a statewide vision and strategic plan to support consistency throughout the state.
- Assisting regions in handling challenges. The state assists as appropriate and offers advice and guidance. Once challenges are met, the state steps back.
- Being responsive to the needs of our customers and improving customer satisfaction at every level.
- Reporting on successes and describing ways challenges are being handled. We believe that experience is one of the best tools for learning and growing.

In addition to the state-level Resource Sharing Agreement Team, technical assistance for WorkSource Oregon is a coordinated activity with key staff identified within the state level agencies to assist local areas and WorkSource Oregon centers. These individuals work with the LWIB and agency field managers to provide internal assistance as well as working with other partners. They provide another avenue for technical assistance and opportunities for exchange of information from both the state and local levels.

State program staff are available to conduct training and facilitate plan development and meetings. They are also available to help with partnership matters, EEO issues, provide clear communication on state objectives, and to help the local areas problem solve one stop related matters. Each local workforce area is assigned a liaison to identify needs and provide technical assistance.

A process is continuing to review system-wide resources, the application of those resources, and how to reduce duplication while improving service delivery. Oregon's award-winning Workforce and Economic Research Division provides solid economic data and professional staff to assist the local areas in considering their customer base, industries served, available skills sets, skill gaps, etc. as they develop local plans that effectively meet local needs while supporting Oregon's overall economic and workforce development strategies.

### **H.3. Identify any additional State mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.**

Because of its strong work focus, TANF is a mandated partner in Oregon's one stop system. The TANF (Self-Sufficiency) Manager is a member of the Governor's Workforce Policy Cabinet and state planners group.

Oregon's Legislature passed legislation implementing the WIA (ORS 660). This legislation mandated that Temporary Assistance to Needy Families (TANF) and Food Stamps be part of Oregon's WorkSource Oregon one stop system. This workforce partner works collaboratively

and coordinates services with all the partners to ensure that services provided to their customers are integrated into one stop services as well as coordinating services.

Mandatory partners and their programs and services are integrated into one stop centers in a variety of configurations. The nature of the workforce system in Oregon is one of variety, in part driven by federal regulations, state policies and local choices.

**I. Oversight/Monitoring Process -- Describe the monitoring and oversight criteria and procedures the State utilizes to move the system toward the State's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)**

The state's annual monitoring of local boards includes review of policies and processes used in one stop services. The monitoring and oversight for the WorkSource Oregon centers is a responsibility of the local workforce areas with the state providing further monitoring. Because of the close interaction of the state level RSA team with each of the WorkSource Oregon centers and the LWIAs throughout the state, the team is able to provide information and guidance to the centers on a continuous basis. Also the state level monitoring tool provides a consistent means of gathering data concerning one stop operations.

The state provides technical assistance to local areas to assist them in moving toward the state's vision and the state and local shared vision. Such technical assistance includes statewide training sessions, making state-level experts available to facilitate discussions, fact sheets, information on best practices, identification of resources, etc.

**J. Grievance Procedures. Attach a copy of the State's grievance procedures for participants and other affected parties (including service providers.) (§122(g) and 181(cc).)**

Please see Attachment VIII-5: Grievance Procedure.

**K. Describe the following State policies or procedures that have been developed to facilitate effective local workforce investment systems (§§112(b)(17)(A) and 112 (b)(2),):**

**K.1. State guidelines for the selection of One-Stop providers by local boards;**

The state has not adopted any policies beyond those in the Act.

**K.2. Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the One-Stop delivery system;**

The following is the MOU Impasse Resolution policy of the Oregon Workforce Investment Board.

It is the policy of the State of Oregon that as much as possible, impasses that prevent the area/regions from agreeing on the contents of a Memorandum of Understanding should be resolved at the local/regional level. The assistance of the state is to be sought as a last resort, and such assistance must be requested by the local partnership.

**Level One Resolution: Local Partners.** Since client services are delivered at the local/regional level, the OWIB recognizes the importance of resolving impasses in the organization and administration of the one stop system at that level. It is anticipated that most difficulties can be resolved among the partners at that level. Mediation may be used; the state will maintain a list of qualified mediators from which the local partners may choose.

**Level Two Resolution: Local Boards.** If local partners, acting in good faith, are unable to resolve an impasse, the impasse must be taken to the local/regional board for resolution before requesting state-level assistance. Action taken to resolve the impasse must be reflected in the minutes of the local/regional board. The state will offer, if requested, technical assistance on resolving the matter (including facilitating a conversation between workforce investment board chairs and staff and how they have addressed the impasse issue).

**Level Three Resolution: State Assistance.** If substantive impasses remain after a good-faith effort has been made at the local/regional board level to resolve issues, the board and relevant one stop partners may request assistance in the resolution process from the Department of Community Colleges and Workforce Development. The request shall be written and include impasse issue(s). Documentation supporting the issue(s) shall accompany the request. Documentation shall also include the record of attempts to resolve the issues at the other levels. Within 30 days of receipt of the written request:

(a) if the impasse relates to a matter that involves the state workforce partners, the CCWD will present the impasse and the supporting documentation to the Workforce Policy Cabinet for resolution. If the Cabinet cannot resolve the issue with local approval, a qualified mediator on a list of 10 mediators, previously approved by state and local partners, will be selected through an alternate strike process.

(b) if the matter does not involve state partners, then the CCWD would refer the matter to a mediator selected randomly from the previously approved list of mediators.

The CCWD shall consult with the Office of State Mediator to give assistance in managing this process.

**Last Step: Binding Arbitration.** If process/mediation at level three fails, the matter will be resolved through binding arbitration. Again, the local and state workforce partners will submit names of acceptable arbitrators and one will be selected off of an approved list through an alternate strike process and will be charged with resolving the matter in accordance with any legal or budgetary restrictions on the partners.

**K.3. Criteria by which the State will determine if local Boards can run programs inhouse;**

The state has developed policy to guide local areas in their decision making. The policy states:

As required under WIA, a board or the staff of a board may not directly provide core services, or intensive services, or be designated or certified as a one stop operator unless agreed to by the Chief Elected Official and the Governor. Sufficient evidence of approval of the Chief Elected Officials may be expressed through regional and WIA area plans.

A board or the staff of a WIB may not provide training services, unless granted a waiver by the Governor in accordance with WIA section 117(f)(1), which states that such a waiver, among other provisions, is based on evidence that there is an insufficient number of eligible providers of the requested program of training services to meet local demand in the local area. The waiver shall apply for not more than one year and may be renewed for not more than one additional year.

A matrix was developed as part of the policy, which is attached as Attachment VIII-6: OWIB “Conflict of Interest” policy.

**K.4. Performance information that on-the-job training and customized training providers must provide;**

As a local control state, the state has no policies in this area. Local areas determine what performance information the on-the-job training and customized training providers are required to provide.

**K.5. Reallocation policies;**

Policy number 589.10-1 dictates the state allocation recapture and reallocation of local area funds. This policy requires that CCWD review obligations of subrecipients on a quarterly basis to assure that at least 80% will be obligated by the end of each year. CCWD will assist local areas throughout the year should they need technical assistance regarding expending funds.

In the unlikely event that local subrecipients do not obligate an appropriate level of funds, CCWD will recapture and redistribute the excess funds according to the policy.

Since the implementation of WIA, CCWD has not had to recapture and redistribute subrecipient funds.

**K.6. State policies for approving local requests for authority to transfer funds (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level;**

Policy 589-10.2 Transfer of funds between the WIA T-IB Dislocated Worker and Adult programs:

This policy was recently revised and includes all required elements listed in the WIA. All fund transfers are requested through a LUP modification.

Fund transfer requests must be substantiated with local board minutes and labor representative presence during discussion and voting. Local program liaisons at CCWD review the request as well as the expenditures and performance for that area prior to making a recommendation for transfer to the Commissioner of Community Colleges and Workforce Development. The Commissioner approves all requests.

**K.7. Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training;**

While the state does not have any specific policies governing displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training, local boards are encouraged to address these populations in their local polices, specifically priority of services. Annual monitoring of each local area assures that such policies are in place.

Oregon's job listing standards stringently adhere to federal and state laws barring discriminatory specifications. Staff training and guidance in the Business and Employment Services Manual support and reinforce this policy.

Oregon Vocational Rehabilitation Services, the Commission for the Blind, and Senior Community Service Employment Program (SCSEP) are mandated one stop system partners; they participate on local workforce investment boards, are included in Memorandas of Understanding and Resource Sharing Agreements. This assures that Oregon's workforce system utilizes the resources and skills of the vocational rehabilitation program and the Title V program in providing effective services for older workers and for individuals with multiple barriers to employment and training.

**K.8. If you did not delegate this responsibility to local boards, provide your State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (§§ 112(b)(18)(A) and 20 CFR 664.210.)**

The Governor did not define a sixth youth eligibility criterion at Section 101(13)(C)(iv); the local boards may adopt one if they so choose.

## IX. Service Delivery

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**Describe the approaches the State will use to provide direction and support to local Boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. (§§112(b)(17)(A) Activities could include:**

**A. One-Stop Service Delivery Strategies: (§112(b)(2) and 111(d)(2).)**

**A.1. How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? (§112(b)(8)(A).)**

The Governor in his opening letter of the 2005-2006 WorkSource Oregon Annual Report, stated: “Oregon has never shied from Competing in the Global Market and we are at the forefront of developing and implementing innovative, responsive strategies that meet the needs of all Oregon citizens: employers, job seekers, students and families.” The local boards and the WorkSource Oregon partners work together to ensure that required services are provided and optional partners are available through the one stop system. Oregon is maintaining a comprehensive planning approach to ensure that the evolution of services, including better coordination and service delivery, is accomplished throughout the system.

Oregon has developed a system that draws on the strengths and expertise of each of the state and local workforce partners. The roles and strengths the workforce partners at the state and local level include:

- Employment Department - core services such as labor exchange, developing a front end of the system, an effective model for providing business services, increased quality of referrals, labor market data systems, and access to iMatchSkills to coordinate information sharing and services across the partnerships.
- Community Colleges and Workforce Development through One Stop providers – access of participants to intensive and training services based on their assessed needs, such as job-finding skills, basic academic and language skills, referral for specialized services, and access to training.
- Department of Human Services – providing employment opportunities for public assistance recipients, employment related services for individuals with disabilities and older workers, and proven expertise in providing technical assistance for one stops.
- Oregon Economic and Community Development Department – continues to help Oregon businesses organize their workforce needs into affordable initiatives that improve worker skills and enhance businesses’ ability to compete.

Through these partner efforts, services are provided in the one stop environment. Oregon intends to continue to streamline services based on partner expertise.



## **A.2. How are youth formula programs funded under §128(b)(2)(A) integrated in the One-Stop system?**

The design of the workforce investment system is intentionally done at a local level whenever possible so the state has not adopted specific directives on how youth formula funds are integrated into the one stop system. Because services are designed locally to meet the needs of the youth in their specific communities, youth programs are integrated into one stops in a variety of ways.

The following are examples of some various ways local youth programs are working to become better integrated with one stops in Oregon:

- co-location in one stop centers where regular youth services and programs are easily accessible;
- youth counselors as part of the regular one stop staff and make direct referrals when all youth services are not available on site;
- youth specific hours or sections of the center;
- on-site youth-focused work shops;
- summer youth internships that include recruiting and registering youth in the job match system, becoming familiar with laws around youth employment, screening and matching youth jobseekers to jobs and making employer contacts;
- prepare youth to transition to the one stops by field trips to the centers to use the resource rooms and meet the staff who work in the one stops;
- as youth become job seekers, they are encouraged to attend adult Job Clubs and adult Networking groups to begin to mix with other job seekers

As Oregon moves towards further co-location and co-delivery of services, partners will continue to work toward a better exchange and sharing of available one stop resources and information.

## **A.3. What minimum service delivery requirements does the State mandate in a comprehensive One-Stop Centers or an affiliate site?**

Minimum service delivery requirements are defined in the Oregon Workforce Investment Board policy establishing definitions for access to core services and value added referral in the local one stop systems.

Each chartered/certified WSO Center provides the following minimum level of services:

- Job Seeker Services available on-site for customers
  - An introductory workshop or other mechanism to introduce customers to services available at the center and through referral.
  - Access to unemployment insurance information/phones
  - Workforce information
  - Labor Exchange (for example iMatchSkills)
  - Computerized, automated and staff assisted job search assistance
  - Workshops that help individuals succeed in their job search

- Assessment to identify possible benefit from participation in other services, in order to make a value-added referral.
- Determination of eligibility for WIA Title 1B services, or the services of other partners available on-site.
- Business services available on-site, via phone, or by referral:
  - Labor exchange (for example iMatchSkills)
  - Workforce information.
  - Assistance with worker recruitment.
  - Serving a brokerage function to help businesses access other services. Examples include, but are not limited to: Opportunities for incumbent worker training support via the Employer Workforce Training Fund, Regional Investment Boards, etc.; Community College customized training departments, etc.
  - Early intervention and rapid response activities.

Chartered/certified WSO Centers have staff who work together to support the service delivery of the center, regardless of the organization for which they work

The OWIB policy can be found at:

[http://www.worksourceoregon.org/index.php?option=com\\_docman&task=cat\\_view&gid=96&Itemid=23](http://www.worksourceoregon.org/index.php?option=com_docman&task=cat_view&gid=96&Itemid=23)

#### **A.4. What tools and products has the State developed to support service delivery in all One-Stop Centers Statewide?**

The primary tools and products which Oregon has developed to support service delivery statewide are the WorkSource Oregon website, iMatchSkills, and Workforce Performance Matters.

Across the state, the WorkSource Oregon brand has been adopted. This brand gives the state workforce system a single identity along with supportive marketing efforts for the both business and job seeking customers. The brand can be adopted to meet local needs and identity without diluting the effectiveness of the brand. The brand was developed through the Oregon Workforce Investment Board and supported through resources from the Oregon Employment Department.

Oregon has launched **iMatchSkills**, an online tool that connects job seekers with businesses. This computer-aided recruitment and job-matching program uses skills to link qualified candidates with job openings. Employers enter the skills needed for an available position and job seekers enter their skills and experience. The computer software performs an objective match using a wide range of parameters. As a further resource, iMatchSkills contains both business and job seeker records. Staff can record services and comments for both sets of customers. As Oregon moves further in co-location and co-delivery efforts, iMatchSkills will be more available for partner use to streamline and coordinate service delivery.

Oregon has contracted for **Workforce Performance Matters**, an online WIA IB performance management system which is accessible to all one stops statewide.

In addition to these primary tools, the state accesses and publicizes to all the local workforce areas the tools and products that have been developed at the national level for one stop centers.

**A.5. What models/templates/approaches does the State recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource center that is open to anyone?**

As directed by the Oregon legislature, the design of the workforce investment system at the local level is done under the guidance of local boards. The state's role is to support, encourage, and help regions by ensuring the sharing of information, facilitate discussions and the sharing of best practices and maintain communication throughout the WorkSource Oregon network. Consistency of delivery is provided through compliance with federal guidance and state oversight through assignment of state staff liaisons to each region and annual monitoring. In addition, the balance between statewide programs with local delivery staff and local control provides consistency with flexibility.

All one stops are required to provide access to core services. Please see A3 for WorkSource Oregon center requirements for providing access to core services, including the requirements that centers must make available all core services on-site and that all customers can get core services on site or get a value added referral.

Although system design is primarily determined at the local level, there is a standard base level of services that can be found across the state. All WorkSource Oregon centers are open to the public, and provide a variety of resources including self-service tools. WorkSource Oregon centers are available to anyone and anyone can access the core services that are available at these centers.

**B. Workforce Information – A fundamental component of a demand-driven workforce investment system is the integration and application of the best available State and local workforce information including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses. (§§111(d)(8), 112(b)(1), and 134(d)(2)(E).)**

**B.1. Describe how the State will integrate workforce information into its planning and decision making at the State and local level, including State and local Boards, One-Stop operations, and case manager guidance.**

Oregon has long integrated workforce information at all levels of agency, workforce board, and workforce system planning in the following ways:

- Economic and workforce updates to elected officials, Governor’s office staff, workforce boards, and one stop staff.
- Designation of a single Workforce Information Agency—OED’s Workforce and Economic Research Division—which is recognized and highly respected by all partners across the state.
- Regular presentations to, and discussions with, workforce boards, providing information on general economic and workforce trends, or customized surveys and analyses responding to the board’s particular questions.
- Training provided to workforce system staff and partners, focusing on how they can use workforce information in their particular job duties.
- Expertise and support provided to ongoing and ad hoc workforce groups, such as Workforce Response Teams, high demand industry groups (e.g. healthcare, manufacturing).
- Electronic “What’s New on OLMIS” communications, highlighting new research relevant to workforce staff and policy-makers.
- Development of a High Demand / High Wage tool to focus business services and training efforts.
- Recent creation of market penetration reports reflecting activity in key industries.
- Labor market economists are out-stationed at local levels strategically to provide maximum input at the local level, including labor market information and support to local and regional workforce boards. To best of our knowledge, Oregon is unique in providing these specialized staff in many of the One-Stops.

**B.2. Describe the approach the State will use to disseminate accurate and timely workforce information to businesses, job seekers, and employment counselors, in easy to use formats that are readily accessible within One-Stop Career Centers and at remote locations such as libraries, schools, worksites, and at home.**

Oregon’s approach is as follows. First, produce **quality information**. This is accomplished by committing significant time and resources to the Bureau of Labor Statistics survey programs, and other special surveys. Second, provide excellent **customer service**. This is achieved by talking to

customers, learning about their needs, and modifying workforce information products to meet those needs.

Oregon has 14 workforce analysts whose primary responsibility is to customize workforce information to meet the needs of private sector businesses. Oregon has 23 staff, including the workforce analysts plus nine regional economists, located in one stop locations across the state. These staff have frequent contact with one stop employees and customer groups.

Oregon continues to produce a large number of hard copy publications (more than half a million were distributed in 2004), but also has set the goal of gradually moving more and more customers to its award-winning web site, Oregon's Labor Market Information System (OLMIS). OLMIS is available at all one stops, libraries, and any locations with Internet access. Publications include topics such as Oregon's Careers, Oregon's Labor Market, High Wage Workers, and Portrait of the Workforce – An Employer Perspective.

For individuals with disabilities receiving Vocational Rehabilitation services, services are informed by labor market data and labor market trends, and are developed and provided in support of an individual employment plan, based on consumer choice. Services provided are appropriate to the person's unique talents, skills, interests and limitations.

**B.3. Describe how the State's Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investments in core products and services support the State's overall strategic direction for workforce investment.**

Core products and services are aligned with the State Plan through collaboration and activities. The Oregon Employment Department's Workforce and Economic Research Division enjoys a close and collaborative working relationship between the Oregon Workforce Investment Board (OWIB) and local boards. This collaboration promotes alignment and includes:

- Regular participation of Oregon's Workforce Information Director and other Research staff at OWIB meetings. This participation generally involves making brief presentations about new research or new proposals for future research activities. Examples in recent years include presentations on economic news (recession / recovery), long-term industry and occupational projections, and Oregon's partnership with the U.S. Bureau of the Census Local Employment Dynamics (LED) program.
- Regular participation – a "Research overview" – in the orientations given to new OWIB members.
- Monthly meetings with the Governor's workforce policy advisor, who works closely with leadership of the OWIB, and frequent communications with the OWIB executive staff person.
- A close and long-standing working relationship with the current OWIB Chair, and similar relationships with others among the OWIB leadership.
- A reputation for responsiveness to OWIB's information needs and goals. For example, Research staff conducted the first Oregon Employer Survey in the year 2000, directly in

response to the information needs of OWIB and the state's local WIBs. This Survey was conducted again in 2002. The 2004 version was modified, specifically in response to input received from WIBs earlier in 2004.

The primary goals of the OWIB's Strategic Plan are described below. In each case, a brief summary of how the workforce information system supports a goal follows the goal:

**1) Business, industry and labor drive the workforce system to develop and maintain a skilled workforce.** Oregon has implemented demand-driven strategies and tools to support this effort. The state has developed a tool that identifies the High-Wage & High-Demand occupations for each region and statewide. A market penetration report reflects the level of activities / services provided to different industries. State workforce analysts work collaboratively with economic development and workforce system professionals in the business recruitment and retention arena by participating in discussions with business and providing specific data relative to their workforce requirements.

**2) Partners will continuously examine and improve the efficiency and effectiveness of the workforce system.** The Research Division supports this goal in two ways. First, workforce information is one of the strongest links between Oregon's state and local WIBs, thanks in part to the Research Division's network of regional economists and workforce analysts, all of whom are out-stationed in WorkSource Oregon one stop locations across Oregon. By providing a coordinated and consistent set of workforce information products, while still allowing flexibility for services to meet the particular needs of different geographic areas, the Research Division is able to assist in collaboration and efficiency across the system. Second, the Research Division houses Oregon's Performance Reporting Information System (PRISM), which is the primary entity that measures the effectiveness of the workforce system in terms of placement, retention, and wage gain of individuals served by the system.

**3) Serve as a catalyst for the development of youth ... so they may rise to their highest levels of competence and success.** The Research Division leads Oregon's Partnership for Occupational and Career Information, a collaboration of career information producers and customers; the Division produces and disseminates an annual CAREERS newspaper; and the Division provides a wealth of career-related information, including demand projections by occupation, wages, educational requirements, and skills, on-line.

**4) Individuals can access life long learning that enhances their skills, wages, and career opportunities.** In addition to the above-described career-related products and services, the Research Division provides much of the underlying information that helps determine the occupational skills most in need in Oregon's workplace. The Division provides customized information regarding industry and occupational skill shortages to a variety of customers, including businesses, WIBs, and the Governor's office. Oregon has developed the "OLMIS Classroom" for use by high school educators, in an effort to provide those just embarking on their career journey a mechanism or tool to show the continued usefulness of workforce information for making informed decisions as they progress through life.

**5) Diverse geographical regions and populations can fully participate in the economy by accessing needed training and educational opportunities.** Oregon's Research Division may be unsurpassed in its long-standing commitment to providing information and staff to all regions of the state. More than 20 workforce information staff are physically located in one stop locations across the state, providing customized workforce information to their business, WIB, and other customers. Some of these staff are focused on the traditional aspects of workforce information: employment and unemployment estimates and projections, economic analysis papers, presentations. Others are focused specifically on providing relevant and reliable workforce information to meet the needs of businesses in their geographic region.

**B.4. Describe how State workforce information products and tools are coordinated with the national electronic workforce information tools including America's Career Information Network and Career Voyages.**

Oregon's workforce information products and tools provide similar information to ACINet and Career Voyages and include Oregon specific information.

The Careers, Jobs, and Education sections of Oregon's QualityInfo.org Web site outline resources for students, job and career seekers, and career advisors. It offers information on hot jobs in Oregon and links to Career Voyages, ACINet, and other Oregon-specific tools that can be used for career exploration, such as the Skills Explorer and the Occupational Explorer.

The Occupational Information Center on QualityInfo.org presents the same employment information as ACINet and Career Voyages, as well as local data, educational requirements, skills, training providers, and occupational videos. Oregon's wage information published on QualityInfo.org is more current than that published on the federal sites.

Oregon's CAREERS newspaper highlights occupations that are in demand, provides occupational interviews, outlines career path options for students, and offers parent resources and information.

**C. Adults and Dislocated Workers**

**C.1. Core Services. §112(b)(17)(a)(i).**

**C.1.a. Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).**

Oregon strategies and policies to ensure universal access to required core services focus on co-location, co-delivery, and performance. All WorkSource Oregon one stops provide customers with either a core service or a value added referral to the core service. It defines a value added referral to be an appointment for that service or assistance in getting an appointment. It also incorporates the make available standards for centers and defines make available broadly, as the

WIA regulations allow. This policy assures universal access to services for all customers regardless of where they access the services.

As part of the state's drive toward further co-location and co-delivery of service, the state continues to work with local areas in strengthening the seamless integration of the Wagner-Peyser and WIA IB programs. Co-location efforts will make it easier to coordinate service delivery for customers as they move from Core, to Intensive, and onto Training when needed. It is anticipated that continued streamlining provision of Core Services across the state will provide for smoother customer transition through the system along with the increased availability of resources for intensive and training services. Additionally, partner access to iMatchSkills to customer information will enhance service delivery and information exchange.

Oregon has received Department of Labor funding and has created seven (7) Disability Program Navigator positions and located the positions strategically throughout the state. This network assure that adults and dislocated workers with disabilities have universal access to core services. The initiative builds on previous workforce incentive grant funding that has focused on staff training, outreach to persons with disabilities, and purchase of adaptive equipment at many of the one stops. Oregon is exploring the continuation of the Disability Program Navigator effort through increased WorkSource Oregon agency involvement.

**C.1.b. Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and is accessible and available to all customers at the local level.**

The Oregon Employment Department is the WorkSource Oregon partner responsible for implementation of the Wagner-Peyser program. The OED has committed numerous resources and considerable planning to ensure these services are available where needed at the local level. OED has worked with local boards to provide core services so that one stop customers are ensured access to Wagner-Peyser services, and will continue to do so. OED and WIA Title IB service providers will continue their work to deliver core services in WorkSource Oregon one stop centers together during the next two years. OED will continue with the highest level of coordination possible in delivering services, while reducing duplication. WorkSource Oregon centers provides a tiered delivery of service approach to customers in all locations across the state. All Business and Employment Service (B&ES) customers, whether a business or a job seeker, have the option of their preferred method of service.

**Self-service** or basic service to our business customer is often the self-refer job listing. This allows the business to post the job listing as an electronic ad allowing job seekers to contact them directly. Both businesses and job seekers have 24/7 access to iMatchSkills, a skills-based job match system which average approximately 150,000 active job seekers and 9,000 job listings at any point in time. iMatchSkills self-service can be used to post job listings, perform a match, self-refer, and make direct contact. The Oregon Labor Market Information System (OLMIS) web site provides a variety of workforce information and has been recognized nationally as an



outstanding service. Information about other workforce and community services is readily available to customers by visiting an OED office or through WorkSource Oregon and the WorkingInOregon websites.

**Facilitated self-help** or enhanced service is available for businesses that choose to post a job listing with staff assisted matching to find the best qualified job seeker. For business we will enter their job listing, match it, and refer the best qualified applicants.

For job seekers services are provided through services offered in Resource Rooms. These areas, available in all offices, have job search materials and computers, and are staffed so that assistance is available as needed and tailored to each individual need. Some of those services and resources include: access to labor market trends, Career Information System, job search books, resume software and guides, and interview information.

For both business and job seekers we provide referrals to and information about other workforce and/or community resources, workshops, and workforce events.

**Staff-Assisted Service** or customized service to our business customers includes the extra attention needed to fill job listings. This is done through an account representative system, where staff with industry knowledge provides additional resources to make the recruitment successful. The account representative provides a single point of contact and may write job listings, gather resumes, arrange interview appointments for qualified job seekers. Both business representatives and account representatives work one-on-one with businesses to find solutions to meet their workforce needs. Based on the business need, business representatives and account representatives will work with their economic development and workforce partners to develop a package services tailored to address the business' need.

For job seekers, staff may provide a one-on-one interview to assist with such things as an iMatchSkills registration, determining what skills a job seeker possesses, match to job listings, practice a mock interview, review resume and provide specific feedback and other personalized services.

**C.1.c. Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner programs, to deliver core services.**

Local Workforce Investment Boards have performed a critical role in providing efficient and effective services. To make further progress, local and state partners have taken their partnership work to a higher level. While services continue to be configured locally to meet local needs, the Governor and state agencies have a responsibility to assure that there are minimum standards statewide. These standards include customers being able to access a consistent set of services at each service location, and that resources are expended as efficiently and effectively as possible.

In alignment with Governor's initiatives, the WPC is committed to an evolution of the workforce system that will lead to better access and improved services and results for job seeker and employer customers. As envisioned, the evolution includes the following elements: co-locating service sites with the objectives of program integration and better utilization of resources;

streamlining services to reduce duplication with the objective of increasing services; and aligning business services among the workforce system partners.

The following are strategies regarding integrating resources developed by the WPC. It is well understood that it will take some time to accomplish, and that both state and local stakeholders from all programs will need to be involved in the planning and implementation. The state is working with local WIBs and other workforce partners to undertake these strategies. Local WIBs will have the responsibility to prepare local plans addressing the strategies.

*Strategy 1 – All mandatory partners’ service offices will be co-located within two years for improved access, services and results.*

Complete co-location may not be feasible in all cases as the needs of communities must be evaluated.. Exceptions include:

- Leases or other special circumstances may prevent co-location occurring in the timeframe indicated. In such cases, a firm timeline will be established for the transition plan for the co-location in the local plan.
- Rural communities may not have all partners’ offices present. In such cases, staff from each will be available to provide integrated services in these affiliate sites.
- While the list of mandatory partners is long, the major partners for co-location include ES, WIA Title IB, TANF, Vocational Rehabilitation, and Adult Basic Education. It is understood that the mix of partners in different communities will result in different configurations, i.e., the co-location of more or fewer partners, including partners unique to specific communities.
- The move to co-locate Title IB and ES service locations has provided an opportunity for the inclusion of other workforce partners.
- If space, cost or other considerations prevent the co-location of partners, services will be co-located.
- Remaining stand-alone affiliate service locations will be justified in terms of cost and customer service in the local plan.

In all regions, the required WIA core services are available to customers and the workforce partners work collaboratively to ensure coordination of service delivery.

*Strategy 2 – Service Delivery: The Employment Department and WIA Title IB service providers will work to deliver core services in WorkSource Oregon one stop centers together within two years.*

The objective of this strategy is to eliminate duplication of core services and increase the use of Title IB for intensive services, and especially, training.

The transition of service delivery envisioned in this strategy will allow local workforce boards more flexibility and funding to meet local customer needs. To that end, the following will take place within two years:

- The Employment Department will utilize its available local resources to provide core services in the local WorkSource Oregon one stop centers in order to increase the delivery of intensive and training services.
- Core services may continue to be provided by Title IB providers, but such services will be justified in terms of cost and customer service in the local plan.
- A minimum level of core services will be delivered consistently statewide.
- Partner resources will not be used in WorkSource Oregon one-stop centers to duplicate core services (“core” services as defined through the strategic planning process)
- State and Local WIBs will work together to develop a template to identify how funds are expended in the entire public workforce system, and begin mutually reporting within one year.

Achieving the strategies will transform Oregon’s workforce delivery system.

**C.2. Intensive Services. (§112(b)(17)(a)(i).) Describe State strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined.**

Oregon’s strategies and policies ensure that adults and dislocated workers who meet the criteria receive intensive services. The state’s annual monitoring of local boards includes review of policies and processes used in one stop services. Policies relating to the provision of core and intensive services are examined to ensure that participant progression from core to intensive levels of services includes provision of at least one core service, and that the determination of the need for intensive services is contained in the participant’s case file. The self-sufficiency standard, as defined by the local board is also reviewed, and staff processes are examined to ensure that intensive services are provided so that participants obtain or retain employment that meets that standard. Individual Employment Plans are randomly selected and are reviewed to ensure that the determination of the need for training is included, and that employment goals, achievement objectives and services are designed such that the participant will achieve the employment goal.

**Intensive services for veterans**

To assist veterans in making informed choices, staff in WorkSource Oregon one stop centers encourage veterans to self-identify during the intake process. Posters or other methods are used to inform veterans about the advantages of fully registering for available services provided by WorkSource Oregon. The LVER and DVOP staff use available resources within the one stop delivery system to provide case management services for veterans needing intensive services.

### **C.3. Training Services. (§112(b)(17)(A)(i).)**

#### **C.3.a. Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.**

The Governor's vision for increasing training access and opportunities is based on streamlining core services and making available resources for training. The Governor launched a workforce initiative in October 2003 to fulfill his vision for bringing key players together to effectively leverage resources to address the state's challenges. He created Workforce Response Teams, comprised of representatives from state agencies, to engage collaboratively in preparing the state's workforce. The use of the cluster strategy for economic development and Employer Workforce Training Funds are built heavily on leveraged funds and resources to increase training access and opportunities.

Oregon is also working to leverage Trade Act funds. The goal is to use Trade Act resources where possible to cover training costs, and assist with case management. This will allow strategic use of IB resources and staff to work with non-Trade Act customers. Oregon is in the process of exploring strategies to aggressively market and implement Trade Act OJT opportunities to both the business community and those eligible customers. In pursuing OJT objectives, the state needs to look first to those industries that have been identified as critical to Oregon's economy. Oregon believes this strategy will offer training opportunities that place customers in these growth industries while the influx of Trade Act funds will serve as an economic stimulus to these critical industries. In turn, it is anticipated that connections with these industries and work with the Trade Act OJT will create opportunities for more IB funded OJTs.

Oregon has implemented educational and career pathways which allow workers to access ongoing education in order to prepare for and enter the living wage jobs of the future. The state is working with industry consortia and worker associations to aggregate demand for training in high-wage jobs and build career pathways for those needing new skills.

The EWTF projects have leveraged significant private funds toward increasing training access and opportunities for individuals. Through these projects, nearly \$22 million of private sector funds have been leveraged, over double the amount of public investment, leading to significant training for incumbent workers.

The proposed Cluster Training Fund for incumbent worker training related to occupations in the clusters, will leverage \$15 million in state economic development (lottery) funding; and the Skill Up Oregon Fund, designed to move low-skilled Oregonians into high-wage, high-demand occupations will leverage \$10 million in state general fund. Both of these initiatives are in the Governor's Recommended Budget and are now under consideration in the Oregon legislature.

### **C.3.b. Individual Training Accounts:**

#### **C.3.b.i. What policy direction has the State provided for ITAs?**

Oregon has developed policy separating Intensive Services from Training, to guide local areas in their application of ITA strategies. The state has not developed state-level ITA policy, but requires that local areas have such policy as required in the WIA.

The policy, (589-30.6), is provided as Attachment IX-1.

#### **C.3.b.ii. Describe innovative training strategies used by the State to fill skills gaps. Include in the discussion the State's effort to leverage additional resources to maximize the use of ITAs through partnerships with business, education (in particular, community and technical colleges), economic development agencies, and industry associations and how business and industry involvement is used to drive this strategy.**

Oregon has adopted a cluster-based economic development strategy targeting nine traded-sector clusters in which Oregon has a competitive advantage. The Employment Department developed the cluster data for base employment, workforce skills necessary for the jobs, and gaps. All workforce entities are developing training and other strategies to tie to the cluster development.

The targeted clusters provide current and future job opportunities, yet may not necessarily encompass all occupations necessary to fill the largest skills gaps. To meet demand the state has undertaken the following:

- The Employer Workforce Training Fund, Oregon's incumbent worker training program, requires regional development plans. One of the criteria in the plans is to identify local demand occupations and skills gaps. Capacity building initiatives include efforts to build capacity in traded sectors, address major skill gaps in high-demand occupations, and/or implement cluster-based economic and workforce development strategies. Approximately \$3.6 million has been invested in more than 20 projects over the past three years, the "ripple effects" of which are still yielding positive benefit to Oregon businesses, current and future workers, and regional economies all across the state.
- At the state level, the OWIB has awarded funding to fill the high demand and meet skills gaps through projects in promotion of manufacturing jobs; development of a health care interpreter training curriculum; creation of a new masters degree program in Management in Health Care and Bioscience; formation of a Recreational Vehicles Manufacturing Consortium, several nursing training programs and pathways, formation of the Portland Workforce Alliance with Portland Public Schools and traded sector programs, and pilot apprenticeship programs.

- Oregon’s Employer Workforce Training Fund was recognized by an independent evaluator as follows: “Oregon has launched an ambitious effort to build the capacity of its workforce development system. Armed with comparatively meager, not very flexible resources, the state and regions have been able to build collaborative infrastructures linking key workforce agents and economic development partners that most states would envy.”
- The Community Colleges are undertaking the development and enhancement of career pathways to fill skills gaps by improving access to post-secondary education, and developing pathways in high-demand occupations leading to higher wage jobs.
- Community Colleges have also developed a less-than-one-year certificate, called the Employment Skills Training program, to meet the needs of specific employers.

The Oregon Employment Department Workforce Information unit has participated in the OWIB’s Business and Economic Development Committee (led by business and labor) to provide the necessary data for informed decision-making. This is the committee that has responsibility for the oversight of the Employer Workforce Training Fund (EWTF) and will be responsible for the implementation of the Cluster Training Fund and the Skill Up Oregon Fund mentioned in the answer to C.3.a., above, should they be funded by the legislature. In order to meet the requirements of the Skill Up Oregon bill, the committee used workforce information data to define “high-wage, high-demand occupations.” As with the EWTF, these training programs will require employer match.

It has proven very difficult to use ITAs to aggregate training to meet certain skill shortage areas or to meet specific employer needs. The nature of customer choice argues against steering job seekers to fill certain training slots, and the regulations do not allow aggregating ITAs for class-size training to meet the needs of specific employers or groups of employers. The state has not imposed regulations limiting ITAs to particular skill shortage areas because the needs vary widely statewide. However, this may be an area for local areas to explore as they continue to develop demand strategies. Approving programs for the ETPL is a local responsibility. As Oregon moves more into targeting resources to demand occupations, ITAs will be a mechanism for providing training to eligible participants.

Wherever possible, local areas leverage additional resources to maximize the use of ITAs, particularly through co-enrollment strategies or through communication with local business and industry consortia as workforce needs are identified. Typically these efforts involve economic development entities as well as postsecondary education institutions such as community colleges. Additionally, local areas have been enthusiastic adopters of the incumbent worker training strategies in the EWTF. The LWIBs serve as the fiscal agents for the Workforce Response Teams (the entities that recommend EWTF strategies and projects at the local level) and local LWIA staff are strong participants in the process along with economic development agencies and community colleges.

**C.3.b.iii. Discuss the State’s plan for committing all or part of WIA Title I funds to training opportunities in high-growth, high-demand, and economically vital occupations.**

Oregon’s incumbent worker training program, the Employer Workforce Training Fund, is funded through a combination of Title IB statewide activities funds and rapid response funds. To receive funds, local regions must submit regional development plans. One of the criteria in these plans is to identify local high-growth, high-demand occupations for targeting the funding.

At the state level, the Employer Workforce Training Fund capacity building funds have been used to meet high-growth, high-demand training needs as well:

- The OWIB has awarded funding to fill the high demand for health care skills by developing statewide capacity to meet a portion of the training need through funding the Oregon Simulation Alliance, a statewide network of simulation centers for health care training.
- The OWIB has also funded capacity building projects in lean/high performance manufacturing (including Lean ESL), aggregating Information Technology training for employers, a Manufacturing Strategy, health care, and various industry consortia.
- By using the OED and its non-WIA funds (SEDAF) to support core services, the partnership can commit a greater portion of WIA Title IB funds to training opportunities.

In addition, the WorkSource Oregon one stop centers coach job seekers to pursue high-demand, high-wage jobs and training, based on regional occupational and labor market data.

**C.3.b.iv. Describe the State’s policy for limiting ITAs (e.g., dollar amount or duration)**

Oregon has not developed state-level ITA policy, but requires that local areas have such policy as required in the WIA. Local policies must address dollar amount, duration, etc.

**C.3.b.v. Describe the State’s current or planned use of WIA Title I funds for the provision of training through apprenticeship.**

Apprenticeship is a proven training model for the skilled trades that offers skill development, competency-based training, and recognized credentials in high growth, high demand industries. A partnership between CCWD, the Bureau of Labor and Industries (BOLI), and the Oregon Department of Education was initiated this year to:

- Increase the integration of apprenticeship into Oregon’s workforce and education system,
- Increase the number of students entering and completing apprenticeship programs,
- Leverage JATC training centers and professional expertise, and
- Increase the number of highly skilled journey workers in the workforce.

Oregon has a partnership with the Oregon AFL-CIO created Joint Apprenticeship Training Committee for developing a pilot industrial apprenticeship with union-employers. Currently

CCWD is working with BOLI on an apprenticeship preparation pilot with high schools. Leadership and staff support is provided for Oregon community college apprenticeship pathways, statewide AAS degrees, and ladder-type certificate of completions in electrical technologies, industrial manufacturing, and mechanical construction, and financial support of apprenticeship coordinator meetings to work on apprenticeship pathways.

As a means to enhance the overall integration of services, Oregon has built an apprenticeship module into iMatchSkills. This was a collaborative effort with apprenticeship community, and gives us the ability to offer and track apprenticeship opportunities. Job seekers are also given the ability to indicate their interest in apprenticeships, and at last count, there were over 30,000 job seekers statewide that have expressed an interest in apprenticeships. Oregon is working with the apprenticeship community to train them on the use of iMatchSkills as a means to help them market available apprenticeships – an avenue that leads to family wage jobs.

**C.3.b.vi. Identify state policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly such as through an ITA. (Note that the Department of Labor provides Web access to the equal treatment regulations and other guidance for the workforce investment system and faith-based and community organizations at <http://www.dol.gov/cfbci/legalguidance.htm>.)**

Oregon has no policy addressing the change in regulations to permit the use of Title IB resources to employ or train participants in religious activities when the assistance is applied indirectly such as through an ITA. Oregon relies on the Act and the Regulations in such matters. Information regarding the change in regulations was disseminated to local areas. Since the change in regulations, no local area has approved a program of religious instruction for the Eligible Training Provider List.

Oregon encourages local workforce areas to collaborate with faith and community-based organizations and emphasize the importance of their strengths, networks, and ability to provide services to a population that may not be served by conventional workforce programs and providers. Many local areas do take advantage of the community expertise of faith-based and community organizations (FBCOs) to increase the opportunities for participation in the One-Stop delivery system or to expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the State .



**C.3.c. Eligible Training Provider List. Describe the State’s process for providing broad customer access to the statewide list of eligible training providers and their performance information including at every One-Stop Career Center. (§112(b)(17)(A)(iii).)**

The statewide eligible training provider list is available to one stop operators, clients and interested persons via the Internet. The list can be sorted according to county, organization or program. There are accommodations in each of the one stops for interested individuals to be able to access the lists through self-service or with the assistance of a counselor. The lists are available on the Internet or in hard copies.

Persons are able to review and compare schools and programs, costs, and complete information for those programs certified as WIA eligible training providers. Performance information provided includes the following:

- percentage of students completing program,
- percentage of students who earned a degree/certificate,
- percentage of students who found employment, and
- cost of the program.

**C.3.d. On-the-Job (OJT) and Customized Training (§§112(b)(17)(A)(i) and 134(b).). Based on the outline below, describe the State’s major directions, policies and requirements related to OJT and customized training.**

**i. Describe the Governor’s vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.**

The Governor’s vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training is to create opportunities for individual Oregonians that allow for their learning, working, and advancing in employment. To do this, the Governor supports, through the Workforce Policy Cabinet, the leveraging of federal, state, and local funding with local workforce and educational provider services.

The Governor supports leveraging on-the-job training resources from WIA and the Office of Vocational Rehabilitation Services and Commission for the Blind for training opportunities for persons with disabilities.

In addition, WIA funds have been used, through the Employer Workforce Training Fund, to provide customized training for incumbent workers to meet the specific needs of businesses and workers.

**ii. Describe how the State:**

- **Identifies OJT and customized training opportunities;**

The State utilizes local workforce providers and educational institutions to assess and develop OJT and customized training opportunities. Oregon's community colleges offer occupational skills training to identified individuals and work with the local community businesses to develop sites for placement. The Trade Act program provides funding for trade-affected workers who find employers in their local community willing to enter into a contract to provide on-the-job training. Other customized training opportunities outside of WIA Title I include through the community colleges' exceptional group of customized training providers, the Business and Industry Training System (BITS), which collaborates statewide to deliver high quality workplace-based training. The BITS trainers identify opportunities and often seek WIA resources to fund training programs.

- **Markets OJT and customized training as an incentive to untapped employer pools including new business to the State, employer groups;**

Other customized training offered outside of WIA Title I include the Workforce Response Teams, regionally based marketing arms for customized trainings – both in company recruitment and retention/expansion activities. WRTs work directly with businesses, economic development partners, worker or business associations or employer consortia to identify and aggregate customized training needs. WRTs also invest WIA training funds in the most strategic regional training projects.

Business service representatives in one stops, along with local board staff have adopted a variety of means to provide information on available services to local businesses in their communities. Participation in business association events and partnerships with human resource organizations allow for marketing opportunities for all business services, including OJTs. Services provided for businesses include a multicultural employment and training group which provides referrals, retention services and intercultural competency and awareness training for businesses.

Oregon is currently exploring effective methods for identifying OJT opportunities for Trade Act. Under consideration is a marketing effort to increase Trade Act OJT awareness in the business community in order to generate interest prior to a Trade Act affected layoff. Once a Trade Act affected layoff occurs, the businesses that have expressed an interest in TAA OJTs can be contacted to confirm the skills sets they are looking for and the OJT opportunities they are providing. With this information in hand, job seekers can be asked if they are interested in the available OJT opportunities during the Trade Act information sessions.

- **Partners with high-growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies;**

The local economic development department leads the effort to attract employers to the area. In a team effort with small business development, employment department, workforce regions, and

community colleges, the local labor market is defined for the business and the strategy for developing the type of skilled workers needed by the business. The Workforce Response Teams, in conjunction with local and regional boards, play a key role in both identifying needs and building solution packages for businesses and consortia that leverage multiple partner services and resources.

- **Taps business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training, and**

Local WIBs in carrying out planning for their areas use expertise of their business members and the business community at large.

The WRTs each develop an investment plan, solicit training needs from key clusters and businesses, and collaborate with training partners on curriculum development and appropriate training plans. In addition, Oregon's seventeen community colleges are required to have advisory committees for each of the continuing and newly developing training programs. These advisory committees have representatives of businesses who help shape the demand-driven strategy through joint planning, competency and curriculum development, and in determining appropriate lengths of training.

- **Leverages other resources through education, economic development and industry associations to support OJT and customized training ventures.**

Resources leveraged include education, economic development, and industry associations that locally evaluate and support OJT and customized training ventures. The OWIB leverages resources through 1) inclusion of cluster representatives; 2) relationships with industry associations on the committees (Northwest Food Processors; Secondary Wood Products Training System; Semiconductor Workforce Consortium; Oregon Business Council); 3) WRT composition and connections with Education, Economic Development, and Workforce Development; and 4) business partners at the local level.

While not technically OJT or customized training through formula funds, the Employer Workforce Training Fund (state set aside) requires 1:1 match. As of December, 2006, an investment of \$10 million had leveraged nearly \$22 million in private sector investments for training incumbent workers.

#### **C.4. Service to Specific Populations. (§112(b)(17)(A)(iv).)**

**C.4.a. Describe the State’s strategies to ensure that the full range of employment and training programs and services delivered through the State’s One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farmworkers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities.)**

The Governor’s Office, Local and Regional Workforce Investment Boards, and partner state recipient agencies, ensure recipients take reasonable steps to include members of varying demographic groups in their programs or activities. Recipients are also monitored and evaluated on the basis of customer characteristics by state recipient agencies and as part of an annual MOA review schedule.

Local boards are also required to describe their local system’s integrated service strategies to meet the needs of specific population groups or customers. These can be populations targeted through the local strategic planning process, local priority customers, or any specific populations receiving an integrated set of services. Populations to be included are:

- a) People with disabilities
- b) People with low basic skills
- c) Non-English speakers
- d) Migrant and seasonal farm workers
- e) TANF clients

Once a year, or continuously via the MOA website, the State Equal Opportunity Officer distributes to agency EOOs and EOCs the most recent demographic area by county, with details as to the distribution of the several ethnic populations recorded in Oregon. Local level entities and EOCs are encouraged to apply federal statistical formula to determine the need for reasonable accommodation of targeted groups.

The review for universal access will examine plans for targeting and outreach to identified target populations, and samples of publicity materials used to expand the diversity of participants in the one stop’s programs and activities. Recipients are expected to engage in specific outreach efforts targeted to members of various demographic groups by using a variety of media outlets and methods, to assure they provide universal access to services and to employment opportunities. (Universal access is regulated by 29 CFR 37.42)

In addition, partner agencies have adopted goals supporting delivery of the full range of employment and training programs and services through the one stops. For example, OAA Title V (SCSEP) has adopted program goals including to strengthen the partnerships between the SCSEP grantees and the local workforce investment boards and one stop systems; and to provide information to the Oregon Workforce investment system about the training and employment needs of older persons who need and want to continue working. Also Older Americans Act Title V service providers are co-located in WorkSource Oregon centers to assist older Oregonians. Displaced homemaker services are available, as an eligible category of dislocated worker, through all workforce center operations. Displaced homemakers have access to the full array of programs and services.

As an example of the attention placed on assuring that migrant and seasonal farmworkers have stronger access to intensive and training services through the integrated one stop career system, staff from Oregon's WIA 167 partner, Oregon Human Development Corporation (OHDC), are not just co-located part of each week in the local WorkSource Oregon Employment Department/One Stop Career Center where OHDC has offices but have full access to the data base of job seekers for promoting intensive and training services. This integration into WorkSource Oregon centers also promotes greater partner awareness and understanding of the resources available to migrant and seasonal farmworkers through our WIA 167 partner. For additional strategies related to our work with MSFWs, please see the details in section C 4 i, below.

**C.4.b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.**

Oregon is taking a proactive role in assuring that unemployment insurance claimants are matched and referred to suitable work. As a result, all new unemployment insurance claimants who are not on temporary lay off or members of closed referral unions, are notified of the eligibility requirement to fully enroll in the iMatchSkills job matching system. Claimants who fail to do so will be denied benefits.

All unattached new UI claimants are evaluated using the profiling model which estimates the probability that the person will exhaust their UI benefits. They are ranked accordingly and selected into the program in order. Staff use group and /or individual orientation sessions to introduce claimants to the following reemployment tools: one stop reemployment resources; individualized workforce information; access and matching to current and job openings; and Self Employment Assistance Program (SEAP) eligibility. The SEA Program provides support to individuals receiving UI who are attempting to start a business.

The Worker Profiling Reemployment Services Program is a collaborative effort of WorkSource Oregon. The goal of the Worker Profiling Reemployment Services Program is to identify, early in their spell of unemployment, workers who are most likely to exhaust their UI benefits because

of difficulty in becoming reemployed. Claimants are required to participate in the program if selected as a condition of UI benefit eligibility.

Those claimants not selected into the Worker Profiling Program are invited into one stop centers and affiliate sites and introduced to one stop reemployment resources either in a group or on an individual basis.

**C.4.c. Describe how the State administers the unemployment insurance work test and how feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.**

In Oregon, the work test is comprised of several components designed to return the claimant to suitable work at the earliest opportunity and to ensure the claimant meets UI eligibility requirements. Components may include, but are not limited to the following:

- Provide all claimants with a written explanation of rights and responsibilities in the Claimant Handbook.
- Determine their degree of attachment to an employer or union.
- Require unattached UI claimants to complete registration in iMatchSkills.
- Deliver a written notice with the claimant's monetary determination that advises the claimant of work search expectations based on current employer or union attachment (or lack thereof).
- Enhance the enrollment information for all "unattached" claimants by capturing all pertinent facts and details relating to prior work experience, training, job skills and transferable skills, sufficient to match the claimant with current job listings.
- Explain and orient claimants to one stop center reemployment services and public web site features including current job listings and Oregon workforce information.
- Promptly use enrollment information to match claimants against current job openings and to refer claimants to any available, suitable work.
- Initiate referrals to suitable work and direct the claimant to apply with the employer within specific timelines or be subject to possible disqualification.
- Provide prompt and timely information to UI Center staff for adjudication when significant barriers to reemployment have been identified and an eligibility determination is needed; the claimant refuses a referral to suitable work; or he/she refuses an offer of suitable work.
- Provide Business and Employment Service staff with training on applying the work test in a classroom setting, and on-line in e-learning format. This course is a labor contract requirement for staff within the first year of employment with the Oregon Employment Department.

**C.4.d. Describe the State's strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the State have a policy supporting co-enrollment for WIA and TAA?**

Oregon has implemented a Memorandum of Understanding between the Wagner-Peyser and Title 1B programs regarding delivery of services to Trade certified dislocated workers to further

coordinate service delivery across the two programs. An element of the MOU requires local providers to provide the state with a plan for addressing each TAA certification with the intent of sharing the plans across the state as part of a “best practices” dialogue. Part of the local area conversation includes the discussion of co-enrollment, case management and service delivery to best serve each affected worker.

**C.4.e. How is the State’s workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a.) above and to ensure they are being identified as a critical pipeline of workers?**

Throughout the WorkSource Oregon system, many partners are working collaboratively, from business and industry to education, to identify and develop strategies to help with skill development and eventual employment of job seekers. Each Local Workforce Investment Board is comprised of individuals from business, education and workforce and as part of the local planning process they complete an environmental scan to identify areas of need for both the job seeker and business. From their analysis, strategies are developed to fill gaps identified, provide services needed and/or redefine services already provided.

Local WorkSource Oregon centers provide training to staff in a multitude of areas to help the staff know the best possible service and local provider for individuals seeking help in the centers, including EEO training. This cross training is an important step in ensuring that staff stay up-to-date in providing assistance.

Oregon is the recipient of a Department of Labor and Social Security Administration grant to provide “Navigators” within nine WorkSource Oregon centers in the state to help individuals with disabilities “navigate” the workforce system and identify their needs.

Oregon regularly connects, at both the state and local levels, with business and industry leaders to address workforce related planning. Staff are members of consortia and economic development groups at the local level, and at the state level industry groups are convened to address workforce matters for their industry. Members of the education, workforce, and economic development communities are engaged with the business and industry groups, and collaborate in developing plans to address needs.

**Women and minorities in construction.** Oregon has implemented a project to directly address the shortages of women and minorities in the construction trades. The workforce system is partnering with the Oregon Department of Transportation on a multi-billion dollar project to restore Oregon’s bridges, and ensuring women and minorities are recruited for the project is a primary strategy for addressing the workforce shortage.

**Oregon Transportation Investment Act III.** The Oregon Department of Transportation (ODOT) has partnered with state and local partners to implement a Workforce Development Plan (WDP) that will focus on creating long-term, sustainable careers. The broader goal is to

increase the diversity in the construction trades by increasing the number of women and minorities apprentices in the heavy highway construction trades. A state-level team intentionally chose to implement the WDP at the local level; allowing the recruitment, screening and referral process to be developed and implemented locally. Local Alliances were established that include the contractor community, union and non-union apprenticeships, pre-apprenticeship training providers, and local workforce partners. These local Alliances have set about the task of creating their local process.

The primary emphasis is on bridge construction occupations; Steel Workers, Operators, Cement Masons, Carpenters, and Labor with the intent to get workers into true apprenticeships. Workers going into these apprenticeships will have opportunities beyond just bridge and highway work. They'll become journey-level workers capable of working on any project in their particular trade. ODOT is a partner that is truly interested expanding opportunities for Oregon's workforce, and they're working with WSO to make it happen.

**Connecting Businesses and Individuals with Disabilities.** The Oregon Commission for the Blind has a staff member focused on business relations and an agency marketing plan specifically targeted to business and industry. Their marketing plan focuses on assisting businesses in retaining qualified employees who lose their sight, and providing skilled, qualified workers to businesses that can also assist them in meeting their diversity goals. The Oregon Commission for the Blind has a Business Advisory Board that provides the agency input regarding efforts to be responsive to the needs and interests of business and industry. In addition, Disability Navigators provide outreach to business leadership, which helps to identify members of these populations as a critical pipeline of workers.

In collaboration with the Office of Vocational Rehabilitation, **The Oregon Business Leadership Network** (OBLN) provides Oregon businesses with networking opportunities, education, and resources to effectively increase understanding and awareness of disability issues in the workplace. The OBLN partners with the workforce system to articulate the business case for employment of persons with disabilities and to promote the availability of business incentives (tax credits, tax incentives and other resources).

**Veterans.** CCWD and OED work closely with the Oregon Employer Council, Oregon National Guard and Oregon Department of Veterans Affairs to promote veterans as a prime source of job applicants. Also, national initiatives like Hire Vets First and Helmets to Hardhats are endorsed within the one stop system to highlight veteran job seekers. DVOPs and LVERs, in cooperation with other staff, meet with employers/groups/organizations, community based organizations, veteran's organizations and other service providers to keep representatives informed about veteran employment and training needs. DVOPs and LVERs make contacts in person and/or by phone with employers as well as unions and Apprenticeship Committees to promote employment, OJT or Apprenticeship opportunities for eligible veterans.

**Migrant and Seasonal Farmworkers.** OED will undertake the following activities:

1. Work with key agriculture sector employers helps validate skill requirements for occupations and career ladders within the industry, assists in compilation of existing training programs (customized and off the shelf) for developing workers for those occupations, facilitates



the identification of key gaps in training resources, and supports discussions and grant requests for creation of needed training programs. This also assists us in better informing agricultural employers and agricultural associations of the resources for education and training through the workforce system.

2. Inform agricultural employers about our local labor exchange services, the Agricultural Recruitment System services for recruiting workers from beyond the local commuting distance within Oregon and the US, and the foreign labor certification program. This will assist agricultural employers in maximizing the use of available labor and potentially attract labor during critical harvest times from other parts of the state and country. Education about the foreign labor certification program will focus on assuring that employers understand the program requirement to hire US workers over foreign workers and understand other program requirements we have learned are not always well understood by employers who are considering using foreign labor programs.

3. Outreach to LEP Spanish business owners occurs to educate them about the services and programs of the workforce system and identifies for us the occupations in which they need and want Spanish speaking job seekers for their own business growth, providing advancement opportunities for MSFWs who wish to work outside of agriculture.

4. Creation of local lists of key education and training providers with logistics of ESL, GED (including HEP), adult basic education and computer familiarity classes relevant to MSFW job seekers facilitates referrals by workforce staff and direct MSFW access to these important barrier removal resources.

5. Development and dissemination of 'how to keep a job' information in Spanish and English allows fieldworker MSFWs to be more successful in moving into competitive and more formally assessed employment in agriculture and in non-agricultural industries.

**C.4.f. Describe will the State ensure that the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible?**

Oregon ensures that the full array of WorkSource Oregon services are available to individuals with disabilities and that the services are fully accessible through partnering and through use of a MOA. Oregon's strategy to ensure that programs and services are accessible and will meet the needs of persons with disabilities is based on policy, training and technical assistance. At the local level, the local workforce investment board is responsible for continually assessing and assuring the accessibility of the systems programs and services for persons with disabilities.

Oregon has made a commitment to developing a statewide **Disability Program Navigator** network. The Disability Program Navigator initiative is jointly funded with the Social Security Administration and Department of Labor to provide staff capacity in one stop centers. Navigators enhance service delivery to jobseekers with disabilities through improving comprehensive knowledge on disability and increasing program coordination and linkage with employers. WorkSource Oregon has received Department of Labor funding and has created nine (9) Disability Program Navigator positions and located the positions strategically throughout the state. This network initiative builds on previous workforce incentive grant funding that has focused on staff training, outreach to persons with disabilities, and purchase of adaptive

equipment at many of the one stops. Oregon is exploring the continuation of the Disability Program Navigator effort through increased WorkSource Oregon agency involvement.

Through the Navigator program, Oregon is able to utilize funds to enhance assistive technology available in WorkSource Oregon centers to adapt to the needs of persons with disabilities. Programs, such as JAWS a computer software designed to assist vision-impaired job seekers have been installed. Through the use of the software and Braille Keyboard overlay, customers are able to hear the computer reading the computer screen.

**Oregon Vocational Rehabilitation Services** and **The Commission for the Blind** are one stop partners and make resources available to provide consultation and technical assistance to other workforce partners. The objective is to assist all one stop providers to make their services accessible in order to comply with their responsibilities under the Americans with Disabilities Act and to best meet the needs of individuals with disabilities who may be accessing another workforce program for assistance.

The **Methods of Administration** (MOA) requires recipients to provide reasonable accommodation to employees and participants and that all programs and activities are accessible to persons with disabilities. Compliance checklists and monitoring by the State Equal Opportunity Officer (State EOO), state partner agency Equal Opportunity Officers (EOOs) and regional/local Equal Opportunity Coordinators (EOCs) contain elements addressing this requirement and are available on demand.

State recipient agencies conduct programmatic and architectural accessibility compliance site reviews for their own and sub-recipient sites, and training for recipient and sub-recipient staff, according to a published schedule. Recipients are expected to provide reasonable modification of policies, practices and procedures to comply with Section 504 as described at 29 CFR 37.8, and to establish and maintain a schedule for regular evaluation of job qualifications to ensure qualifications are not discriminatory on the basis of disability.

The Office of Community Colleges and Workforce Development uses their Quality Assurance Self-Assessment Guide as guidance for ADA compliance. Regular assessment is required of all WIA Title IB recipients. The State EOO also coordinates one stop and affiliate site inspections with those done by CCWD.

Through WorkSource Oregon, an MOA Website has been created for assistance to all parties who must comply with WIA Title I requirements. The web address is: <http://oregon.gov/WORKSOURCE/STAFF/moa.shtml>. Additionally, the Oregon Employment Department maintains a resource library with training videos and other instructive and informational resources on ADA regulations and disability awareness that WIA partners may check out to use for staff training.

### **Services for Individuals with Disabilities**

Each local area/region has an OED sponsored **Disability Services Representative** (DSR) available to provide services to individuals with disabilities. The DSR is responsible for maintaining information about local services that provide special assistance to individuals with

disabilities. They compile resources including, but not limited to, locations and contact persons for other agencies such as Vocational Rehabilitation, services for the blind or hearing impaired, local job accommodation information sources, and support groups for specific disabilities. The DSR is the key (but not the only) individual trained for operation of the telephone device for the deaf. The DSR also provides services in alternative means such as large print and sign language interpreters.

**Sprint Relay Online** service (SRO) and the **7-1-1 telephone relay** number are listed on the WorkSource Oregon websites, publications and materials. In a current effort, TTY/TDD use is being phased out and replaced by Oregon Relay services and another service, NexTalk, available through OVRs. OVRs has assisted one-stop centers with the use of AT&T's language service, assistive hearing devices and identifying local interpreters. OVRs has obtained NexTalk software to increase communication capacity with consumers who are deaf, which virtually eliminates the problems experienced with TTY's. This system is not yet available to the One Stop centers but OVRs can and will provide them with information on this newest technology as a way to continue to provide disability awareness information to the WorkSource partners. OVRs has also collaborated with the Governor's Advocacy Office to explore the possibility of using Video Relay Interpreting in field offices across the state, especially those where traditional ASL interpreter services are difficult to obtain.

Oregon Vocational Rehabilitation Services (OVRs) and Oregon Commission for the Blind (OCB) are valuable partners in assuring access for all. OVRs and OCB serve as the public vocational rehabilitation programs under Title IV of WIA. Both OVRs and OCB provide specialized vocational rehabilitation services for individuals with disabilities and provide outreach throughout the one stop delivery system to ensure that individuals with disabilities entering the one stop and may require rehabilitation services obtain a referral. Further, OVRs and OCB make resources available to provide consultation and technical assistance to other workforce partners. The objective is to assist them in making their services accessible in order to comply with their responsibilities under the Americans with Disabilities Act and to best meet the needs of individuals with disabilities when accessing another workforce program for assistance.

**C.4.g. Describe the role LVER/DVOP staff have in the One-Stop Delivery System? How will the State ensure adherence to the legislative requirements for veterans' staff? How will services under this Plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs? (§§112(b)(7), 112 (b)(17)((B); 322, 38 U.S.C. Chapter 41; and 20 CFR §1001.120.)**

#### **The Role LVER/DVOP staff have in the One-Stop Delivery System**

LVERs, provide labor exchange services to veterans as prescribed by title 38 U.S.C. and Public Law 107-288 and work cooperatively with One-Stop staff as outlined in the Workforce Investment Act and TEGL 5-03.

LVER/DVOPs assist veterans in making informed choices, by encouraging veterans to self-identify during the intake process. Posters or other methods are used to inform veterans about the

advantages of fully registering for available services, including those provided by WorkSource Oregon staff, the LVER, and the DVOP. The LVER and DVOP staff utilize available resources within the one stop delivery system to provide the full range of Labor Exchange and Case Management services to veterans. Services include individual assessment of needs, outreach to veteran service organizations and employers, promoting on-the-job training and apprenticeships, job fairs, attendance of employer councils and chamber of commerce meetings.

The staff also provide veterans seeking services at one stop centers with access to other programs outside the one stop delivery system. Such programs include those available from the U.S. Department of Veterans' Affairs (USDVA), particularly the services available from the Vocational Rehabilitation and Employment (VR&E) Unit, Vet Centers, Medical Centers and Domiciliaries. Training in Case Management techniques is periodically provided to LVER and DVOP staff by OED, other workforce one stop partners and the National Veterans' Training Institute (NVTI). WorkSource Oregon partners participate in providing information to veterans about available services including employment assistance, unemployment insurance, LVER and DVOP services as well as job training opportunities for which they qualify.

LVERs perform the following tasks:

- Advocate for veterans' employment and training
- Employer relations-job development
- Provide and facilitate a full range of employment services

DVOPs perform the following tasks:

- Intensive case management services to veterans with barriers to employment
- Develop job and job training opportunities for veterans through contacts with employers
- Promote and develop apprenticeship and other on-job training positions
- Perform outreach activities to locate homeless, disabled and other veterans who could benefit from intensive services
- Provide a seamless delivery of services and referrals to partner service providers within the one stop service delivery system.

### **Insuring adherence to legislative requirements for veterans staff**

*Integration:* Available WorkSource Oregon staff providing labor exchange services, including Wagner-Peyser Act staff within one stop centers, provide priority services to veterans in accordance with applicable law, regulations and grant agreements.

*Performance:* Intake, assessment and registration services to veterans provided by WorkSource Oregon staff providing labor exchange services, including Wagner-Peyser staff and LVER/DVOP staff are measured in accordance with applicable regulations, grant agreements and performance standards. Performance is monitored using quarterly reports and U.S. DOL office reviews.

*Veteran's Priority:* Veterans assessed as job ready are provided with priority assistance by WorkSource Oregon staff providing labor exchange services, including Wagner-Peyser staff in gaining access to all available core workforce information including the Job Information Service and electronic job/training information. Veterans are given priority in referral to job openings for which they qualify by all one stop system staff.

**C.4.h. Department of Labor regulations at 29 CFR 37, require all recipients of Federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when Federal DOL funds are passed through from one recipient to a sub-recipient. Describe how the State will ensure access to services through the State's One-Stop delivery system by persons with limited English proficiency and how the State will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, (May 29, 2003) which provides guidance on methods of complying with the Federal rule.**

To ensure that one stop services are accessible to limited English-speaking customers, the state of Oregon proactively applies the LEP four factor analysis (number of LEP persons served, frequency of contact with LEP customers, importance of the program, resources available) in taking reasonable steps to ensure meaningful access to programs and activities to LEP persons.

The state has developed two draft policies that show Oregon's commitment to this effort. The policies are consistent with, but expand upon the LEP requirements by requiring written plans and the sharing of "best practices" and resources for cost effective ways of assuring compliance. Policy (A) applies to recipients and partners within the WorkSource System and Policy (B) applies to all state agencies. The policies are in a draft format at this time and key partners (i.e. Governor's Office, Department of Community Colleges and Workforce Development, Bureau of Labor and Industries, and Employment Department) have participated in draft policy development. The policies will be sent to other stakeholders, partners, community representatives and agencies for input prior to finalizing the policy through the Oregon Workforce Investment Board and the Governor's Workforce Policy Cabinet.

In Oregon, Spanish is the most predominant language after English. Many materials such as letters, brochures and publications and vital documents are translated into the Spanish language. Some materials are translated into other languages (i.e. Russian and Vietnamese). Areas with significant populations of limited English speaking people have staff able to speak in various languages including Spanish, Vietnamese and Russian. WorkSource Oregon subscribes to the Language Line telephone interpretation service to access interpreters when bilingual staff is not available.

The WorkSource Oregon system conducts job finding workshops, workforce orientations and extensive community outreach (i.e. job and career fairs, community forums, etc.) to the Spanish speaking community, and to a lesser extent to other non-English language groups. Additionally, the "EmpleoEnOregon.org" web link provides employment information in Spanish; the "Working in Oregon" site also contains a link that translates site content into different languages.

Best practices within the WorkSource system include workplace ESL classes and skill trainings that include ESL components. Additionally, GED completion for LEP customers and ESL

classes are encouraged through referrals to Adult Basic Education and ESL programs at community college partners and others.

Training is provided throughout the state by the LEP Coordinator and the State Equal Opportunity Officer regarding LEP directives and requirements and on the Business and Employment Services and Workforce Investment Act complaint processes.

**C.4.i. Describe the State’s strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the State ensure that migrant and seasonal farm workers have equal access to employment opportunities through the State’s One-Stop delivery system? Include the following:**

- **The number of Migrant and Seasonal Farmworkers (MSFWs) the State anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the One-Stop Career Center System.**

Migrant and seasonal farmworkers (MSFWs) are recognized as a unique customer group entitled to be offered and have effective and equal access to the full range of workforce services. Many MSFWs can also be considered part of the ‘supply pipeline’ of individuals seeking and available for training to meet the workforce needs of high growth/high demand and economically critical industries. Federal regulations also require that they receive workforce services on at least a quantitatively proportional and qualitatively equivalent basis as non-farmworkers receive those services.

In recognition of the needs of MSFWs, strategies in Oregon to promote equal and effective access and service delivery and to promote enhancement and integration of services to MSFWs include:

- Designated staff (MSFW Representatives) within each workforce area who work with local management and staff to keep attention on service delivery and performance outcome goals regarding MSFWs, contributing to overall performance goals.
- Oregon Human Development WIA 167 staff have workspace in WorkSource Oregon centers and access rights to the iMatchSkills customer data base statewide. With this, they are able to identify from a broad base of jobseeker customers, those who meet their criteria for eligibility and are particularly interested in the intensive and training services OHDC can offer. WorkSource Oregon staff also learn more thoroughly the value added services offered by the WIA 167 for enhanced referral of their customers; OHDC’s WIA 167 program is a critical component to delivering workforce services to MSFWs in Oregon.
- Ongoing review and technical assistance visits by the Monitor Advocate for Farmworker Services to WorkSource Oregon Centers and affiliate sites provide guidance on service delivery mechanisms and enhancement opportunities to more clearly meet the needs of the

MSFW population, along with quarterly sharing of ‘promising practices’ for serving MSFWs.

- Spanish language orientations to services and workshops in appropriate local workforce areas and sub-area locations for the predominately Spanish speaking MSFW population, developed among and used by all partners, may provide needed staff facilitated access to system services and job search information, teach basic keyboarding and movement through the internet to promote self-service of Spanish job listings and other critical employment and offer education, training and workforce information.
- Interagency/partnership network meetings in local workforce areas and appropriate sub-area locations focus on better coordination and utilization of services and programs important to self-sufficiency efforts for MSFWs.
- Continued co-sponsorship and support for the 3-state Pacific Northwest Farmworker Workforce Summit will allow workforce staff and interested partners to share promising practices and enhanced thinking on appropriate service delivery methods for meeting MSFW workforce needs.
- Enhanced collaboration with migrant head start, migrant education, state and federally funded farmworker housing providers, MSFW/Latino Cultural Centers and other community-based and faith-based organizations that serve MSFWs will occur in each local workforce area
- Membership on local and state boards will be promoted among key agricultural business owners and business owners who see limited English proficient MSFWs and others as part of the pipeline of potential employees.
- Continued attention will be paid to job listings to assure that any English language requirements are consistent with non-discrimination mandates and do not exclude from consideration and hire those skilled MSFWs and others who are not English fluent.
- Enhanced and more integrated services to MSFWs will also occur through the assignment of account representatives to the agriculture industry and to the Latino limited English proficient business community.

Local MSFW outreach plans, coordinated with workforce partners and community and faith-based organizations which serve MSFWs, with identified time and performance outcomes, will assure that MSFWs learn about workforce and other self-sufficiency services; for 2007-2009, Oregon will continue to use Spanish language radio to promote services and will seek to secure at least one job show per week and at least one interview about WorkSource Oregon services per year in each workforce area and in appropriate sub-areas.

In addition to MSFWs reached through English and Spanish radio and TV, outreach posters and adds in Spanish print media, Oregon estimates to make 30,000 MSFW outreach contacts

annually about WorkSource Oregon services, including those made by WorkSource Oregon staff, education and training partners and other MSFW service providers.

Oregon has provided strategic statewide investment to expand ability of the seventeen community colleges in the state to offer lean/high performance classes with ESL for limited English speakers.

## **C.5. Priority of Service**

**C.5.a. What procedures and criteria are in place under 20 CFR 663.600 for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (§§112(b)(17)(A)(iv) and 134(d)(4)(E).)**

The state does not have a priority of service policy. Local areas are required to have such a policy and the state assures a local policy is in place and operational during annual monitoring of local boards.

**C.5.b. What policies and strategies does the State have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)(38 USC 4215), that priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGl 5-03 (9/16/03)?**

All qualified veterans receive the full range of service available through the local one stop centers with special emphasis placed on providing intensive services to disabled veterans. Veterans are provided with priority assistance by WorkSource Oregon staff providing labor exchange services, including access to all available core workforce information, the Job Information Service and electronic job/training information.

As required in Section 168 of the Workforce Investment Act (WIA) employment and training programs are provided to the following targeted group of veterans: veterans who have service connected disabilities, veterans who served on active duty in the armed forces during a war or in a campaign or expedition for which a campaign badge has been authorized, recently separated veterans, and those veterans with significant barriers to employment.

WorkSource Oregon staff are provided training through the LVERs and DVOPs in priority of service. Monitoring of the process is conducted through the use of SWA manager supervision, LVER quarterly Reports and Department of Labor (DOL) reviews.



Each Service Delivery Point (SDP) staff member follows the order of priority in Title 38 section 4215 as follows:

- Special disabled veterans
- Other disabled veterans
- Other eligible veterans in accordance with priorities determined by the US Secretary of Labor
- Certain spouses and other eligible persons

The scope of the state's annual monitoring includes review of the priority of service as adopted by the local board, and review of internal processes newly adopted by local program providers that ensure that veterans are prioritized. Initial conversations with local staff indicate that some are considering formally amending the local board's priority of service, such that the need to prioritize services to veterans is included.

**D. Rapid Response. (112(b)(17)(A)(ii).) Describe how your State provides Rapid Response services with the funds reserved under section 133(a)(2).**

**D.1. Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and Chief Elected Officials. If Rapid Response activities are shared between the State and local areas, describe the functions of each and how funds are allocated to the local areas.**

While the state is ultimately responsible for the delivery of all Rapid Response service according to 133(a)(2), CCWD works in partnership with local Title IB providers, who are under the guidance of local workforce boards and local elected officials, to provide all pre-layoff activities. The State of Oregon prides itself on having a very collaborative and all encompassing pre-layoff strategy that includes employers, workers, and partners.

The state holds back funds specifically to provide rapid response and additional assistance to locals. These funds are governed by CCWD policy number 589.20-10 which clearly outlines four ways in which locals may access funds. All funds are given out on a first-come, first-served need basis.

Funds can be utilized for typical Rapid Response Activities such as surveys, information sessions, on-site resource rooms, transition team set-up, peers etc.

Funds may also be accessed to provide a gap fill while an LWA has applied for, but not received, a National Emergency Grant (NEG) or in cases where the closure or layoff does not meet DOL thresholds for NEGs. Funds may also be used for layoff aversion projects.

CCWD and local Title IB providers have a signed and agreed upon Joint Communication Plan which is implemented whenever either party learn of a layoff or closure, regardless of size. Please see Attachment IX-2: Joint Communication Plan.

The joint communication plan essentially outlines a conversation that the locals and state will have during any layoff or closure activities. The answers to this conversation determine next steps and inclusion of additional partners.

**D.2. Describe the process involved in carrying out Rapid Response activities.**

**D.2.a. What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)?**

WARNs are not the typical method in which the state receives notification or information about layoffs or closure. Most layoffs or closures do not meet the thresholds required to activate the WARN Act. We often learn about layoffs or closures through local media, local elected officials, local and state economic development partners, or affected workers contacting either the state or local one stop. Layoff information is also gleaned from a variety of local print sources including the Employment Department's, "Around the State" which is a compilation of all information gathered by labor market analysts throughout the state.

**D.2.b. What efforts does the Rapid Response team make to ensure that rapid response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?**

It is the agreement and priority of both the state and local IB providers that every effort will be made to be onsite for an initial meeting (with a company and worker representative) within 48 hours of notification regardless of the size of the layoff. We are committed to marketing pre-layoff services as the best strategy for both the employer and affected workers and have print materials to share with company and worker representatives.

All parties are committed to leveraging and negotiating resources so that federal funds are available for other purposes. It is quite common in Oregon to have an onsite resource room and transition committee being paid on company time. Other activities such as information sessions and workshops are routinely delivered onsite and often on company time.

**D.2.c. What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?**

Rapid response activities are unique to each closure or layoff. There is no cookie cutter approach to services. Services are determined by the affected workgroup and their employer in conjunction with local one stop staff. Often rapid response activities include information sessions on a variety of topics ranging from unemployment insurance, health insurance, mental health offerings to training opportunities or workforce information.

Most workshops are offered by local WorkSource Oregon staff or partner agency staff. Workshop offerings are determined by either worker survey or transition team.

**D.3. How does the State ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?**

WorkSource Oregon one stop staff are part of the pre-layoff process and workers get to know them through information sessions, transition team meetings and one-on-one time in resource centers. In some cases tours of the one stop are offered pre-layoff or an open house is held for workers and spouses. The transition team often determines the best way to assure a seamless transition. In the case of a represented workforce, the Labor Liaison participates in all pre-layoff service provision. The Labor Liaison, employed by AFL-CIO, also meets with the CCWD Rapid Response and Dislocated Worker staff weekly.

In addition to this connection, the state advocates for peer advocates whenever it is appropriate. The role of these peers is to assist fellow workers in making all of their transitions smoothly including getting into services off site at their local one stop.

Oregon continues to emphasize the value of a comprehensive menu of pre-layoff services including the training and hiring of peer advocates. We are currently in a competitive process to offer a train the trainer session so that more one stop staff are available to train peers as appropriate.

**D.4. Describe how Rapid Response functions as a business service? Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the State promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?**

The statewide Rapid Response effort is focused on providing employer services at both the state and local levels. Rapid Response activities function as a business service by providing businesses with a full range of menu options that include pre and post layoff services. Many of these services are essentially Core services delivered on-site during a pre-layoff scenario. Examples of these services include: referral to local workforce Centers for customized training, applicant recruitment and screening services, job fairs and employer education events, and the provision of workforce information. Once Rapid Response staff are involved with an employer, a component of the services becomes helping the employer offer new employment opportunities to their employees.

Rapid Response staff develop relationships with employers by providing hiring services and economic development information to them, in addition to the services provided through Rapid Response. The Rapid Response team markets themselves to businesses experiencing layoffs as

additional staff who can assist with rumor control, questions and HR functions. All of the menu of pre-layoff services offered are considered a business service.

Businesses, even healthy ones, may experience layoffs, which is why we value and market pre-layoff services as just one in the menu of things that our system can provide employers.

At the state and local level there is communication between economic development partners, labor, and other one stop staff so that there may be lead time during a dislocation. This also assists in the invaluable relationship building vital to the pre-layoff activity success.

There is an established partnership between the state and local Rapid Response Teams and the state and local Economic and Community Development Staff. Local One Stops have staff dedicated to employer services and support of economic development efforts within their local areas. Rapid Response services provided to employers include current job openings when conducting workshops or job fairs and on-site career transition centers.

Local staff provide outreach through Chambers of Commerce and local economic development commissions.

**D.5. What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network?**

Oregon continues to work on an Early Warning-Early Intervention strategy for the state. The strategy will include developing information conduits to help identify and prevent layoffs where possible. This workgroup includes members from Employment Department, Community Colleges & Workforce Development, Economic Development, Revenue, Consumer and Business Services, Vocational Rehabilitation, local economic development organizations and commissions and the Oregon AFL-CIO.

**D.6. What systems does the Rapid Response team use to track its activities? Does the State have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act programs, National Emergency Grants, and One-Stop activities?**

All layoff activities are tracked in an internal system. This includes all WARN, non-WARN, and Trade Act activities. This system allows for case notes as well as vital information such as the number of affected workers and whether a company is union affiliated or not.

Currently, an integrated Management Information System is not in place to track participants but developing such a system is in process, largely because of the need to track common performance measures across agencies. For reporting (DOL quarterly reports) purposes, protocols are in place to share information to track co-enrollment.

The state subscribes to an on-line WIA performance management tool, Performance Matters®, which integrates WIA performance and WIASRD data down to the one-stop center activity level. This information can then be compared and analyzed in relation to the performance of all programs.

The state coordinates these dislocated worker programs through the following mechanisms:

- Local WIA Case managers and Trade Act representatives participate in meetings with the participant when a training plan is developed, as do representatives from organized labor when workers were represented by organized labor.
- The Dislocated Worker Unit Team meets regularly to discuss and resolve issues related to dislocated worker programs, NEG, and rapid response. This team includes a representative of organized labor.
- The statewide Dislocated Worker Team, made up of state and local workforce development staff, was developed to assist in communications and continuous improvement. This team meets quarterly to discuss dislocated worker, NEG, and rapid response issues.
- Oregon is exploring the possibility of participating in a DOL national pilot on TAA/ Title IB Dislocated Worker co-enrollment
- A high level TAA/DW/NEG state work group was convened involving DOL region VI with state and local partners to determine how to better integrate TAA with the other dislocated worker programs. This work group produced a strategic plan.

The new iMatchSkills database will provide a valuable tool for use with Rapid Response activities as a contact management system for economic development and workforce professionals in managing their service delivery to the business community and job seeker customers in a coordinated manner.

**D.7. Are Rapid Response funds used for other activities not described above; e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events?**

Rapid Response funds are used to provide both required rapid response activities as well as additional assistance as described above and indicated in CCWD policy 589-20.10. Please see the policy, provided in Attachment IX-3.

In addition to these uses, some rapid response funds are utilized as part of the Governor's Employer Workforce Training Fund to assist employers to upgrade the skills of their current workers and avoid layoffs. These dollars are used for training and capacity building in targeted industries. These funds are delivered locally and projects are given priority by a local group of

mandatory partners. Oregon applied for and received a waiver to use Rapid Response funds for the purposes allowed for statewide activities funds to provide more flexibility for the Employer Workforce Training Fund.

The following are just two examples of projects help to ensure that workers acquire new technological skills to retain high wage, high-skill jobs that are based on a new way of doing work. Results will allow businesses to remain competitive in a global economy based on the high skills of their workers.

- Pacific NW Energy Consortium- Wood Turbine Maintenance Technician- this project supports the skilled workforce needed to maintain and operate wind turbines, with skills transferable to hydro, solar or biofuel and build an Alternative Energy Career Pathway to serve the multi-state Pacific Northwest area.
- Lane RV Manufacturing Consortium- This project develops the Recreational Vehicles Consortium to address workforce needs of the RV industry and act as the hub for a statewide workforce effort for this industry.

**E. Youth. ETA's strategic vision identifies youth most in need, such as out of school youth and those at risk, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farmworker youth as those most in need of service. State programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships and enrollment in community and four-year colleges. (§112(b)(18).)**

**E.1. Describe your State's strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any State requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Include how the State will coordinate across State agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (§112(b)(18).)**

The implementation of WIA provided many vehicles for state and local workforce areas to combine youth workforce development activities grounded in the principles of youth development. They include:

- Creation of empowered and effective local and state youth councils
- Establishment of meaningful criteria for youth service providers
- Improving services in high poverty areas
- Strategically allocating state reserve funds
- Improving outcomes through performance management

The WIA reflects much of what has been learned in recent years about how to prepare youth for careers and adulthood. The WIA acknowledges the consensus emerging from both research and

practice that preparing youth for careers and adult roles requires more than the narrow range of services typically provided by many youth employment and training programs. Youth program elements in WIA mirror the core principles of youth development such as mentoring, community service (project based or service learning), leadership development, positive peer-centered activities and long-term follow up supports.

The State of Oregon has created a state-level Youth & Education Committee consisting of state and local level youth providers, representing areas of K-12 education, workforce, juvenile justice, foster care, vocational rehabilitation, private business, military, TANF, adult basic education, community based organizations and Job Corps Centers. The responsibilities of the state Youth Council include:

- Developing a state vision for a youth system;
- Recommending youth policy to the state Workforce Investment Board;
- Removing state level barriers which may impede providing the multi-agency array of services needed to meet individual needs at the local level;
- Increasing employer linkages to create opportunities for youth to be employed in high-skill, high-wage careers;
- Encouraging coordination between education and workforce agencies that promote strategies that connect education, workforce programs and the workplace; and
- Promoting what research has demonstrated to be effective and promising practices with youth.

Local Youth Councils hold a key role in providing comprehensive services to eligible youth based on shared information and collaborative efforts that bring together local workforce training providers, educational institutions and community organizations that serve youth.

Youth Councils appointed by the Local Workforce Investment Boards (LWIBs) oversee the investment of funds aimed specifically at “at-risk youth”. The delivery of comprehensive youth services must be a coordinated effort with agencies, local schools, family resource and youth service centers, foster care, juvenile justice and other relevant local and state services that, when combined during a youth’s development, allow a young person’s education and workforce needs to be addressed.

Oregon recognizes the need to identify eligible youth, provide appropriate assessment and develop an individualized service strategy incorporating the array of services necessary to meet individual needs. The local Youth Councils assess the services available in the community, identify gaps in services, eliminates duplication of services and targets appropriate funding sources for these services.

**E.2. Describe how coordination with Job Corps and other youth programs will occur. (§112(b)(18)(C).)**

As required in the WIA, local Youth Councils must include a Job Corps Representative if there is a Job Corps Center in the workforce investment area. In Oregon, there are six Job Corps Centers:

Angel Job Corps Center – Yachats  
Pivot Job Corps Center – Portland  
Springdale Job Corps Center – Troutdale  
Timber Lake Job Corps Center – Estacada  
Tongue Point Job Corps Center – Astoria  
Wolf Creek Job Corps Center – Glide

Local Workforce Investment Boards (LWIBs) that serve areas in which there are no Jobs Corps Centers are encouraged to invite Job Corps representatives to serve on their Youth Council. One stop centers provide information on Job Corps programs, Job Corps representatives serve on the State Youth & Education Committee and in some areas Job Corps staff are located in one stop centers.

Coordination with other youth programs occurs through the efforts of the state and local youth councils. Each local Youth Council has its own way of coming together to build a common agenda and vision that permits the allocation and redirection of resources to provide a system of connections to the mainstream for neediest youth in that community. All LWIBs and local Youth Councils are strongly encouraged to reach out and include other community partners that also provide services to the neediest youth in their planning and program development. These partners include those that serve youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents and migrant youth. Coordination and collaboration with these partners whose services often touch the same youth will not only provide a more holistic approach to improving the life of that youth but will also lead to more efficient use of funding and less duplication.

A cross-collaborative workgroup that has worked together occasionally in the past but plans to create a more formal working group in the coming year are state providers of foster youth, Job Corps and WIA programs. This workgroup wants to develop a plan to better connect youth the various programs to the other programs which would help all three areas better serve youth and achieve required outcomes.

The State Youth & Education Committee assists in establishing a state vision, reduces barriers to program coordination created at the state level, recommends policy, promotes effective programs and integrates service delivery at both the state and local level.



**E.3. How does the State plan to utilize the funds reserved for Statewide activities to support the State’s vision for serving youth? Examples of activities that would be appropriate investments of these funds include:**

- a. utilizing the funds to promote cross agency collaboration;**
- b. demonstration of cross-cutting models of service delivery;**
- c. development of new models of alternative education leading to employment; or**
- d. development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills.**

a. This state plan provides an opportunity to set new directions to make progress on system improvements. A state and local process including local WIBs, service providers, organized labor, state agencies and other workforce partners will be convened to implement improvements during the two-year period of the plan. The local workforce investment areas will be asked to assist in the determining some of those needs and based on that analysis among others, the state will develop the plan for use of the funds reserved for Statewide activities for youth.

While the statewide Youth & Education Committee continues to work on developing a vision of a comprehensive system for serving youth, they are also contemplating the question of what would fundamentally change the success of the youth. These conversations have lead to various cross-collaborative state level workgroups that are beginning to focus on developing a long term strategy for serving state populations of "neediest youth". These workgroups plan to collaborate on more cross-agency initiatives such as identifying common barriers to providing services to specific hi-risk youth populations and focus more on partnering to reduce duplication.

For example, workforce is represented on a statewide team working to reduce the number of homeless and runaway youth, as recommended by the 2005 Oregon Legislative Assembly. And last fall Oregon’s Governor issued an executive order requiring the formation of a high level policy council to address policy issues concerning the homeless population. This involves the development of a ten-year plan to end homelessness and workforce development representation is required as part of this executive order.

Another cross-collaborative workgroup that has worked together occasionally in the past but plans to create a more formal working group in the coming year are state providers of foster youth, Job Corps and WIA programs. This workgroup wants to develop a plan to better connect youth the various programs to the other programs which would help all three areas better serve youth and achieve required outcomes.

b. Potential activities include technical assistance to the local areas to implement the new youth common measures, research on Workforce Readiness tools and certifications, better connections to quality alternative education resources and programs, conducting demographic research across state youth agencies to help determine and define “neediest youth” in Oregon and identifying noteworthy practices serving one or more of the state’s targeted youth populations.

Past and present uses of these statewide funds include support of youth-planned and youth-led leadership summits. In the past, each youth team attending the summits developed an action plan to implement in their respective communities. As part of this planning, the teams received grants and worked on cross-systems community action projects.

c. The state workforce partners continue to work in partnership with the State Department of Education in exploring the combining of resources to conduct quality audits of alternative education programs around the state. In addition, statewide activity funds are used in partnership with the Oregon Youth Conservation Corps to help support staff training for summer youth employment programs and school year alternative education programs.

d. Recently, a grant of \$100,000 was awarded to develop more apprenticeship preparation models in high schools. Apprenticeship is a proven training model for the skilled trades and offers skills development, competency-based training, and recognized credentials in high growth, high demand industries. This initiative was designed to:

- Increase the integration of apprenticeship into Oregon's workforce and education system,
- Increase the number of students entering and completing apprenticeship programs,
- Leverage JATC training centers and professional expertise, and
- Increase the number of highly skilled journey workers in the workforce.

Proposed Strategies for this initiative include the following:

- Develop and pilot two apprenticeship preparation programs (one urban and one rural) for high school students.
- Provide teacher professional development to learn about apprenticeship, the skilled craft trades, and applied learning in math, science, and technology.
- Increase the use of modern, well-equipped JATC training centers for apprenticeship preparation programs, related training and teacher professional development.
- Designate an education coordinator to facilitate partnerships among workforce and education partners, provide outreach and promotion of apprenticeship as viable career pathways and coordinate and broker related training at 26 privately owned training centers and community colleges and WIA providers.
- Provide a replication framework addressing issues such as costs, barriers, curriculum guides and lesson plans.

The intent of the Oregon's youth development system is to pursue more opportunities like the above model in the coming year to support more business driven educational partnerships.

**E.4. Describe how your State will, in general, meet the Act's provisions regarding youth program design. (§§112(b)(18) and 129(c).)**

Local youth program services, at a minimum, entail the required youth program design, program elements and additional requirements in accordance with Section 129 of the WIA. All local WIB youth programs, services and facilities will be in compliance with the appropriate state and federal law including Title VI and VII of the Civil Rights Act of 1964, sections 502 and 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975 and the Americans with

Disabilities Act of 1990. As part of the state's oversight role, compliance with these laws will be reviewed during regularly scheduled quality assurance, monitoring and compliance visits and reviews.

Priority is given to youth who have documented barriers (individuals with disabilities, basic skills deficiencies, offenders, school drop outs, homeless, foster children, runaways and others) and are in need of additional assistance to complete their education and obtain and retain meaningful employment. Cooperative agreements will be developed with providers of foster care, education, welfare and other needed and relevant programs. Eligibility issues and special-needs program issues are resolved, and the coordinated delivery of services is facilitated with entities that include the local educational agencies, adult education agencies, welfare offices, juvenile justice and local law enforcement agencies, local housing authorities, Job Corps centers, rehabilitation agencies and community-based organizations. Activities for pregnant and parenting youth are administered through welfare funded programs in cooperation with partners. Youth Councils are responsible for ensuring that services to Title IB youth at the local level are individualized, comprehensive and that the services are coordinated with all participating state and local agencies offering youth programs.

**F. Business Services. (§§112 (a) and 112(b)(2).) Provide a description of the state's strategies to improve the services to employers, including a description of how the State intends to:**

**F.1. Determine the employer needs in the local areas and on a Statewide basis.**

There are multiple levels of strategy to determine employer needs. The OWIB, which is a business majority board with oversight for the statewide system, is charged with identifying and addressing business needs. The OWIB strategic plan, *Winning in the Global Market*, has three goals. The OWIB has been restructured so that there is a committee responsible for the achievement of each of the goals. The Business and Economic Development Committee is responsible for the implementation of Goal 1: "Ensure ALL Oregon employers have a competitive workforce advantage in the global market." This goal is interpreted by the OWIB as a statement of the fundamental interest of business in the workforce development system, and the role of the Board in articulating employer needs for future system development.

The OWIB has also spearheaded an effort to brand the service delivery component of the system as WorkSource Oregon. This branding effort is meant to increase the access and visibility of the system for both the job-seeker and business customers of the one-stop system.

At the local level, the local and regional boards are business majority boards, and like the OWIB, function to identify and address business needs. Local boards have processes in place, such as strategic planning and continual review and updating of strategies to assure business involvement and to assure business needs are met for the benefit of local communities.

Further meeting business needs are the Workforce Response Teams (WRTs) which work directly with businesses, economic development partners, worker or business associations or employer consortia to identify and aggregate customized training needs.

Local board staff and business service staff in one stop centers consistently refine approaches to the business community to ensure that businesses are aware of the services available, and are aware of the opportunities that services provide. Local programs include business members on a variety of workgroups and have adopted a continuous improvement mechanism in their delivery of business services.

Many locations use a Business Representative to provide a consultative approach to serving business customers. The goal is to meet with business customers, understand their workforce needs, and then collaborate with workforce system partners to design a package of services that meet the business' needs. This collaboration includes economic development as a workforce partner in order to develop comprehensive solutions for business customers. The state and local boards also consult with their network of cluster/industry associations, chambers and business leadership councils.

## **F.2. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.**

The strategies, which reach beyond title 1B and Wagner-Peyser funding, developed by the Workforce Policy Cabinet, for implementation over the next two years, includes Strategy #3: Business services will be better aligned in two years. This goal includes an inventory of businesses services to determine which current service models exist, coordination of business services in the workforce system, and a minimum level of business services will be delivered consistently statewide. Partners will work collaboratively to identify key industries in their local areas, and then target services accordingly. Activity will be tracked through market penetration reports to ensure concerted efforts are connecting to industries and job opportunities that are vital to Oregon communities.

WSO Business Representatives focus on the broader needs of the business using a consultative process to understand the overall business need. The Business Representative can coordinate a broad range of services available from WSO partners. Business Representatives from multiple partners including Economic and Workforce Development partners, work together to coordinate services across their region, target specific industries based on information from Economic Development partners and Workforce Analysts, and work together with economic development professionals to enhance and improve business recruitment, retention, and expansion.

Co-location and co-delivery efforts are designed to offer smoother service delivery and increased integration while generating greater service options for business customers. Collaboration between all workforce system partners is required to ensure the broadest possible service options are made available to the business community. Co-location, co-delivery, and the use of iMatchSkills will increase the communication level across the partnerships, to include economic

development, resulting in the necessary collaboration to ensure business customers receive what they need through a cost effective allocation of resources.

WorkSource Oregon uses iMatchSkills, a state-of-the-art web-based job-matching system, greatly expanding the service delivery options for employers. Through iMatchSkills, employers can set up an account online, post job listings 24/7, match to qualified candidates in the system and contact the job seeker directly in most cases.

Oregon is exploring additional ways to align and integrate business services, by coordinating business outreach efforts and to identify and target Key Industries to increase market penetration for the WorkSource Oregon System and by understanding all the points of contact between businesses and workforce partners.

Oregon utilizes an integrated service delivery model to meet the needs of the business community. The integration reaches beyond Title 1B and Wagner - Peyser and includes other partners that offer business services, for example our community college and economic development partners. This is the service delivery model that stands, and promotes collaboration across partnerships regardless of governmental, geographic or physical boundaries. Where practical and supported by good business decisions, co-location will occur; however, considering the number and broad range of partners involved, Oregon does not view co-location as the primary tool to meet the needs of the business community. The integrated, "co-delivery" of business services is not considered optional; it's required.

**F.3. Streamline administration of Federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)**

As indicated in the previous answer, Oregon is continuing to implement a collaborative service delivery model that relies on all the workforce partners. The various tax credit programs that are available will become part of the service options as Oregon designs service packages to meet business customer's needs.

To achieve these goals, the Oregon Employment Department will continue to maintain the tax credit information website, [www.OregonTaxCredit.org](http://www.OregonTaxCredit.org). Employers find it much easier to apply for the Work Opportunity Tax Credit, the Welfare to Work Tax Credit (WOTC/WtW credits), and the Dependent Care Tax Credit, since the website provides 24-hour-a-day, 365-day-a-year access to information, filing instructions and forms.

Oregon will continue advertising the [www.OregonTaxCredit.org](http://www.OregonTaxCredit.org) website through direct contacts with employers. The state will continue emphasis on routing all WOTC/WtW initial filings directly to the WOTC/WtW Unit in Salem.

Oregon will continue training one stop staff and community agencies (examples: job developers, agencies aiding ex-felons, agencies aiding individuals who are developmentally disabled) to encourage staff to publicize WOTC/WtW credits and increase employer usage. To simplify and speed up filing and processing procedures, Oregon will actively investigate the possibility of using electronic signatures and incorporating newer information-processing technologies (e.g., document scanning/retrieval, electronic document filing, database/scanning linkage).

## **G. Innovative Service Delivery Strategies (§112(b)(17)(A).)**

**G.1. Describe innovative service delivery strategies the State has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key State goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, Statewide reserve, employer contributions, education funds, non-WIA State funds).**

The state plan provides an opportunity to evolve and improve access, delivery and results of the workforce system.

### **Goals and Strategies for Workforce Development System Improvement**

<p style="text-align: center;"><b>GOALS FOR THE SYSTEM</b></p> <p style="text-align: center;">The Oregon Workforce Investment Board, the Workforce Policy Cabinet, Local Workforce Investment Boards and other state and local workforce partners will work together to achieve the following goals for the system:</p> <ul style="list-style-type: none"><li>• Improve service delivery and results for customers</li><li>• Provide seamless access for business and job-seeker customers to employment and training services</li><li>• Use resources efficiently and effectively</li></ul>
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### **Strategies for Workforce Development System Improvement**

The following are three strategies developed by the WPC. It is well understood that it will take some time to accomplish, and that both state and local stakeholders from all programs will need to be involved in the planning and implementation. The state will work with local WIBs and other workforce partners to undertake these strategies. Local WIBs will have the responsibility to prepare local plans addressing the strategies.

*Strategy 1 – All mandatory partners’ service offices will be co-located within two years for improved access, services and results.*

*Strategy 2 – Service Delivery: The Employment Department and WIA Title IB service providers will work to deliver core services in WorkSource Oregon one stop centers together within two years.*

*Strategy 3 – Business Services: Business services will be better aligned in two years.*

Please see the Process for Developing the Plan section for full detail on the goals and the results for the system.

Since the original plan was submitted in 2005, Oregon has made progress on these goals:

- Strategy 1. Oregon has made considerable progress on co-location, reducing the number of stand-alone ES office and improving access and services. The needs of communities are an integral part of decisions regarding services and access and the decision regarding WorkSource Oregon sites.
- Strategy 2. There has been great progress in the evolution of service delivery throughout the state in providing core services to business and our job seekers.
- Strategy 3. WSO Business Representatives focus on the broader needs of the business using a consultative process to understand the overall business need. The Business Representative can coordinate a broad range of services available from WSO partners. Business Representatives from multiple partners including Economic and Workforce Development partners, work together to coordinate services across their region, target specific industries based on information from Economic Development partners and Workforce Analysts, and work together with economic development professionals to enhance and improve business recruitment, retention, and expansion.

Oregon’s cluster approach aligns to economic development, supporting the strategy of working with related or similar businesses to enable the workforce system to understand and better articulate the needs of a cluster, sector, or industry. Investments in consortia and capacity building efforts are more than education-work partnerships. They increase the ability of education and workforce systems to respond to the needs of customers, changing demographics, changing demands and alternative learning models.

Oregon has also made progress in assuring that all one stop centers have integrated services for individuals with disabilities. To achieve this goal, Oregon made a commitment to developing a statewide Disability Program Navigator network. The Department of Community Colleges and Workforce Development, in partnership with the Office of Vocational Rehabilitation Services, received Department of Labor funding and created seven Disability Program Navigator positions and located the positions strategically throughout the state. This network initiative builds on previous workforce incentive grant funding that focused on staff training, outreach to persons with disabilities, and purchase of adaptive equipment at many of the one stops. As the funding

from DOL is ending, state partners are working together to try and preserve these valuable resource individuals in the WorkSource Oregon centers.

Oregon uses WorkSource Oregon branding to identify the integrated one stop service delivery system throughout the state . Multi-level efforts have lead to the creation of a consistent brand, including signage and materials. WorkSource Oregon has also developed a website to assist both business and job seeker customers with workforce services, [www.worksourceoregon.org](http://www.worksourceoregon.org).

Additionally, the Employer Workforce Training Fund, Oregon's incumbent worker training program, requires 1:1 leveraged funds from employers, business associations, or other private participants in the program. Since the beginning if the program, it has achieved over \$2.2 million in leveraged funds, creation of over 2,300 new jobs, retaining 20,000 existing jobs and training of 23,000 current workers in critical knowledge-based industries. It has been the EWTF, more than any other program or vehicle for change that has moved Oregon's system toward a true demand-driven model.

### **Current innovative efforts**

**iMatchSkills.** This system is web-based, in order to provide service to businesses and job seekers in convenient and flexible ways, including 24/7 access, business search for job seekers, and web-based self-service for job seekers. The iMatchSkills system is based on skill sets, rather than an occupational code or job title which gives businesses and job seekers greater flexibility in identifying possible job matches. Businesses can also provide direct feedback to staff through an on-line feedback option. The skills system is dynamic and is supported by an occupational economist that can update skills as industry needs change.

iMatchSkills has the capacity to allow partners access to both business and job seeker records. This gives us the flexibility to support statewide coordinated service delivery, and there is considerable interest across the workforce and economic development systems in doing just that. Oregon recently completed the training of 122 Department of Human Services, TANF case managers so they can assist their customer with improved iMatchSkills registrations - an example of leveraging resources.

To enhance the overall integration of services, Oregon has built an apprenticeship module into iMatchSkills. This was a collaborative effort with apprenticeship community, and gives us the ability to offer and track apprenticeship opportunities. Job seekers are also given the ability to indicate their interest in apprenticeships, and at last count, there were over 30,000 job seekers statewide that have expressed an interest in apprenticeships. Oregon is working with the apprenticeship community to train them on the use of iMatchSkills as a means to help them market available apprenticeships – an avenue that leads to family wage jobs.

In addition, UI customers who are required to seek work must register in iMatchSkills. This gives us the ability to ensure that these customers are connected with the broad range of one stop services.

The development of iMatchSkills was spearheaded by the Oregon Employment Department for the WorkSource Oregon partners. Funding included federal and state funds. The system has



increased quality and responsiveness of services for both job seekers and employers. The response to this system has been enthusiastic, and indeed, iMatchSkills was named winner of the 2005 Intergovernmental Innovation Award for state and local agencies. The award is given annually by the American Council of Technology, a non-profit educational organization based in Fairfax, Virginia. The goal of the ACT is to assist government in acquiring and using information technology resources effectively and efficiently.

**Workforce Response Teams (WRTs)** build operation capacity between economic development and workforce development to respond to business needs. They help solve business issues specific to their labor market. Each is pro-active in addressing local workforce challenges of major businesses, entrepreneurs and key industries. One goal of the WRT, in conjunction with the local WIBs, is to identify solid investment opportunities at the local level.

The WRTs have identified more than 417 incumbent worker training projects directly contracted to business to train 23,031 workers. These grants are all matched at least 100 percent. WRT required partners are the regional workforce development board or provider, community college, Employment Department, and local and state economic development entities. In some regions, additional partners include the local university, labor, and business.

**Statewide Opportunities** Grants are grants used to solve unique challenges in the state with regard to its workforce development system and to increase the state's ability to deliver employer/industry sponsored training. This program is the statewide capacity-building portion of the EWTF.

A number of projects funded through the Governor's Strategic Training Fund were in rural communities across the state. All were strategic investments to assist successful businesses with expansion efforts or to retain businesses at risk of closing or relocating out of state. Given the critical importance of each and every business to rural economies, such critical investments can make the difference between economic vitality and economic stagnation.

Projects also focused on several traded sectors of the Oregon economy – those sectors that sell their products to other states and countries and are highly vulnerable to changing demands of the global economy. Sector-based projects included transportation equipment, bioscience, food processing, metals, semiconductors, and wood products. A project was also funded in emerging wind energy technology, which has application to other alternative sources such as hydro, solar, and biofuels – all potential economic growth areas for the state.

**G.2. If your State is participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the State's overall strategy for workforce investment.**

N/A

#### **H. Strategies for Faith-Based and Community-Based Organizations (§112(b)(17)(i).)**

**Reaching those most in need is a fundamental element of the demand-driven systems goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the State. Outline those action steps designed to strengthen State collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the State's workforce investment areas to help meet the objectives of the Workforce Investment Act.**

Oregon believes there is a strong benefit to working with locally based service providers. Those at the local level are closely connected with the communities, and often are able to effectively reach those who are most in need. As such, Oregon supports collaborating with local faith-based and community-based service providers. Many local boards utilized the expertise of community based and faith-based organizations to provide services or to strengthen provision of services in one stops.

There is a statewide faith-based coordinator who provides local areas with information provided by the federal government. Oregon provides assistance to the local areas in coordinating and expanding opportunities to work with faith-based and community based organization. Several of our local workforce areas contract with faith-based organizations such as: Catholic Community Services and other faith-based organizations through our Youth Opportunity System's regional consortium.

In the Portland metropolitan area, SE Works, Inc. has received a grant for the Prisoner Re-Entry Initiative which is designed to help strengthen urban communities and assist ex-prisoners re-entering the community through an employment-based program that incorporates housing, mentoring, job training, and other services. The Prisoner Re-entry Initiative will draw on the unique strengths of faith-based and community-based organizations, and rely on them as a primary partner for social service delivery to ex-prisoners by providing a direct link into the communities to which they are returning.

The State will continue to work collaboratively with our local boards to build on the successful partnerships that have been already developed across the state with numerous FBCOs and expand our network of FBCOs. The state also works with TANF partners to expand faith based outreach and collaboration in service delivery throughout the workforce system.

**A. What technology infrastructure and/or management information systems does the State have in place to support the State and local workforce investment activities such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a State job matching system, Web-based self service tools for customers, fiscal management systems, etc.? (§§111(d)(2), 112(b)(1), and 112(b)(8)(B).)**

Oregon has coordinated technology infrastructure and management information systems (MIS) in place to support state-level and local workforce investment activities. Coordinated technology infrastructure is key to program integration, streamlining services, and providing demand-driven systems.

Technology infrastructure and MIS supporting workforce investment activities include a) WIA IB MIS, b) PRISM, and c) iMatchSkills. Oregon also contracts with FutureWork Systems for Workforce Performance Matters used to track, analyze and report on WIA IB performance measures.

WIA IB MIS

Currently in place is the state WIA IB MIS, a data collection and reporting system that allows for the collection of baseline data for negotiating and reporting against performance levels for the required core indicators.

PRISM

PRISM (Performance Reporting Information System) is the data warehouse for Oregon's workforce system systemwide measures. PRISM staff, housed at the Employment Department, collect and match administrative records to report and analyze systemwide performance. Interagency agreements provide for maintenance of confidentiality protocols in addition to support for the system.

iMatchSkills

iMatchSkills was launched in April, 2004 as Oregon's skill based, statewide, labor market system of record, and the MIS for Wagner-Peyser. iMatchSkills was designed with the potential to be used as a coordinated service delivery and case management tool. iMatchSkills is a truly integrated job-matching system that is linked with a number of systems, such as state wage records, unemployment insurance records and employer tax records. Through these links, staff can readily access data necessary for the efficient and streamlined delivery of labor exchange services, from claimant reemployment to employer outreach. iMatchSkills provides web-based self-service tools for job seekers and businesses. The web-based environment of iMatchSkills permits access to information and coordination of service delivery across state and local partnerships. Oregon will be establishing access based on the information needed for partners that request access.

Trade Adjustment Assistance Grant

In October 2006, Oregon received a \$250,000 grant to enhance Trade Act performance reporting systems, improve timeliness and accuracy of TAA data, and develop a method for tracking TAA customers that are co-enrolled in other DOL funded programs. The TAA project is expected to take two years.

#### Workforce Information Streamlined Performance Reporting (WISPR) System

The WISPR System is ETA's new reporting system designed to consolidate, streamline and improve the accuracy of federal performance reports across DOL-funded programs. Upon final direction from ETA, the following DOL-funded programs will report using the new WISPR System: Wagner-Peyser/VETS, Trade Adjustment Assistance and WIA Title 1B. Also upon final direction from ETA, states will submit *integrated* WISPR reports that track job seeking customers across DOL-funded programs. The requirement to submit integrated reports will be a significant body of work for Oregon and is expected to take upwards of two years to implement. A project team has begun work on WISPR reporting requirements, including the development of a unique customer identification number to track job seeking customers across DOL-funded programs.

#### IMIS

Oregon commissioned a study in late 2005 to develop a set of recommendations on an Integrated Management Information System (IMIS). The final report was delivered in June 2006, and contained nine recommendations for moving WorkSource Oregon forward with an IMIS. The goal is the implementation of an IMIS that will allow data sharing and reporting across systems enhancing customer service and operational management. The current work on WISPR preparation and the Trade Act Systems project will contribute significantly to the IMIS development. The combined results from the two smaller bodies of work will provide us with scalability beyond federal reporting requirements. Oregon's work on IMIS has included both state and local partners focusing on long-term solutions that will support continuous improvement efforts.

### **B. Describe the State's plan for use of the funds reserved for Statewide activities under WIA §128 (a)(1).**

In addition to the required activities, Oregon uses a significant portion of its reserve to provide incumbent worker training through the Governor's Employer Workforce Training Fund (EWTF), which provides customized training to meet specific needs of businesses and workers.

Other projects that are funded through the reserve include:

- Investing in career Pathways to Advancement through the Community College system that allow students to enter a pathway for a career and accomplish one piece of that training at a time.
- Strategies to provide employers in manufacturing with new and innovative lean process to improve their competitiveness.

- Health care initiatives including the creation of curriculum and equipment to provide nursing and technician students the opportunity for laboratory clinicals on demand increasing the pool of available workers trained in health care.
- Contracting for Workforce Promoters to contact and encourage workers who are laid off but don't receive formal notice
- Contract with the Oregon AFL-CIO to provide labor liaison services to all workers affected by lay offs and closures, particularly focusing on pre-layoff, trade and NEG affected workers.
- Investing in apprenticeship and pre-apprenticeship efforts through partnerships with the Bureau of Labor and Industry and the Oregon AFL-CIO pilot project.
- Continued efforts to work on our Youth Development System and our Youth Vision efforts in Oregon with particular focus on at risk, out of school youth.

**C. Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189 (i)(4)(A), and 192 .)**

Oregon has taken advantage of the waiver provisions in the past and will continue to do so as the occasion arises in the future. Waivers are requested as barriers to service delivery or program or administrative efficiency are identified that can be mitigated by a waiver of provisions of the WIA..

Oregon has an open invitation to state and local partners to propose waivers to the WIA if such waivers would improve administrative processes or program operations. Oregon is researching a potential list of waiver possibilities generated from state and local workforce partners. The list includes innovative uses of formula funding, possible ways to serve incumbent workers, and technical provisions of dislocated worker and youth programs. The actual submission of waivers will depend on the final outcome of WIA reauthorization and other program considerations.

**Extension of previous waivers**

Please consider this plan as a request to extend Oregon's waiver of the period of subsequent eligibility for eligible training providers. Oregon continues to struggle with the applicability of the "all students" data we are able to access for the performance measures for subsequent eligibility. Requiring "all students" data reporting at this time will result in providers and programs asking to be removed from the list. Oregon expects WIA reauthorization to provide states with more flexibility to develop systems of more utility to states' individual situations. Oregon therefore requests continued extension of this waiver through the time period covered by this plan.

Also please consider this plan as a request to extend Oregon's waiver allowing for the use of state setaside rapid response funds for the purposes allowed for statewide activities funds, through the period covered by this modification. This waiver has allowed the state to increase the available resources for the Employer Workforce Training Fund, Oregon's incumbent worker training program and demand-side capacity building program. The waiver increases the amount

available for the direct training of incumbent workers and simplifies the program for participating employers. It is critical for local areas to know as soon as possible that the waiver will be in place after June 30, 2007, in order to be able to contract with businesses for incumbent worker training projects.

### **New Waiver Request**

In addition to extending the current waivers, Oregon is requesting an additional waiver as part of this modification to the state plan. The following waiver request follows the format and requirements of DOL.

## **STATE OF OREGON: REQUEST for WAIVER WORKFORCE INVESTMENT ACT TITLE IB**

### **INTRODUCTION**

Oregon is requesting a waiver of the performance measures for employment and training activities authorized under the federal Workforce Investment Act (WIA) Title IB and any other applicable provisions to the extent necessary to allow the Oregon Workforce system to forego reporting of these required performance measures and adopt and report the “Common Measures” for federal job training and employment programs as defined in the United States Department of Labor Training and Employment Guidance Letter (TEGL) 17-05.

### **BACKGROUND**

The State of Oregon is seeking a waiver of WIA Section 136(b) which defines the current WIA Title I performance measures. Oregon would like to replace the existing 17 measures (15 core and 2 customer satisfaction) with the Common Measures delineated in TEGL 17-05 to begin Program Year 2007. Under the proposed waiver, Oregon hopes to mitigate the potentially confusing reporting system by discontinuing the use of the current 17 measures and fully implementing the six performance criteria called for under Common Measures. This initiative will simplify reporting for WIA programs and permit Oregon to be at the forefront of full Common Measures implementation.

Oregon has identified several objectives under this waiver, including:

- Simplified integrated system-wide performance accountability
- Commonality across workforce development programs
- Simplified and streamlined performance measurement system
- More demand-driven system, governed by business-led Workforce Investment Boards (WIBs) who will better understand the measures
- Standardization of participant-performance assessment
- Clear and understandable baseline to develop information regarding use of funds and ROI
- More useful program management tool
- Customer-driven instead of program-driven outcomes
- Better service coordination and information sharing among programs

## **Specific Information Regarding the Requested Waiver**

Section 189(i)(4) of the WIA permits a state to seek waivers of statutory or regulatory requirements, as well as setting forth what information must be provided in seeking such a waiver. The following information is provided in accordance with Section 189(i)(4) and the accompanying regulations at 20 CFR 661.420.

### **Statutory of Regulatory Requirements for Which a Waiver is Requested**

WIA Sections 136(b)(2) and (c)(1), along with accompanying regulations at 20 CFR 666.100(a) and 666.300(a) specify the state and local performance measures currently required for WIA Title IB programs.

### **Actions Taken by the State to Remove State or Local Statutory or Regulatory Barriers**

The waiver seeks only to allow Oregon to forego the 17 performance measures currently mandated for states and local areas under the federal WIA. Oregon would adopt the Common Measures of performance for applicable programs as defined by the DOL in TEGL 17-05. Nothing in this waiver is intended to prevent the State or any local workforce board from implementing additional measures to assess performance. Therefore, there are no known state or local barriers to implementation addressed in this waiver.

### **Goals to be Achieved by the Waiver and Expected Programmatic Outcomes**

The requested waiver would allow Oregon to shift its WIA Title IB performance reporting from the currently required 17 measures to the six standards set forth in the Common Measures while incorporating additional state-developed performance measures. The key elements of this initiative include:

- Increase the number of employers with high-performance practices;
- Increase the percent of Oregon workers employed in living wage jobs;
- Guarantee every Oregonian has the core academic and workplace skills employers need and value;
- Ensure every worker has the cross-cutting skills and innovative thinking needed to be productive in the workplace;
- Close the skills gap by providing every worker access to affordable life-long learning opportunities;
- Acquire stable and adequate funding for all aspects of the system; and
- Enhance strategic planning and coordination across public agencies and with local partners.

It is expected that the adoption of Common Measures will ultimately lead to enhanced performance outcomes for WIA Title IB and other programs that become involved in the 'Common Measures' system due to factors including enhanced case management opportunities facilitated by the revised performance system.

The implementing agency will:

- Track the outcomes of participants who use the Oregon workforce system;
- Focus attention on critical success factors which will enable programmatic changes to improve performance; and
- Allow the Oregon Workforce system to establish current baseline performance and communicate progress against stated goals and objectives.

### **Description of Individuals Impacted by the Waiver**

The efficiencies gained through use of the waiver will impact all customers of the workforce system by reducing duplication, tracking, and reporting, thus increase the funds available for service provision. Oregon workforce partners, including state agencies, Local Workforce Investment Boards and service providers, will ultimately be impacted positively.

### **Oversight of Implementation of the Waiver Request**

The Department of Community Colleges and Workforce Development (CCWD) and the Oregon Employment Department will share the role of waiver implementation. The DOL programs are located in these two agencies. CCWD and OED have a history of working collaboratively; and while this waiver is for WIA Title IB performance only, this waiver will increase the level of collaboration and integration. The two agencies will implement and monitor the progress of waiver implementation by providing a means for reports on the impact on the number of individuals served and the performance results achieved following the adoption of Common Measures. It is also important to note that CCWD and OED are integrated with other partner systems which enable us to monitor and report the measures as well as allowing the system to track and manage activity. CCWD will also monitor the implementation of the waiver through feedback from the local level. Other venues will also be used to address issues arising from the implementation process. Quarterly meetings of the Management Information System (MIS) statewide team will serve as opportunities to address implementation issues.

CCWD issues performance reports to each Local Workforce Investment Area (LWIA) for their information and analysis. If a LWIA fails to meet the levels of performance agreed to for the core indicators of performance for a program in any year, a corrective action plan may be required. Technical assistance may be provided to LWIAs that need to improve through training sessions, assistance in the development of a performance improvement plan, or referral to peer-to-peer technical assistance.

### **Providing Notice to Local Boards Impacted by the Waiver**

The Oregon Workforce Partnership, an association which represents the seven Local Workforce Investment Boards asked the State of Oregon to seek a waiver of the WIA mandated performance measures in order to focus on the Common Measures being implemented by the US Department of Labor. The LWIAs need to focus on a distinct, manageable set of performance measures to ensure achievement of outcomes as paramount importance in their service delivery design and implementation. Their letter requesting the waiver is attached.



This waiver is included in the required modification to the State Plan. The plan will be made available to the public during its public comment period. Written comments will be evaluated and incorporated into the final plan as deemed necessary and appropriate.

## CONCLUSION

Oregon believes that a simplified and streamlined performance accountability system is crucial to the seamless delivery of services. Using the performance measure waiver, Oregon continues to create a culture of shared accountability for results while encouraging full integration of the workforce system. The data produced by the shared accountability system will provide opportunities for analysis and evaluation which will enhance program, policy and funding decisions.

**D. Performance Management and Accountability. Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the State measures the success of its strategies in achieving its goals, and how the State uses this data to continuously improve the system.**

TEGL 15-03, referenced in the question, was rescinded and replaced by 28-04 which was rescinded and replaced by 17-05. Oregon's answer reflects the guidance in TEGL 17-05. The State has contracted with FutureWork Systems for Workforce Performance Matters, a subscription-based Web service for tracking, analyzing and reporting WIA IB performance measures. This tool is a very robust database which allows analysis of performance and demographic/service (WIASARD) data down to the one stop and contractor level. Utilizing private sector decision-support technology with the convenience of viewing data over a secure Internet connection, Workforce Performance Matters is an online application to help proactively manage for program success.

The state also uses PRISM, the data warehouse for Oregon's workforce system systemwide measures, as an independent tool to report and analyze systemwide performance. Interagency agreements provide for maintenance of confidentiality protocols in addition to support for the system.

State staff review local area and statewide performance quarterly, comparing actual to planned performance. A Local Liaison is assigned to each local area. Local areas are contacted about various aspects of their operations and their effect on performance, and the Liaisons provide technical assistance as needed to address performance concerns.

To comply with Federal Department of Labor Regulations, the Employment Department has established and maintains an Employment Service Quality Assurance (ESQA) system. ESQA is

a self-appraisal quality review system that provides a basis for improving the quality of work and improving service to customers. These self-appraisals consist of the following quarterly and annual elements: Numeric Appraisal (ES Goals); Nonnumeric Appraisal (Monthly Job Listings and Job Seeker Enrollment Quality Reviews, Jobseeker and Business Surveys; Annual WIA/One Stop Partner Satisfaction Surveys, Field Office Facilities, and Central Office Nonnumeric Reviews). The data is used to develop training, improve processes and procedures, create efficiencies, measure outcomes against goals, and continuous service delivery improvement.

## **IMIS**

Oregon commissioned a study in late 2005 to develop a set of recommendations on an Integrated Management Information System (IMIS). The final report was delivered in June 2006, and contained nine recommendations for moving WorkSource Oregon forward with an IMIS. The goal is the implementation of an IMIS that will allow data sharing and reporting across systems enhancing customer service and operational management. The current work on WISPR preparation and the Trade Act Systems project will contribute significantly to the IMIS development. The combined results from the two smaller bodies of work will provide us with scalability beyond federal reporting requirements. Oregon's work on IMIS has included both state and local partners focusing on long-term solutions that will support continuous improvement efforts.

**D.1. Describe the State's performance accountability system, including any state system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State's previous outcomes as well as with the State-adjusted levels of performance established for other States (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the State achieve continuous improvement over the two years of the Plan. (§§112(b)(3) and 136(b)(3).)**

## **WIA IB**

Oregon works with local boards to determine the levels of performance goals. The State provides baseline data to the Local Workforce Areas and travels to each area to negotiate performance levels for the required core indicators. The state has provided specific information to local areas to address how each contributes to state wide performance.

The State negotiated WIA IB goals for the 17 DOL performance measures with each of the seven Local Workforce Investment Areas and with the Department of Labor for state wide performance goals. The state prepares and distributes quarterly reports that show the progress of each LWIA and the State progress in attaining the negotiated goals. WIA Title IB performance

goals for Program Year 2006 included an Entered Employment Rate of 83%. The EER matched the goals set forth by the GPRA. Oregon achieved an actual entered employment rate of 88.6% in 2005, well above the performance goal or GPRA goal. For PY 2006, Oregon expects to meet or exceed PY 2006 goals.

The State's performance accountability system for WIA Title IB includes:

- A data collection and reporting system that allows for the development of baseline data for negotiating and reporting against performance levels for the required indicators.
- The negotiation of performance levels that include the following factors:
  - The extent to which the levels involved will assist the State in attaining a high level of customer satisfaction.
  - How the levels involved compare with the State Adjusted levels of performance established for other States, taking into account factors including differences in economic conditions, the characteristics of participants at entry into the program, and the services to be provided.
  - The extent to which such levels involved promote continuous improvement in performance on the performance measures by the State and ensure optimal return on the investment of Federal funds.
- Methods for showing progress of the State toward continuously improving performance.
- A performance management system including promotion of shared accountability practices such as teamed quarterly reviews of performance and decisions regarding performance improvement.
- An incentive awards system that incorporates continuous improvement.

### **Continuous Improvement**

Oregon has a long history of pro-actively working toward system improvement. Oregon will continue to use the accountability system, along with the four goals set by the WPC to improve Oregon's workforce system through co-location, streamlining services, and aligning business services with the workforce system and economic development.

### **Oregon's Systemwide Performance Accountability System**

In addition to developing and maintaining performance accountability for its silo programs, Oregon has developed a systemwide performance accountability system. Oregon's systemwide performance accountability system includes the following components:

Shared Accountability – An underlying principle, shared accountability is the key to serving Oregon's workforce customers – its job seekers, workers, and employers. This concept holds that partners are accountable directly or indirectly for the cross-system outcomes that fit with their individual missions. Shared accountability is the glue that holds together Oregon's collaborative workforce development system and helps it produce desired results.

Performance Measures/Indicators – Oregon has identified eleven indicators that are a compilation of more than a hundred workforce program performance measure. This produces a tiered concept in which the eleven indicators are interim indicators between Oregon Benchmarks and program performance measures. The Oregon Benchmarks are in the areas of: 1) Skills, Credentials and Employer Investment; 2) Economic Status; 3) Job Supply and Demand; and 4) Program Efficiency.

Oregon uses the PRISM system to track progress toward meeting its strategic goals. The current PRISM members are: Employment Department (Employment Services); Community Colleges and Workforce Development (Title IB, Title II, and Carl Perkins Post-secondary); Department of Human Services (Vocational Rehabilitation; Children, Adults and Families; and Office of Mental Health and Addiction Services).

Currently operational PRISM performance indicators include:

- **Job Placement Rate** - Percent of participants, with employment as a goal, employed in the quarter of exit or the quarter after exit.
- **Job Retention Rate** - Percent of participants employed in four continuous quarters after the quarter of exit.
- **Wage Gain** - Average hourly wage gain of the first quarter of employment after exit compared to the fifth quarter of employment after exit.
- **Welfare Caseload Reduction** - The number of Temporary Assistance for Needy Families (TANF) cases reduced during a period of time.

This system is not to be considered to be the “Additional Indicators” referred to under WIA Title I-B section 136(b)(2)(C). It was Oregon’s intention, in the absence of Federal action, to define a system for performance accountability that defines common definitions for indicators that measure the system’s overall success. With the announcement of WISPR Oregon is going to align its systemwide measures with DOL’s Common Measures. Oregon is in the beginning stages of exploring the feasibility of a next-generation, inter-agency data warehouse to collect performance information.

### **Specific Wagner Peyser and WIA IB Federal Performance Measures**

#### **Wagner Peyser**

At the beginning of each program year, Employment Department field office managers negotiate several performance goals with regional management. These goals, which are tracked monthly, focus on the number of job seekers and claimants who are hired as a direct result of being referred to a job listing by Department staff, and the number of job seekers and claimants who obtain employment within 90 days of receiving a staff assisted service. In addition, there are two statewide goals for each field office, which focus on the level of and quality of job-matching activities by staff.

In addition the Employment Department’s 07-09 Strategic Plan prescribes specific measurements of success in the area of enhancing services to Business and Enhancing Services to jobseekers. These measures include increasing job listing in targeted Key Industries in each region by 15% and increasing placement in targeted Key Occupations by at least 10%. Key Industries will be

determined in by workforce partners in each workforce region. These Strategic Plan goals also include increasing the quality of iMatchSkills registrations as determined by the ESQA process and increasing business customer satisfaction also as determined by the ESQA survey process.

Wagner-Peyser performance goals for Program Year 2006, established in conjunction with DOL, included an Entered Employment Rate (EER) of 63%, an Employment Retention Rate (ERR) of 80% and an Average Earnings goal of \$11,166. The EER goal of 63% was a three percent increase over PY 2005 performance and matched the Government Performance and Results Act (GPRA) goal. The ERR goal of 80% was a one percent increase over PY 2005 performance and also matched the GPRA goal. To date, Oregon has met or exceeded all PY 2006 Wagner-Peyser performance goals. Oregon is analyzing PY 2006 performance in the coming months in preparation for establishing PY 2007 and PY 2008 goals.

**D.2. Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 Chapters 41 and 42 (Veterans Employment and Training Programs) that the State tracks. (§§111(d)(2), 112(b)(3) and 136(b)(2)(C).)**

Because Oregon uses a shared data system, PRISM, outcomes are tracked for individuals targeted under the following programs: Employment Department (Employment Services, Veterans, MSFW, Trade Act); Community Colleges and Workforce Development (Title IB, Title II, and Carl Perkins Post-secondary); Department of Human Services (Vocational Rehabilitation Services); Children, Adults and Families (TANF). Oregon is currently undertaking a review of the PRISM performance measures with a view to changing them to align with the OMB/DOL common measures.

In addition, Oregon tracks a number of targeted applicant groups receiving services under Wagner-Peyser. Targeted applicant groups include claimants, veterans, migrant seasonal farm workers, individuals with a disability, individuals receiving food stamps through Temporary Assistance to Needy Families (TANF) who are required to look for employment, and individuals with limited English skills. For WIA Title IB, the state does not target any applicant groups other than those specified in the Act.

**D.3. Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the State using to track and report them?**

Oregon has approached performance accountability on a multi-layered (tiered) basis.

- Oregon has developed an overarching system of evaluating the state's well-being by using over 90 different "Benchmarks" which reflect the economic, environmental, educational, health, and other aspects of the performance of the state as a whole. Five of these Benchmarks reflect the state's success in preparing and sustaining a world class workforce.
- Next is a "system-wide" approach in which the workforce development system is looking at the efforts of the primary one stop partners.

- Third is the recognition of individual programs' performance expectations – often mandated by the funding stream provider (US DOL/ETA, VETS, DOE, DHHS, state legislature, etc.)

Oregon has a set of systemwide performance indicators that are common measures for the system. These measures were developed and adopted by the Oregon Workforce Investment Board. In 1999 the OWIB established performance measures for the workforce development system. The performance measures were established for three basic reasons: greater accountability, a tool for continuous improvement, and a way to describe results and designed to be fair, objective, and measurable.

The measures are applied to the collective efforts of the primary partners in the one stop system. They include partners providing:

- WIA IB (Adult, Youth, Dislocated Worker)
- WIA Title II (Adult Education and Family Literacy)
- Wagner-Peyser/ES
- Vocational Rehabilitation
- Temporary Assistance to Needy Families (TANF)
- Food Stamp Employment
- Carl Perkins Postsecondary

Not all of the measures are truly operational at this point. However, the employment-related measures are fully functional and longitudinal and quarterly reports and analysis can be viewed at [www.prism.state.or.us](http://www.prism.state.or.us).

In addition to the federal performance measures, Wagner Peyser performance is measured under the Employment Service Quality Assurance Review System. Under this system, annual numeric goals are established and tracked monthly for each field office.

In addition, Job Listings and Job Seeker Enrollment Quality Reviews, Jobseeker and Business Surveys are conducted monthly. Job Listing and Job Seeker Enrollment reviews are conducted centrally with local and specific region results compiled and reported on a quarterly basis. Statewide results are compiled and reported annually.

Please see Attachment X-1: Performance Measures Hierarchy.

**D.4. Describe the State's common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your State accesses wage records), and how the Statewide system will have access to the information needed to continuously improve. (§112(b)(8)(B).)**

Oregon uses the PRISM system to collect and report on Oregon's workforce systemwide measures. There are two main data sources in PRISM:

- Partner agency records – Data submitted quarterly include customer demographics, services provided to the customers, and service completion information.
- Wage and industry information – Unemployment Insurance (UI) wage records, submitted quarterly to the Employment Department by employers, are linked to the customer data in PRISM to calculate the wage-related performance indicators.

The statewide system has access to the information needed to continuously improve through the PRISM system, iMatchSkills records, the WIA IB MIS system, and FutureWork Systems for Workforce Performance Matters a subscription-based Web service for tracking, analyzing and reporting WIA IB performance measures. This tool is a very robust database which allows analysis of performance and demographic/service (WIASARD) data down to the one stop and contractor level. Utilizing private sector decision-support technology with the convenience of viewing data over a secure Internet connection, Workforce Performance Matters is an online application to help proactively manage for program success. Within iMatchSkills are reporting tools that provide performance and demographic/ service data down to the local office level that can be used for analyzing service delivery as well.

As noted above Oregon has completed the initial study of an Integrated Management Information System (IMIS), and is exploring the next steps of this inter-agency common data system to meet the requirements of the common measures and more.

**D.5. Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the Statewide workforce investment system. (§§111(d)(2) and 112(b)(1).)**

The Governor and the OWIB have worked for decades to increase collaboration and to improve the statewide workforce development system. Improvement efforts include the following:

- Oregon pioneered the concept of waivers to federal programs in exchange for increased performance in the early 1990's under the Oregon Option, including the first waivers to the Job training Partnership Act.
- Oregon was one of an early handful of states that developed systemwide (common) measures for workforce programs, and has been a vocal proponent of common federal measures since the mid-1990's. These are considered to be OWIB measures. Oregon is currently undertaking a review of the PRISM performance measures with a view to changing them to align with the OMB/DOL common measures
- Oregon was a leading state in the Integrated Performance Information project, funded by ETA to assist more states to develop their own data systems and common measures.
- The Governor's Workforce Policy Cabinet, in place since the late 1980's, continues to act as Oregon's virtual workforce agency to coordinate policy and operations for the workforce system.
- The Governor and the OWIB have worked to establish WorkSource Oregon, a branding and service integration effort for one stop service delivery to improve customer access and service.

- The Governor and the OWIB developed the Employer Workforce Training Fund, an incumbent worker training program designed to more closely link economic and workforce development, and to develop the capacity of the workforce system to respond to business and employer demand.
- Oregon recently completed a comprehensive, inclusive strategic planning process for the workforce system, resulting in the OWIB's strategic plan, *Winning in the Global Market* ([www.WorkSourceOregon.org/dmdocuments/OWIBReport1206\\_\(2\).pdf](http://www.WorkSourceOregon.org/dmdocuments/OWIBReport1206_(2).pdf)). This plan is aligning the efforts of all the partners in the system. Both the OWIB and the Workforce policy Cabinet have developed action plans assigning responsibility and outcomes for the achievement of the goals of the plan, and Local "Unifying" Plans, due in April, 2007, will align with the state strategic plan.

**D.6. How do the State and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the State and Local Boards use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), and 112(b)(3).)**

The Governor is interested in the success of all local areas and works with local boards to achieve successful attainment of all performance measures.

For WIA Title IB performance, State and local Boards and sub-recipients receive quarterly performance reports from CCWD information systems. Each LWA has a CCWD staff person assigned to them as a local liaison. These individuals are responsible for reviewing and analyzing their local area's performance quarterly. This review utilizes our online performance tracking system, Performance Matters.

All seven liaisons meet quarterly with CCWD program management and OWIB Executive Staff to review and discuss these analyses. During these discussions liaisons share successful strategies to achieve performance as well as barriers their areas may be facing. The review includes reinforcing the effect of meeting performance on the overall strategic direction of the boards and the state system. Corrective action steps are determined and the liaisons work with their areas to provide assistance. In the case of a trend in downward performance, CCWD sponsors statewide training or assistance opportunities for all LWAs.

The boards use the performance updates to support their strategic direction. In cases where performance is not meeting negotiated levels, a team of CCWD staff meet with the local area's board and local provider to discuss barriers and a corrective action plan. Action plans have included updating data systems, training front line staff in appropriate coding, follow up and training options for customers.

For Wagner-Peyser performance, at the beginning of each program year, WorkSource Oregon's Employment Department field office managers negotiate several performance goals with regional management. These goals, which are tracked monthly, focus on the number of job seekers and claimants who are hired as a direct result of being referred to a job listing by Department staff, and the number of job seekers and claimants who obtain employment within



90 days of receiving a staff assisted service. In addition, there are two statewide goals for each field office, which focus on the level of and quality of job-matching activities by staff.

**D.7. What steps has the State taken to prepare for implementation of new reporting requirements against the common performance measures as described in Training and Employment Guidance Letter (TEGL), 15-03, December 10, 2003, Common Measures Policy. In addition, what is the State's plan for gathering baseline data and establishing performance targets for the common measures? NOTE: ETA will issue additional guidance on reporting requirements for common measures.**

Common Measures and the pending implementation of ETA's Workforce Investment Streamlined Performance Reporting System (WISPR), both of which require states to track services provided to shared customers, both applicants and employers, poses unique challenges to Oregon because Wagner-Peyser data and Title IB data is collected and stored in separate management information systems. In response to this challenge, Oregon has implemented a workgroup, composed of Wagner-Peyser and Title IB staff, that is currently reviewing how best to share data between Wagner-Peyser and Title IB providers to meet the federal reporting requirements under Common Measures and WISPR.

Oregon has a shared performance tracking system, PRISM. However, ETA requires individual records be submitted by the Employment Dept. and Title IB. By statute, PRISM staff cannot release any individual data from the system. Therefore data sent to ETA must be submitted by another method of collection. Staff from the Employment Department and Title IB have had initial discussions regarding data submissions to ETA for common measures.

Oregon has implemented a pilot program to allow Title IB staff access to iMatchSkills (the Wagner-Peyser MIS) to record services provided to employers. Early indicators show this pilot successful in helping Wagner-Peyser and Title IB staff to record services provided to employers in a common, shared data collection system, iMatchSkills. As such, Oregon is looking at expanding this pilot statewide, a step will help in the implementation of WISPR, which requires Wagner-Peyser and Title IB programs to jointly track services provided to employers.

Oregon has established baseline information, using the common measures definitions for those measures that now require them, for negotiating with the local areas and with USDOL for this plan. As states are required to actually report on the common measures we will develop baseline information and performance targets for them.

**D.8. Include a proposed level for each performance measure for each of the two program years covered by the Plan. While the plan is under review, the state will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the State must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training provides will help them attain their statewide performance goals. (§§112(b)(3) and 136.)**

**Performance Goals and Local Area Assistance**

The state assists local areas in attaining negotiated performance through quarterly desk reviews followed by technical assistance as well as identifying trends across regions so that we may offer training. Additionally, state staff (liaisons) identify best practices in local areas that are achieving performance and share it with their peers and the other LWIAs.

**WIA Title I and Wagner-Peyser Performance Measures**

Proposed performance levels for the 17 WIA IB and the Wagner-Peyser performance measures are in the tables below. Based on guidance from DOL, these proposed levels will begin the performance negotiation process. These levels are submitted based on a review of system performance using the Common Measures definitions as well as increases to account for continuous improvement in the system. The state will strive toward continuous improvement in performance during the next two years.

Oregon is submitting a waiver, included in this plan modification, to move our performance requirements to the Common Measures only. The proposed performance levels for these indicators are not included at this time; Oregon will submit proposed levels for these measures when we have an approved waiver.

**WIA Title IB  
Proposed Performance Levels**

<u>MEASURE</u>	<u>Program Year 07</u>	<u>Program Year 08</u>
<b>ADULT MEASURES</b>		
Entered Employment Rate	84.0	85.0
Employment Retention Rate	83.0	84.0
Average Earnings	10,000	10,200
Employment and Credential Rate	72.0	72.0
<b>DISLOCATED WORKER MEASURES</b>		

Entered Employment Rate	89.0	90.0
Employment Retention Rate	89.0	90.0
Average Earnings	12,950	13,000
Employment and Credential Rate	72.0	72.0
<b>OLDER YOUTH MEASURES</b>		
Entered Employment Rate	72.0	72.0
Employment Retention Rate	84.0	84.0
Earnings	3,400	3,400
Credential Rate	55.0	55.0
<b>YOUNGER YOUTH MEASURES</b>		
Skill Attainment	87.0	87.0
Diploma or Equivalent	72.0	72.0
Retention	72.0	72.0
<b>CUSTOMER SATISFACTION MEASURES</b>		
Participant Satisfaction	75.0	75.0
Employer Satisfaction	75.0	75.0

**Wagner-Peyser  
Proposed Performance Levels**

<u>MEASURE</u>	<u>Program Year 07</u>	<u>Program Year 08</u>
<b>ADULT MEASURES</b>		
Entered Employment Rate	67.0%	67.2%
Retention Rate	83.0%	83.2%
Average Earnings	\$12,256.98	\$12,679.06

**E. Administrative Provisions**

**E.1. Provide a description of the appeals process referred to in §116(a)(5)(m).**

The appeals process is defined in OWIB policy:

A unit of local government, or combination of units, which has requested but has been denied its request for designation or redesignation as a Workforce Investment Area may appeal the decision to the state board, in writing, stating the reasons for the appeal. The state board will have 90 days to act on the appeal. If a decision on the appeal is not rendered in a timely manner or if the appeal does not result in designation, the entity may request review by the Secretary of Labor, under the procedures set forth at 20 CFR 667.640(a).

**E.2. Describe the steps taken by the State to ensure compliance with the nondiscrimination requirements outlined in §188.**

The Governor and the Oregon Workforce Investment Board have responsibility in the implementation and execution of the WIA and have taken steps to assure that no individual, on the grounds of race, color, national origin, disability, age, sex, political affiliation or belief, religion, and to beneficiaries only, on the basis of citizenship, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under federally-assisted programs and activities in WIA-Title I-funded programs or activities.

The Methods of Administration (MOA) contains processes that ensure compliance with non-discrimination requirements. The nondiscrimination and equal opportunity provision of WIA Section 188 prohibits discrimination against applicants, beneficiaries and employees. In particular, this policy encompasses in scope and application the civil rights of employees, prospective and terminated employees, applicants/registrants, members of the public and beneficiaries of programs operated to implement and execute the WIA. MOA processes and requirements are equally applicable to contractors, vendors, grantees, agents, recipients and providers of services funded in whole or in part with Federal funds.

The Governor must review the MOA and its implementation to determine if any changes are necessary, either to the document or the way in which it is implemented, every two years from the initial date of its submission to the Department of Labor, Civil Rights Center.

The state workforce partners share responsibility of funding the state MOA Coordinator Position. The Eight Elements of the Methods of Administration are:

- Designation of Equal Opportunity Officers;
- Equal Opportunity Notice and Communication;
- Review of Contracts and Agreements;
- Universal Access;
- Compliance with Section 504, Americans with Disability Act;
- Data Collection & Record-keeping;
- Monitoring;
- Complaint Processing Procedures;
- Corrective Actions/Sanctions Procedures.

State recipient agencies of WIA funding, have policies and procedures that include the required elements to comply with the WIA.

State recipient agencies have adopted this MOA by administrative rule found at OAR 471-010-0070 and OAR 589-020-0110.

## **XI. Assurances**

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1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)
2. The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that:
  - the State has implemented the uniform administrative requirements referred to in section 184(a)(3);
  - the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
  - the State has taken appropriate action to secure compliance pursuant to section 184(a)(5). (§184(a)(6)).
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)
4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veterans' priority established in the Jobs for Veterans Act. (38 USC 4215.)
5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2).)
6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3).
7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)
8. The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.)
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State and the ETA Office of Grants and Contract

Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:

A. •General Administrative Requirements:

-29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)

-29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act

-OMB Circular A-87 --Cost Principles (as amended by the Act)

•Assurances and Certifications:

-SF 424 B --Assurances for Non-construction Programs

-29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20

-CFR part 93 --Certification Regarding Lobbying (and regulation)

-29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

•Special Clauses/Provisions:

- Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.

12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.

13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.

14. The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.

15. The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations, and other partners.

16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:-- Section 188 of the Workforce Investment

Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I--financially assisted program or activity;

-- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;

-- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;

-- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

-- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws.



Name of WIA Title I Grant Recipient Agency:

ATTACHMENT B  
PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency: **Department of Community Colleges and Workforce Development**

Address: 255 Capitol Street NE, Salem, OR 97310-1300

Telephone Number: (503) 378-8648, ext. 357

Facsimile Number: (503) 378-3365

E-mail Address: cam.preus-braly@odccwd.or.us

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):

Same

Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Facsimile Number: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

Name of WIA Title I Signatory Official: Cam Preus-Braly, Commissioner

Address: 255 Capitol Street NE, Salem, OR 97310-1300

Telephone Number (503) 378-8648, ext. 357

Facsimile Number: (503) 378-3365

E-mail Address: cam.preus-braly@odccwd.or.us

**Signature:** 

Name of WIA Title I Liaison: Karen Humelbaugh

Address: 255 Capitol Street NE, Salem, OR 97310-1300

Telephone Number: (503) 378-8658, ext. 226

Facsimile Number: (503) 378-3365

E-mail Address: karen.humelbaugh@odccwd.or.us

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

Oregon Employment Department

Address: 255 Capitol Street NE, Salem, OR 97310

Telephone Number: (503) 378-8648

Facsimile Number: (503) 378-3365

E-mail Address: cam.preus-braly@odccwd.or.us

Name and title of State Employment Security Administrator (Signatory Official):


Laurie Warner, Director, Oregon Employment Department

Address: 8875 Union Street NE, Salem, OR 97311

Telephone Number: (503) 947-1471

Facsimile Number: (503) 947-1472

E-mail Address: Laurie.A.Warner@state.or.us

**Signature:** 

As the Governor, I certify that for the State/Commonwealth of **Oregon**, the agencies and officials designated above have been duly designated to represent the State/Commonwealth in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor: THEODORE R. KULONGOSKI

Signature of Governor 

Date 4/27/07

## **Attachments**

- P-1 Public Notice
- P-2 Plan Distribution List
- I-1 Executive Order 03-16: Workforce Development
- II-1 EWTF Incumbent Worker Training Initiative outcomes
- III-1 OWIB Membership
- III-2 OWIB Committee Structure
- III-3 ORS 660.321-324: State Workforce Investment Board
- VIII-1 Workforce Investment Areas
- VIII-2 OWIB Policy regarding designation and redesignation of workforce areas
- VIII-3 CCWD Policy 589-20.3
- VIII-4 Funding Allocation Policies
- VIII-5 Grievance Procedures
- VIII-6 OWIB Conflict of Interest Policy
- IX-1 589-30.6: Access to Training and ITA Policy
- IX-2 Joint Communication Plan
- IX-3 589-20.10: Distribution of WIA Rapid Response and Additional Assistance Funds
- X-1: Performance Measures Hierarchy

## **Attachment P-1: Public Notice**

WorkSource Oregon, the Oregon workforce investment system, is in the process of modifying the two-year State Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act, required by the US Department of Labor (USDOL). WIA Title IB services are offered through the Oregon Department of Community Colleges and Workforce Development (CCWD). Wagner-Peyser services are offered through the Oregon Employment Department (OED). Services are available at the local level through WorkSource Oregon one-stop centers and partner offices. The modification to the plan focuses on the State's vision for workforce development and on the accomplishments of the last two years, as well as providing compliance information. Proposed program performance is included in the plan; final performance is being negotiated with USDOL and will be included in the final submission.

The draft plan modification is posted on [www.worksourceoregon.org](http://www.worksourceoregon.org). Public comment is being accepted at this time. Comments will be accepted until 5:00pm, April 27<sup>th</sup>, 2007, and may be directed to: Department of Community Colleges and Workforce Development, Oregon Workforce Investment Board, Attn: State Plan Modification, 255 Capitol Street NE, 3<sup>rd</sup> Floor, Salem, OR 97310; or by email to [Anna.Klossen@state.or.us](mailto:Anna.Klossen@state.or.us), with the subject line: Comment, State Plan Modification.

WorkSource Oregon and its partners are equal opportunity employers and deliver equal opportunity program services. Auxiliary aids and services are available upon request to individuals with disabilities. You must contact CCWD at 503-378-8648 at least 72 hours prior to the deadline to request such services.

**Attachment P-2: Plan Distribution List**

**PUBLIC NOTICE DISTRIBUTION**

<b>Organization</b>	<b>Method of Distribution</b>	<b>Number of Recipients</b>	<b>Notes</b>
<b>Boards</b>			
OWIB	Email & Mail	22	Sent notice to members and alternate members
Commission of the Blind	Email	5+	Sent email to contact & requested they share w/other interested parties
Oregon Disabilities Commission	Email and Mail	12+	Asked the Administrator's office to share w/other interested parties
Employment Advisory Council	Email	10	Sent email to contact and it was forwarded to the list
Oregon Employer Council	Email	19	Sent email to contact & requested they share w/other interested parties
<b>Business</b>			
Associated Oregon Industries	Email	50+	Sent email and hard copy and requested they share info with membership
Oregon Business Council	Mail	42+	Sent hard copy and requested they share info with membership
Oregon Business Association	Mail	45+	Sent hard copy and requested they share info with membership
Beaverton Chamber of Commerce	Mail	650	Sent hard copy and requested they share info with membership
Bend Chamber of Commerce	Mail	475	Sent hard copy and requested they share info with membership
Eugene Chamber Of Commerce	Mail	1200	Sent hard copy and requested they share info with membership
Klamath Falls Chamber of Commerce	Mail	75	Sent hard copy and requested they share info with membership
Medford Chamber of Commerce	Mail	1350	Sent hard copy and requested they share info with membership
Portland Chamber of Commerce	Mail	1500	Sent hard copy and requested they share info with membership
Roseburg Chamber of Commerce	Mail	100	Sent hard copy and requested they share info with membership
Salem Chamber of Commerce	Mail	500	Sent hard copy and requested they share info with membership

<b>Organization</b>	<b>Method of Distribution</b>	<b>Number of Recipients</b>	<b>Notes</b>
<b>Labor</b>			
AFL-CIO	Email and Mail	200+	Sent email to contact and it was forwarded to the list
<b>State Agencies</b>			
Employment Dept. Managers	Email	45+	Sent to Director's office who sent it out to the managers
Economic Community Devel. Dept.	Email and Mail	12	Asked the Director's office to share with managers and other interested parties
Vocational Rehab Dept.	Mail	12	Asked the Administrator's office to share w/other interested parties
Dept. of Human Services	Email	5+	Sent to: Director, Deputy Director and TANF Manager. Also, encouraged them to share w/appropriate parties
<b>Other Stakeholders</b>			
Regional and Local Board Chairs, Vice Chairs and Staff	Email	48	Requested they share w/regional/area memberships
Association of Oregon Counties	Mail	40	Sent hard copy and requested they share info with membership
<b>Potential number of recipients</b>		<b>5863</b>	

**Attachment I-1**  
**Executive Order 03-16**

**Execut**

Office of the Governor  
State of Oregon



**EXECUTIVE ORDER NO. EO 03-16**

**WORKFORCE DEVELOPMENT**

Pursuant to my authority as Governor of the State of Oregon, I find that:

Revitalizing and invigorating the Oregon economy is a high priority. To facilitate economic recovery and to keep Oregon's industries productive and competitive for Oregonians, we must ensure that a skilled workforce is available to existing businesses. Further, Oregonians require access to education and training that will keep them prepared for the jobs of the future.

The availability of skilled labor is a key factor in business location, retention and expansion. Responsive workforce education and development to match the specific skill sets required by businesses is crucial to the state's economic development and to manage major technological and structural changes in the economy.

Oregon must create a coherent and responsive workforce development strategy that is linked to economic development efforts. The state needs to better analyze and enhance the return on our investments in workforce programs meant to allow workers to compete for newly created jobs or jobs requiring enhanced skills to increase productivity and wages, and to reduce the need for public assistance. This workforce development strategy must ensure that public and private sector investments are leveraged for the greatest impact and that training programs are responsive to the needs of business, industry, and the workers.

**NOW THEREFORE, IT IS HEREBY DIRECTED AND ORDERED:**

1. There is established within the Department of Community Colleges and Workforce Development (CCWD) an Employer Workforce Training Account ("Account"), funded from the State of Oregon's allocation of Workforce Investment Act funds that are identified as the statewide setaside funds under section 128(a)(1) and section 133(a)(1-2) of the Workforce Investment Act of 1998 (P.L. 105-220).
  - 1.1 The Oregon Workforce Investment Board (OWIB) shall use funds in the Account to:
    - 1.1.1 Create and retain living wage jobs in Oregon;
    - 1.1.2 Build a highly skilled workforce, especially in knowledge-based industries; and

1.1.3

Enhance the global competitiveness of Oregon businesses based on the skill of their workforce.

1.2 OWIB shall allocate the Account as follows:

1.2.1 For the first year ending June 30, 2004, 65% of the Account shall be sent to state workforce regions and 35% shall be reserved at the state level; and

1.2.2 For each subsequent year ending June 30, allocation shall be determined after annual review of prior performance of the goals.

2. The OWIB shall:

- 2.1 Identify all workforce development funds from federal, state, local and private sources and maximize coordination of resources used;
- 2.2 Encourage participation from private employers and labor organizations and make available state resources, financial and otherwise, to ensure public and private cooperation in training Oregon's workforce;
- 2.3 Provide a consistent statewide approach to workforce development and ensure that the State of Oregon is able to respond to requests from employers and the workforce;
- 2.4 Match workforce development resources with identified key industry sectors and coordinate with other economic development initiatives undertaken by public and private partners in Oregon;
- 2.5 Coordinate with Local and Regional Workforce Investment Boards and other workforce, education and economic development entities to execute the actions under this Executive Order;
- 2.6 Establish eligibility criteria for grants and set performance measures for grantees;
- 2.7 Develop a process to create and recognize interagency Workforce Response Teams in each of the state's workforce regions;
- 2.8 Establish a formula for distributing moneys in the Account to the fifteen workforce regions and to state level training projects;
- 2.9 Approve statewide workforce training projects to be funded through the Account;
- 2.10 Explore additional sources of funding for the Account; and
- 2.11 Establish a link to representation from the Oregon Economic and Community Development Commission.

3. All state agencies directly or indirectly associated with workforce development programs and policies shall take actions to promote coordination of resources and programs to achieve the goals established in this Executive Order, including:

- 3.1 The CCWD shall:
  - 3.1.1 Develop and adopt rules to administer the Account;

- 3.1.2 Disburse monies and monitor dispersals under the Account;
  - 3.1.3 Assist the Governor's staff working on the strategy implementation;
  - 3.1.4 Facilitate participation of community colleges with the regional Workforce Response Teams;
  - 3.1.5 Facilitate participation of Local and Regional Workforce Investment Boards.
  - 3.1.6 Facilitate participation of Title 1B providers with the regional Workforce Response Teams; and
  - 3.1.7 Participate in the Governor's Workforce Policy Cabinet.
- 3.2 The Employment Department shall:
- 3.2.1 Provide project development and implement a new website to serve as a common source for workforce training and economic development information;
  - 3.2.2 Provide labor market and industry data and analysis to guide decisions by the Office of the Governor, the Oregon Workforce Investment Board, and local and regional workforce boards and Workforce Response Teams;
  - 3.2.3 Provide staff to participate in the regional Workforce Response Teams; and
  - 3.2.4 Participate in the Governor's Workforce Policy Cabinet.
- 3.3 The Oregon Economic and Community Development Department shall:
- 3.3.1 Determine significant business and industry clusters that will contribute to the stability and growth of the state or regional economy on an annual basis;
  - 3.3.2 Provide industry data and analysis to guide decisions by the Office of the Governor, the Oregon Workforce Investment Board, and Local and Regional Workforce Investment Boards and Workforce Response Teams;
  - 3.3.3 Enhance and leverage the Department's Strategic Reserve Fund resources with the Account;
  - 3.3.4 Provide staff to participate in the regional Workforce Response Teams; and
  - 3.3.5 Participate in the Governor's Workforce Policy Cabinet.
- 3.4 The Department of Human Services shall:
- 3.4.1 Identify appropriate pilot projects or ways to leverage the Department's programs and resources with the Account;
  - 3.4.2 Communicate and support this workforce strategy on a local level with field staff; and
  - 3.4.3 Participate in the Governor's Workforce Policy Cabinet.
- 3.5 The Oregon University System shall:
- 3.5.1 Assist with determining industry cluster workforce needs in an advisory role to the Oregon Workforce Investment Board;
  - 3.5.2 Provide policy advice on how to coordinate use of the Account with higher education objectives;
  - 3.5.3 Facilitate participation of universities with regional Workforce Response Teams; and
  - 3.5.4 Participate in the Governor's Workforce Policy Cabinet.



- 3.6 The Department of Education shall:
  - 3.6.1 Provide policy advice on how to link the Account to educational objectives; and
  - 3.6.2 Participate in the Governor's Workforce Policy Cabinet.
- 3.7 To the extent permitted by law, State agency workforce partners are directed to share information about client needs within the Workforce Response Teams as part of their responsibilities in delivering comprehensive services to the business community.
4. I further order and direct the Oregon Workforce Investment Board to report to the Office of the Governor about the execution of this Executive Order, the outcomes of efforts to coordinate workforce and economic development activities and expenditures from the Account. This report shall be made by December 31<sup>st</sup> of even number years just prior to the beginning of each biennial legislative session. This report shall be submitted for the duration of this Executive Order.

## **Attachment II-1: Outcomes of the EWTF Incumbent Worker Training Initiative**

### **Regional Workforce Response Team**

#### **Employer Workforce Training Projects Report**

Employer Workforce Training Funds have been allocated to 15 workforce regions in the state to identify workforce projects giving the best economic benefit to their regions. Workforce Response Teams identify prospects and grant awards to existing businesses that are expanding or seeking to retain their current workers.

- 417 Total WRT Projects to date have been funded from all 15 Regions
- Over 23,000 current workers trained in critical knowledge-based industries.
- A \$10M public investment leveraged almost \$22 M in private sector investments for training incumbent workers.
- Over 400 companies participated – majority small business with fewer than 100 workers.
- Training in advanced manufacturing, high tech, bioscience and other critical industries.
- Workers gained new skills in high performance/lean, specialized technical areas, patient care, computer software application, critical thinking, problem solving and leadership.
- Training projects regionally driven by industry, Local Workforce Boards, and Workforce Response Teams.
- Over 20 statewide projects implemented to build capacity to link economic and workforce development efforts and address critical skill shortages in high-demand occupations.
- Strategic investments created over 2,300 new jobs and retained almost 20,000 existing jobs.

**Attachment III-1 Membership of OWIB**

**OREGON WORKFORCE INVESTMENT BOARD (OWIB)  
(including represented members)**

March 2007

Representatives of Business in the State (Majority)		
Carl Califano *	Wah Chang	Metals Manufacturing
Bob Craft	Smotis, Inc.	Software
Charles "Murf" Karns	Collins Products	Wood Products
Elizabeth King	ESCO Corp.	Metals Manufacturing
Peggy Miller	G&P Invesco	Technology
David Officer	T-Mobile	Communications
James Paulson	Kaiser Permanente	Health Care
Kevin Peterson	Farwest Steel	Metals Manufacturing
David Williams **	NW Natural	Energy Utility
Jill Eiland	Intel	High Tech Manuf.
Mark Lewis	Woodfold, Inc.	Wood Products Manuf.
Vacant	Recruiting now	Missing Clusters: Apparel/Sporting Goods, Rec Equip, Nursery, Food Proc., Creative Services
Vacant		
Vacant		
Vacant		
The Governor		
Ted Kulongoski	Represented (JS/LC)	
Legislators (2 members of each chamber of the state legislature)		
Margaret Carter, Sen.	Senator	Legislator
Roger Beyer, Sen.	Senator	Legislator
Terry Beyer, Rep.	Representative	Legislator
John Dallum	Representative	Legislator
One chief elected official (county/city)		
Vacant		Local Elected Official

Representatives of labor organizations (two or more)		
Jerry Fletcher	IBEW	
Chris O’Neill	ONA	
Alton Dorgan	Steelworkers	
Individuals and organizations that have exper. with respect to youth activities (2 or more)		
Salam Noor	ODE (WPC rep.)	
Cynthia Risan	Enterprise for Education	
Individuals and organizations with experience and expertise in the delivery of workforce investment activities, including Community Colleges and CBOs (two or more)		
Mary Spilde	Community Colleges	
Vacant	CBO	
Lead state agency officials – representing required one-stop partners (ref. Sec. 121)		
Salam Noor	ODE (WPC rep.)	Perkins
Laurie Warner	OED (WPC rep.)	WP, MSFW, Vets, TAA, UI
Linda Mock	Comm. Blind (WPC rep.)	VR
Cam Preus-Braly ***	CCWD (WPC rep.)	Title I, II, Perkins
Dave Lyda	DHS (WPC rep.)	TANF, FS, VR, SCSEP
Such other representatives the Governor may designate		
Bob Repine	OECD (WPC rep.)	Economic Development HUD
George Pernsteiner	Chancellor, OUS (WPC rep.)	University System

\*

\*\*

Chair

\*\*\*

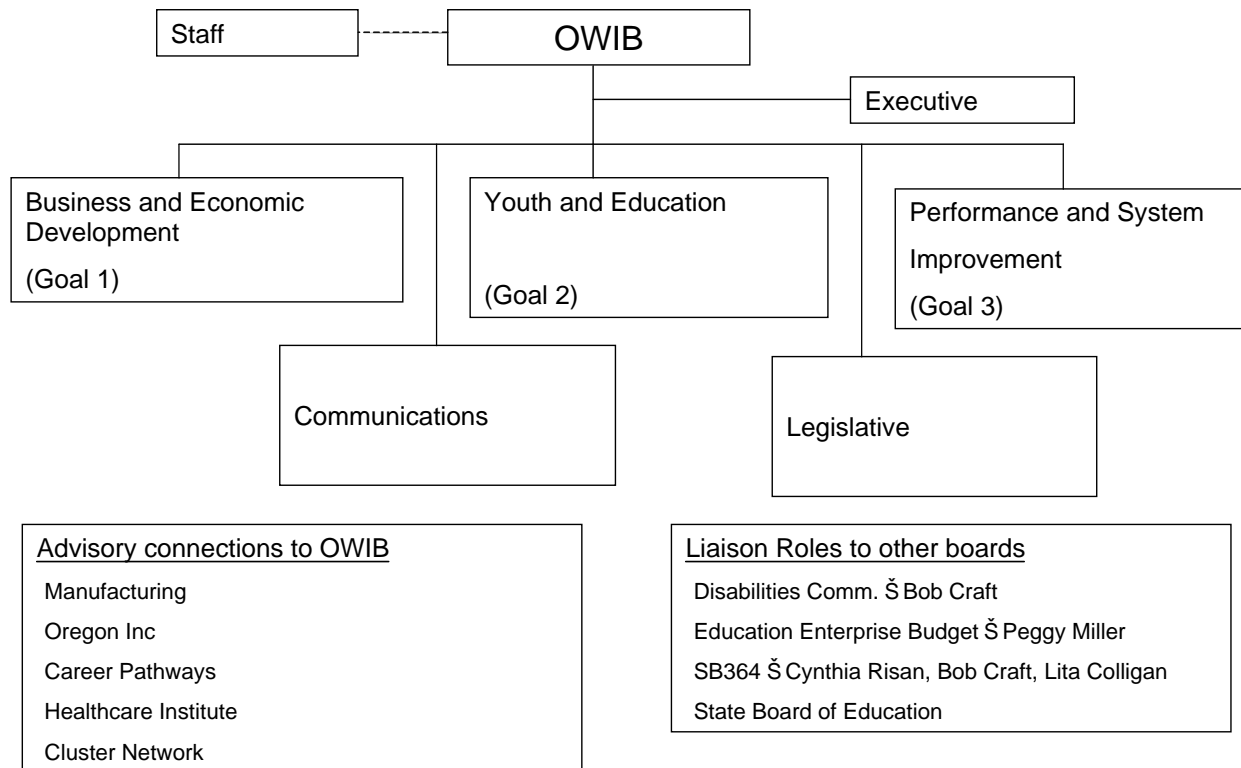
Elected Representative

Chair  
Vice-

WPC

**Attachment III-2: OWIB Committee Structure**

**OWIB Committee Structure**



**660.321-324**

**660.321 State Workforce Investment Board.** (1) A State Workforce Investment Board shall be created under section 2821(b) and (c) of the Workforce Investment Act of 1998 to assist in the development of the State Unified Workforce Plan established under ORS 660.324 and to carry out the other functions described by the federal Act.

(2) The membership of the board shall be in accordance with the requirements of section 2821(b) of the federal Act.

(3) Representatives of business described in section 2821(b)(1)(C)(i) of the federal Act who are appointed to the board shall be confirmed by the Senate in the manner prescribed under ORS 171.562 and 171.565.

(4) The Governor shall select a chairperson in accordance with the requirements of section 2821(c) of the federal Act.

(5) A majority of the board shall be representatives of business, as described in section 2821(b)(1)(C)(i) of the federal Act.

(6) Members of the Legislative Assembly appointed to the board are nonvoting members of the board and may act in an advisory capacity only.

(7) To transact business at a meeting of the board, a quorum of voting members must participate. A quorum shall consist of a majority of the voting members. At least 25 percent of the members participating shall be representatives of business, as described in section 2821(b)(1)(C)(i) of the federal Act. [Formerly 411.926; 2005 c.242 §1]

**660.324 Duties of state board; state plan for workforce investment system.** (1) The State Workforce Investment Board shall develop and submit to the Governor a single, unified state plan that outlines a strategy, with quantitative goals, for the statewide workforce investment system for the State of Oregon in accordance with section 2821 of the federal Workforce Investment Act of 1998. Upon the Governor's approval of the state plan, the Governor shall cause the State Unified Workforce Plan to be delivered to the Legislative Assembly.

(2) The board shall develop and include in the state plan goals designed to promote Oregonians' self-sufficiency. In addition to requirements under the federal Act regarding wage and other goals, the state plan shall include quantifiable goals that will empower Oregonians to gain independence from public assistance and move up the socioeconomic ladder.

(3) The board shall assist the Governor in:

(a) Developing Oregon's workforce investment system;

(b) Ensuring timely consultation and collaboration with chief elected officials, local workforce investment boards and other workforce stakeholders, including but not limited to business and labor organizations;

(c) Reviewing local workforce plans;

(d) Developing, as required by the federal Act, allocation formulas for the distribution of funds to local workforce investment areas for adult employment and training activities and for youth activities that are developed by the local workforce investment boards;

(e) Recommending the duties and responsibilities of state agencies to implement the federal Act, to avoid conflicts of interest and to capitalize on the experience developed by workforce partners who are efficient and effective at meeting the requirements of the federal Act;

(f) Participating in the development of a coordinated statewide system of activities and services that includes both mandatory and optional partners of the one-stop delivery system, as provided in the federal Act;

(g) Providing for the development, accountability and continuous improvement of comprehensive workforce performance measures to assess the effectiveness of the workforce investment activities in this state;

(h) Developing a statewide employment statistics system, as described in section 15(e) of the Wagner-Peyser Act (29 U.S.C. 49L-2(e)); and

(i) Preparing an annual report and submitting it to the United States Department of Education, the United States Department of Health and Human Services and the United States Department of Labor.

(4) The board, in partnership with the Governor, shall establish criteria for use by chief elected officials in appointing members to local workforce investment boards in accordance with the requirements of section 2832 of the federal Workforce Investment Act of 1998. The board shall establish the following requirements:

(a) To transact business at a meeting of a local workforce investment board, a quorum of members must participate. A quorum shall consist of a majority of the members. At least 25 percent of the members participating must be representatives of business, as described in section 2821(b)(1)(C)(i) of the federal Act.

(b) When appropriate and upon a request from the chief elected official of a county or the City of Portland, the State Workforce Investment Board shall consider the county or the City of Portland to be a candidate for designation as a local workforce investment area. The board shall consult with the county or the City of Portland before designating it as a local workforce investment area. After considering the criteria in section 2831 of the federal Act for designating local workforce investment areas, chief elected officials may submit a request to the board to combine their units of government into a local workforce investment area. The board shall make recommendations to the Governor about the designation of local workforce investment areas. Only the Governor may designate local workforce investment areas. The Governor must show just cause for not designating a requested local workforce investment area. A county or the City of Portland may submit an appeal to the board, as provided in section 2831 of the federal Act, if the Governor does not grant the county's or the city's request to designate a local workforce investment area.

(5) The board shall provide guidance and direction to local workforce investment boards in the development of local workforce plans. The State Workforce Investment Board shall adopt policies that:

(a) Require each local workforce investment board, in partnership with its chief elected officials and in accordance with section 2833 of the federal Act, to develop and submit to the Governor and the board a strategic local workforce plan that includes, but is not limited to, performance goals; and

(b) Permit each local workforce investment board, in consultation with its chief elected officials:

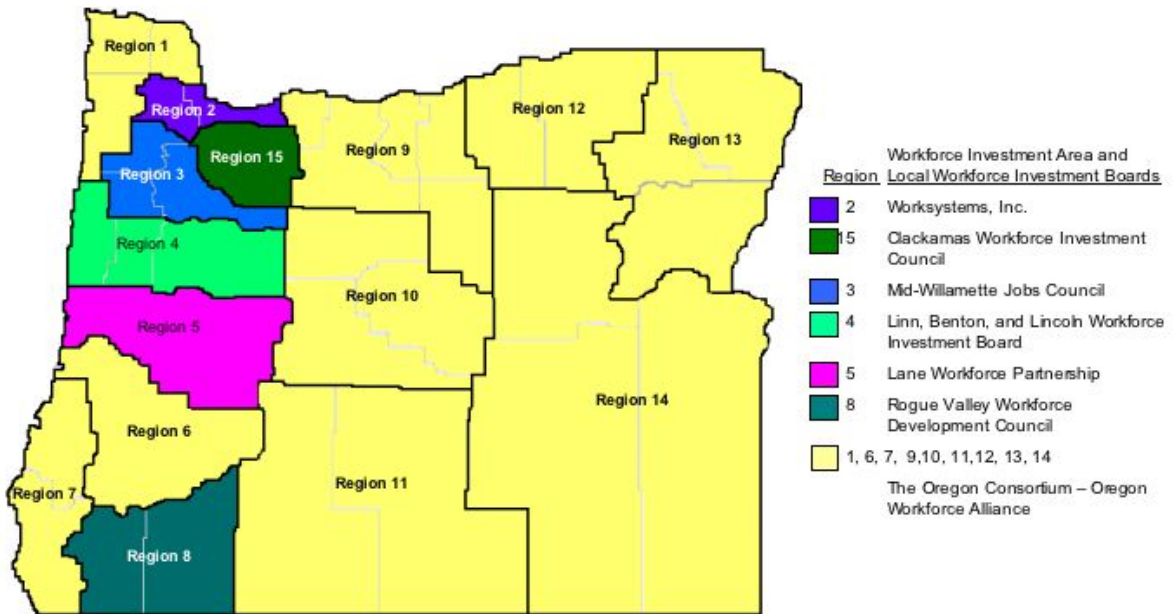
(A) To determine, consistent with the requirements of the federal Act, the appropriate level of services based on the workforce needs in the local workforce investment area; and

(B) To certify local one-stop operators. [Formerly 411.929; 2005 c.242 §2]

## Attachment VIII-1: Workforce Investment Areas

### Attachment VIII-1

### Oregon Local Workforce Investment Areas and Workforce Regions





## **Attachment VIII-2: Designation and Resignation of Workforce Areas**

### **OREGON WORKFORCE INVESTMENT BOARD Policy -- Workforce Investment Area Designation**

Amended: March 26, 2004

#### **Purpose**

To establish the criteria and procedure the Governor will use to designate Workforce Investment Areas as requested by Local Elected Officials.

#### **References**

The Workforce Investment Act of 1998 (WIA), Pub. L. 105-220; USC 9276(c) requires Governors to designate workforce areas within states. The Governor can take various courses of action to accomplish the designation of areas under the Act; in Oregon, the Governor and the Oregon Workforce Advisory Committee (OWAC), the predecessor of the Oregon Workforce Investment Board (OWIB) elected to designate workforce areas under Sec. 116(a)(4), Recommendation of State Board. The Oregon Workforce Advisory Committee, as State Board under the Act, advised the Governor on such action.

#### **Background**

The OWAC wished to establish policy that will allow for the local control of the workforce system, through local elected officials and local boards, while preserving continuity of services to customers. Flexibility to align service delivery with local labor markets and administrative units is desirable and can change over time. However, realignment of services into new workforce areas commits local and state administrative resources and can disrupt services; some stability is required. This policy encourages stability and allows flexibility. In addition, there are certain dates in the WIA with which this policy, to be most effective, will align. The WIA is authorized for five years, until June 30, 2005. Local and state plans under the WIA are to be for five years, for the authorization period of the Act. Performance expectations in those plans are for the entire five years, but are initially negotiated with local boards for the first three years, and may be renegotiated for the fourth and fifth year, or July 1, 2003. It is the intent of this policy to allow redesignation of workforce areas to align with these performance expectations of local boards.

#### **Policy: Criteria for Designation**

The Workforce Investment Act states that the Governor shall take into consideration the following:

- Geographic areas served by local education agencies and intermediate education entities,
- Geographic areas served by postsecondary educational institutions and area vocational education schools,
- The extent to which local areas are consistent with labor market areas,
- The distance that individuals will need to travel to receive services provided in such local areas, and
- The resources of such local areas that are available to effectively administer the activities carried out under the Act.

The Governor will use the following criteria to approve any designation requested by Local Elected Officials. Local Workforce Investment Areas will:

- Be requested for designation by Local Elected Officials,
- Be a combination of one or more Oregon Workforce Regions,
- Be consistent with local labor markets and the service areas of local educational and other workforce partners, and
- Reflect regional and labor market economies of scale.

In Oregon, workforce investment areas may be made up of more than one workforce region. Because workforce regions are the building blocks of workforce investment areas, the Governor has determined that the following decisions must be made, with concurrence from Local Elected Officials, at the local (workforce region) level:

- Designating one-stop operators;
- Developing local performance targets;
- Submitting local 5-year plans;
- Coordinating and providing oversight to local workforce activities;
- Strengthening partnerships with employers, Community Solutions Teams and others;
- Establishing local Youth Councils;
- Identifying and certifying local training and service providers; and
- Recognizing that the prohibition of service provision, within the requirements of the WIA, especially of training, applies to local boards.

#### **Policy: Transitional/Permanent Designation**

On 7/1/99 Workforce Investment Areas received Transitional Designation status. This status was in effect until 6/30/00, at which time the designation was confirmed by the OWAC to be permanent. This designation is effective for five years; it will not be necessary for Local Elected Officials to request redesignation for that five-year period. Redesignation will not be allowed during the one-year transitional period.

This aligns with the authorization of the WIA and with the 5-year plan.

#### **Policy: Redesignation**

The designation of workforce investment areas is for five years. The five-year designation notwithstanding, Local Elected Officials may request designation of a different configuration, although it is not required. Such requests shall occur no more often than once every two years beginning 7/1/99, i.e., 2001, 2003, 2005. Requests must be received by the Governor not later than October 1 of the year previous to the time the redesignation would be in effect.

For example, Local Elected Officials may request designation of a different area on October 1, 2000, to begin on July 1, 2001; or on October 1, 2002, to begin on July 1 of 2003.

In order for requests for redesignation to be recommended for approval by the state board, requests must meet the criteria, established by the state board, as contained in this policy. In addition, compelling evidence must be presented to show why a different area would: 1) better meet the criteria established by the state board; 2) be more effective or efficient; and 3) produce better performance results for customers.

This policy allows the flexibility for local elected officials to request periodic redesignation, while preserving program stability for at least two years. The allowable dates also align with

the three-year renegotiation of performance, and with the five-year authorization period of the Act.

Assuming the reauthorization of the WIA, all areas will be redesignated to begin on July 1, 2005.

### **Special Circumstance Redesignation**

Circumstances may arise requiring local elected officials to request designation of a different configuration outside of the periodic two-year redesignation schedule. Such circumstances may include an emergency or a significant change affecting service delivery or other circumstances in which the local elected official(s) and the Governor agree that immediate designation of a different area configuration is necessary. In such a circumstance, local elected officials may request designation of a different area.

A special circumstance request by local elected officials to the Governor must explain the emergency or other special circumstances that require the change, and must include a transition plan that outlines how the change in designation will not adversely affect service delivery. As with periodic requests for designation, in order for requests for designation to be recommended for approval by the state board, requests must meet the criteria, established by the state board, as contained in this policy. In addition, compelling evidence must be presented to show why a different area would: 1) better meet the criteria established by the state board; 2) be more effective or efficient; and 3) improve services.

### **Appeal**

A unit of local government, or combination of units, which has requested but has been denied its request for designation or redesignation as a Workforce Investment Area may appeal the decision to the state board, in writing, stating the reasons for the appeal. The state board will have 90 days to act on the appeal. If a decision on the appeal is not rendered in a timely manner or if the appeal does not result in designation, the entity may request review by the Secretary of Labor, under the procedures set forth at 20 CFR 667.6409(a).

Effective Date:	May 28, 1999
Amended Date:	March 26, 2004
Approved by: Executive Staff	
Date:	March 30, 2004

This policy will remain in effect until amended or rescinded by the Oregon Workforce Investment Board.

## Attachment VIII-6: OWIB Conflict of Interest Policy

### OREGON WORKFORCE INVESTMENT BOARD

#### **Policy -- Avoiding Conflicts Of Interest By Separating Governance and Service Delivery Functions**

#### **Purpose**

To establish policy to assist workforce areas and regions in separating governance and service delivery to avoid conflicts of interest.

#### **References**

The Workforce Investment Act of 1998 (WIA), Pub. L. 105-220; USC 9276(c); Oregon Workforce Investment Board policy regarding Workforce Area Designation.

#### **Background**

The Workforce Investment Act (WIA) requires a clear separation between the administrative function/staffing of the Local Workforce Investment Boards and the operational functions of Workforce Investment Act services/training through the One-Stop system. The Act is very clear that local boards or their staff may not provide training without a waiver from the Governor. All Workforce Investment Act services and/or training must be provided through the one-stop delivery system for adults and dislocated workers.

In Oregon, a workforce investment area may be made up of more than one state recognized workforce region. As part of the implementation of the WIA, the Governor recognized this fact, specifically in the Oregon's Local Area Designation Policy. This policy required certain things of a workforce area that contained more than one workforce region. An excerpt from the policy states:

Because workforce regions are the building blocks of workforce investment areas, the Governor has determined that the following decisions must be made, with concurrence from Local Elected Officials, at the local (workforce region) level:

\*\*\*\* (paragraphs omitted)

- Recognizing that the prohibition of service provision, within the requirements of the WIA, especially of training, applies to local boards.

Recognizing that there is no consensus about the proper role of these regions now that the WIA is being implemented, the AOC Stakeholders Group agreed to recognize the difference between these types of areas in the policy. If an area contains multiple regions (or sub-areas), the policy, in keeping with this agreement, indicates that the area should be the entity to assure the Governor that there is separation between governance and service delivery functions in keeping with the policy. The Governor's Staff worked with the Oregon Workforce Alliance, the 23 county workforce area that contains 9 regions, to develop this language.

The attached chart is part of the policy. Footnotes on the chart indicate areas of interpretation about what the WIA actually restricts. The chart has been modified several times to reflect these discussions and ongoing DOL clarifications.

**Policy**

Consistent with state and federal law, it is a local board decision how to separate service delivery and governance functions in the workforce investment system.

To avoid actual or potential conflicts of interest or the appearance thereof, the attached chart depicts how to separate these functions to avoid conflicts of interest that may arise without this separation.

The local board shall follow the state policy unless it can document why there is a need to make an exception to the policy and it can assure the Governor it has put adequate safeguards in place to avoid actual conflicts.

In addition, local areas shall develop a policy to assure that adequate safeguards are in place to avoid conflicts of interest according to the attached chart. The policy shall address conflicts that could arise at the sub-area level if there is no separation between governance and service delivery functions.

Approved by:	Annette Talbott, Workforce Policy Coordinator
Date:	March 17, 2000
Effective Date:	March 17, 2000

This policy will remain in effect until amended or rescinded by the Oregon Workforce Investment Board.

**AVOIDING CONFLICTS OF INTEREST BY SEPARATING GOVERNANCE AND SERVICE DELIVERY** (revised 3/13/00)

The Workforce Investment Act requires a clear separation between administrative functions/staffing of the local board and provision of services and training. This is done to prevent possible conflicts of interest between these roles. This chart accompanies the state's policy on separating governance and service delivery functions. If a local board sought to allow an arrangement that is not be permitted under the proposed policy (if the law does not prohibit it), the local plan should contain a description of the procedures that are in place to safeguard against any conflicts.

Function	Staff to the WIB (local board)	Fiscal Agent	Monitoring /Evaluation Staff	One Stop Operator	Core and Intensive Services	Training Service Provider	Youth Services Provider
Staff to the WIB (local board)	•	•	•	As law allows**	As law allows**	With Gov.'s waiver*.	Summer *** •

<b>Fiscal Agent</b>	•	•	•	•	•	•	<b>Summer ***</b> •
<b>Monitoring /Evaluation Staff</b>	•	•	•	•	•	•	<b>Summer ***</b> •
<b>One Stop Operator</b>	As law allows**	•	•	•	•	•	•
<b>Core and Intensive Services</b>	As law allows**	•	•	•	•	•	•
<b>Training Service Provider</b>	With Gov.'s waiver*.	•	•	•	•	•	•
<b>Youth Services Provider</b>	<b>Summer***</b> •	<b>Summ er ***</b> •	<b>Summer ***</b> •	•	•	•	•

**OKAY • -With adequate safeguards**

\*\*\* Section 123 states that youth services shall be offered through competitive grants by the local board. However, 664.610 states that if summer youth activities are not provided by the grant recipient or fiscal agent, then they are subject to competition. DOL has said that year round youth services shall be delivered through competitive grants and not by the grant recipient but summer activities can be delivered by the grant recipient or fiscal agent. \*\*Section 117(f)(2) allows the local board to be a One Stop Operator, provider of core or intensive services with the agreement of the local elected official and approval of the Governor. The LEO concurrence can be expressed in the local plan. \*Section 117(f)(1) allows a local board to seek a written one year waiver from the Governor under certain limited circumstances. Section 117(f)(1)(A) states clearly: “Except as provided in subparagraph (B), no local board may provide training services as described in section 134(d)(4).” Subparagraph (B) refers to the circumstances under which a waiver may be granted, none of which involve the provision of core or intensive services. Section 134(d)(4) describes training services under the Act. The regulations, at Section 661.310 reinforce the Act in these provisions, and further clarify them by stating that “The restrictions on the provision of core, intensive, and training services by the local board, and designation or certification as One-Stop Operator, also apply to the staff of the local board.” {emphasis added} [661.310(c)] The regulations note that "staff" to the board will be treated the same as if the board were delivering the service itself. The regulations do not differentiate between "staff" who are directly hired by an incorporated board or a person who staffs the board but who is actually employed by another entity. • -Caution: While the WIA does not prohibit one entity from providing both of these functions, having the fiscal agent distribute funds to itself and then provide services with those funds, or monitor its own activities, certainly has the appearance of a conflict and could lead to an actual conflict.

**Attachment IX-1: 589-30.6**

**Access to Training for WIA Participants; Issuance of Individual Training Accounts (ITAs)**

<b>Department of Community College and Workforce Development</b>	Number: 589-30.6
	Effective Date: January 1, 2002
	Page 1 of 5
<b>SUBJECT: Access to Training for WIA Participants; Issuance of Individual Training Accounts (ITAs)</b>	Approved:

Purpose

This policy provides a methodology for local areas to assure access to WIA training services in a flexible manner to meet the needs of participants, while continuing to maintain maximum customer choice.

Background

The WIA requires that "training" be recorded and reported by "program of training services." In Oregon, under stringent state consumer protection laws, public postsecondary programs must be approved by the State Board of Education or State Board of Higher Education; private postsecondary programs must be licensed by the Oregon Department of Education Private Career School Unit or authorized by the Office of Degree Authorization of the Student Assistance Commission. Programs can vary in length from less than one year to postgraduate. While a number of Oregon postsecondary programs were placed on the WIA Statewide List of Eligible Training Providers, this did not address the needs of many WIA participants who needed a group of courses, not a complete program.

Because of the "program of training services" definition, WIA participants were unable to receive training that fell short of a full "program." To address this problem, Oregon developed a policy called the "Design to Accommodate a Continuum of WIA Intensive and Training Services," or the Continuum Policy. This policy stated that within specific parameters, instructional services short of a complete program were considered to be Intensive Services. An environmental scan of local areas and practices found that the Continuum Policy was used extensively. However, as use of the policy proceeded, more problems emerged since shorter-term training was reported as Intensive Services rather than as Training Services under the WIA. This meant that few ITAs were provided to participants and few training dollars were being expended since most coursework was considered as intensive, not training services.

While the original Continuum Policy may have provided participants with the instruction needed for positive employment outcomes, there was negative scrutiny of the Continuum Policy by the U.S. Department of Labor, who believe that the Continuum understated training services and undermined the principle of customer choice.

A local and state task force, known as the ETP Work Group, was formed to find solutions to this problem as a part of finishing the development of the ETP system. Part of the charge of

the Work Group was to develop alternatives to the Continuum Policy that would provide a flexible solution to the need for certain WIA participants to take courses short of a full program.

The ETP Work Group investigated the data sources necessary for the tracking of the progress of WIA participants and the performance of training providers. They discovered that participants generally choose to enroll in full programs at private career schools while community college enrollment tended to be for courses short of a complete program. This phenomenon seems to relate to the populations served by the institutions and the manner in which instruction is provided. Even though community college students often do not complete full programs, the community college data system, OCCURS, has the capacity to track student participation and success by individual course within programs. Through OCCURS it is possible to develop a method by which individual student course achievement can be tracked as part of a student training plan/program.

The Work Group found that community college programs currently make up more than 50 percent of the Eligible Training Provider List in Oregon. The community college programs on the ETP list and the capacity to track individual student programs assist the state in providing opportunities for WIA participants. This is especially significant for the rural areas of Oregon, where there are few training providers and the community college may be the only option for training.

One of the effects of this policy is that the original Continuum Policy is no longer needed to provide the flexibility to meet customer needs. However, the Continuum has been revised as a policy paper, which is considered to be a companion to this policy, in order to clearly delineate the line between intensive and training services. Certain of the revisions to the Continuum, and language included in this policy, also have the purpose of maintaining as much of the flexibility as possible that existed under the Continuum for local One-Stop systems to continue to provide good customer service and to promote customer choice.

References Workforce Investment Act of 1998, PL 105-220, Sec. 122 and 134.

ORS 348.603.

ORS 345.015.

#### Definitions Applicable Program of Training Services

For Oregon's ETP performance measurement purposes, for those measures that apply to WIA participants only, the applicable program of training services is the program of instruction, comprised of a program or eligible courses, determined at assessment for each participant and noted on the Individual Employment Plan (IEP), for which an ITA is issued.

Note: The IEP may include eligible courses, or a program, which must be from the Statewide List of Eligible Training Providers and Programs (Eligible Training Provider List).

#### Collegiate-Level Work

Collegiate level work provides skills and information beyond what is normally gained before or during the secondary school level. It is characterized by analysis, synthesis, and applications in which students demonstrate an integration of skills and critical thinking. It is a term that denotes more than college/university transfer courses. It also includes professional technical education and other courses that exceed basic skills, workplace readiness, and fundamental basic skills.



Courses must be collegiate level if used to fulfill a requirement in an associate degree, option, or certificate of completion program.

### Eligible Courses

Eligible courses are those courses for which an ITA may be issued. The courses must be part of an approved program on the Eligible Training Provider List (ETPL), and be occupational skills courses and/or those courses leading to competencies needed for employment.

Note: Drawing on the courses from programs on the ETPL means that the providers must be state approved, licensed, or authorized education or training institutions.

### Program Completer

A WIA participant who, having received an ITA for Training Services, will be considered to have successfully completed a program of training services if that participant:

- Received a career school diploma, certificate of completion, associate degree, or baccalaureate degree;
- Completed all eligible courses enrolled in during WIA participation with a passing grade (pass, D or better); or
- Completed 50 percent of courses enrolled in during WIA participation, with a passing grade (pass, D or better), and became employed by the end of the quarter after the exit quarter.

Note: OCCURS records course completion as a grade. Actual grades students receive cannot be shared outside the system. “A passing grade (D or above)” in effect becomes “pass/fail” for the purposes of these performance measures. Some courses are not given a grade, but are only “pass/fail.”

Note: For the purposes of these measures, “50 percent” is defined as 50 percent of a complete program, or 50 percent of courses enrolled in.

### Policy

1. ITAs may be issued only for programs on the ETPL, or for eligible courses at an eligible training provider, drawn from programs on the ETPL.
2. If an ITA is issued for eligible courses, the program of study must be noted on the Individual Employment Plan (IEP) in the participant record.
3. ITAs are to be issued for occupational training services, as defined in WIA 134(d)(4). Non-collegiate-level work is not considered to be training services. Prevocational services are not considered to be training. These services may be part of a participant’s IEP but are not eligible to be part of an ITA unless combined with specific occupational skills training. These include:
  - Adult education and literacy services or English as a Second Language, unless combined with specific occupational skills training (WIA 134(d)(4)(D)(viii));
  - Basic computer literacy; and
  - Short-term prevocational services, WIA 134 (d)(3)(c)(vi).

Prevocational services are further clarified in the attached policy paper: A Continuum of Intensive and Training Services — Revised.

4. Occupational skills training and/or those programs or courses leading to the competencies needed for employment in a specific occupation or industry are considered to be training services and must be provided through an ITA. However, some instructional services are not considered to be training services under the WIA. These services are further clarified in the attached policy paper: A Continuum of Intensive and Training Services — Revised.
5. It is the policy of the State of Oregon that programs of training shall appear on the ETPL in order for an Individual Training Account to be offered to a participant. However, in exceptional circumstances, it may not be possible to follow the necessary procedures to put a training program on the ETPL. These exceptional circumstances include:
  - An element of urgency or exigency exists that would result in the participant’s losing the opportunity (e.g., time-limited job is waiting for a client if instruction is completed); and
  - A unique, one-time, non-duplicated set of individual circumstances affects an individual participant; and
  - The training has been researched to assure a reasonable opportunity for completion and that the training is of sufficient quality to meet participant needs; and

In such circumstances, training may be offered to a single participant, through an ITA, for a program not on the ETPL, as long as that training is:

- A program that is state licensed, approved, or authorized; or
- Sponsored or offered by a bona fide trade, business, professional or fraternal organization or by a business solely for the organization's membership or the business's employees or prospective employees, with a bona fide job offer, dependent on the training to be received.

In all cases, justification for such exceptions shall be clearly documented in the Individual Employment Plan. This justification will be a part of the Quality Assurance Review.

6. Previous issuance, “Design to Accommodate a Continuum of WIA Intensive and Training Services,” or the Continuum Policy, dated Dec. 28, 2000, ceases to have the force of policy on December 31, 2001.

Procedure:

**Responsibility Actions:**

- |              |   |
|--------------|---|
| Subrecipient | Adopts procedures for the referral to training services of WIA adult and dislocated worker participants that meet the requirements and intent of this policy. |
| CCWD         | Reviews for compliance with this policy.  |

**POLICY PAPER: A CONTINUUM OF WIA INTENSIVE & TRAINING SERVICES**

**REVISED**

**THE PROBLEM :** For a variety of local and statewide reasons, availability of, access to and the alignment of Workforce Investment Act (WIA) intensive and training services have created service delivery problems for certain areas of the state. The lack of clarity of the relationship between intensive and training services and the continuum of service needed by eligible participants has led to misunderstanding and confusion for participants, and for service and training providers.

**POLICY:** The goal of this policy paper is to clarify how WIA Access to Training policy will expand choices and improve options for WIA and other participants in the One Stop system. The policy paper intends to provide for a seamless continuum of participant services from WIA intensive to training services. The policy paper provides for better clarifying the line between intensive services and training services, while maintaining the flexibility needed to meet participant needs. The policy paper is a companion piece to CCWD policy: Access to Training for WIA Participants; Issuance of Individual Training Accounts (ITAs). The matrix on the next page shows intensive and training services with a continuum of intensive services identified to better meet the needs of participants. Key elements of the new proposal have been outlined on the following pages to clarify the policy and its impacts.

**Key Goals and Assumptions:**

- Provide services needed by customers
- Build training capacity for the system
- Close the skill gap
- Maximize capacity and minimize duplication
- Continue the implementation of Oregon’s system of Eligible Training Providers/Programs
- Align the WIA and state statutes and administrative rules regarding education and training
- Maximize customer choice and access to the system
- Provide clear transitions for system
- Minimize audit exceptions for the system

**MATRIX OF INTENSIVE AND TRAINING SERVICES (Alphabetical Order) NOTES:**

<b>SERVICE CATEGORIES</b>	<b>INTENSIVE SERVICES</b>	<b>ADDITIONS/ CLARIFICATIONS TO INTENSIVE SERVICES</b>	<b>TRAINING SERVICES</b>
---------------------------	---------------------------	--	--------------------------

ASSESSMENT	<ul style="list-style-type: none"> <li>• Comprehensive Assessment</li> <li>• Development of Individual Employment Plan</li> <li>• Skill and service needs assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Specialized assessment</li> <li>• Diagnostic testing</li> <li>• In depth interviewing and evaluation to identify employment barriers</li> </ul>	
CASE MANAGEMENT	<ul style="list-style-type: none"> <li>• Case management</li> </ul>	<ul style="list-style-type: none"> <li>• Development of individual employment plans</li> </ul>	
COUNSELING	<ul style="list-style-type: none"> <li>• Career planning</li> </ul>	<ul style="list-style-type: none"> <li>• Group counseling</li> <li>• Individualized counseling</li> <li>• Job and Career Counseling</li> </ul>	
JOB SEARCH AND RELOCATION	<ul style="list-style-type: none"> <li>• Out-of area job search</li> <li>• Relocation expenses</li> </ul>		
REFERRALS TO TRAINING (IF APPROPRIATE)			<ul style="list-style-type: none"> <li>• Apprenticeship</li> <li>• Eligible courses as noted on IEP</li> <li>• Occupational Training Program</li> <li>• Workplace and Related Training Program</li> <li>• Entrepreneurial Training Program</li> <li>• Self-Employment</li> <li>• Customized Training</li> <li>• Contracted Training</li> <li>• On-the-Job Training</li> </ul>
SHORT TERM PREVOCATIONAL SERVICES	<ul style="list-style-type: none"> <li>• Pre-apprenticeship</li> <li>• Professional conduct</li> <li>• Punctuality</li> </ul>	<ul style="list-style-type: none"> <li>• Basic/Intermediate Computer Literacy Skills --See note*</li> <li>• Instruction that is 40 hours or less in length and is considered to be short -term prevocational services – See note**</li> </ul>	
WORK EXPERIENCE	<ul style="list-style-type: none"> <li>• Internships</li> <li>• Work experience</li> </ul>		

## **\* ADDITIONAL CLARIFICATION OF BASIC/INTERMEDIATE COMPUTER LITERACY INSTRUCTION**

### **Definition**

Computer Literacy Skills -- Basic and intermediate computer manipulation and production skills needed across most occupations for a prospective employee to obtain and maintain unsubsidized employment. For most occupations, computer literacy skills would include keyboarding proficiency as well as basic or intermediate, word processing, spreadsheet, database and internet/web access skills. In most cases computer literacy skills would not include specialized occupational computer skills such as programming, network administration, specialized software application training or other computer skills necessary for a particular occupation or group of occupations.

### **Rationale**

Basic/intermediate computer training—keyboard, word processing, spreadsheet, database, Internet/Web, etc. are considered to be necessary basic skills and will be considered as prevocational services.

The marked increase in the need for computer literacy for most jobs makes basic and intermediate computer literacy skills and knowledge basic skills for current and future job entry for participants. Basic computer instruction will not be considered as training service allowing Title 1B Service Providers to send eligible participants to basic computer classes without an individual training account (ITA) and without the individual courses being on the Statewide ETP List.

Not identifying basic/intermediate computer literacy instruction as training services will provide local latitude for Title 1B Service Providers to utilize state licensed/approved local education and training entities to provide computer literacy skills without being on the State List. While it is expected that the majority of basic/intermediate computer literacy instruction will be provided as intensive services, it is possible for some of this instruction to be provided as core services.

## **\*\*ADDITIONAL CLARIFICATION OF INSTRUCTION THAT IS 40 HOURS OR LESS IN LENGTH**

Instruction that is 40 hours or less in length and is considered short-term prevocational services may be classified as Intensive Services and does not need to be included on the ETPL. Such short-term prevocational services are meant to be one-time only occurrences and are not to be packaged with other offerings from the same provider which if taken together would exceed the 40 hour maximum.

## Applicable Definitions:

**Intensive Services:** CFR, part 663, subpart B(1) – Intensive services are intended to identify obstacles to employment through a comprehensive assessment or individual employment plan in order to determine specific services needed, such as counseling and career planning, referrals to community services, and, if appropriate, referrals to training. May also include—out-of-area job search, relocation expenses, internships, work experience, skill and service needs assessments, case management and (134 d 3 C vi) short term prevocational services, including development of learning skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training

CFR 663.210. Intensive services must be provided through the One-Stop delivery system, including specialized One-Stop centers. Intensive services may be provided directly by the One-Stop operator or through contracts with services providers, which may include contracts with public, private for profit and private non-profit services providers (including specialized service providers) that are approved by the WIA Local Board

**Intensive Services.** Section 134 USE OF FUNDS FOR EMPLOYMENT AND TRAINING ACTIVITIES.

.(3) Intensive services.--

.(A) In general.--Funds allocated to a local area for adults under paragraph (2)(A) or (3), as appropriate, of section 133(b), and funds allocated to the local area for

dislocated workers under section 133(b)(2)(B), shall be used to provide intensive services to adults and dislocated workers, respectively--(i)(I) who are unemployed and are unable to obtain employment through core services provided under paragraph (2); and

.(II) who have been determined by a one-stop operator to be in need of more intensive services in order to obtain employment; or

.(ii) who are employed, but who are determined by a one-stop operator to be in need of such intensive services in order to obtain or retain employment that allows for self-sufficiency.

(B) Delivery of services--Such intensive services shall be provided through the one-stop delivery system--

(i) directly through one-stop operators identified pursuant to section 121(d); or

(ii) through contracts with service providers, which may include contracts with public, private for-profit, and private nonprofit service providers, approved by the local board.

(C) Types of services--Such intensive services may include the following:

(i) Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include--

(I) diagnostic testing and use of other assessment tools; and

(II) in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.

(ii) Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals.

(iii) Group counseling.

(iv) Individual counseling and career planning.

(v) Case management for participants seeking training services under paragraph (4).

(vi) Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.

**Program of Training Services:** CFR 663.508 – One of more courses or classes that, upon successful completion, leads to (1) a certificate, an associate degree or baccalaureate degree, or (2) a competency or skill recognized by employers, or (b) a training regimen that provides individuals with additional skills or competencies generally recognized by employers

## **Attachment IX-2: Joint Communication Plan**

### **State Dislocated Worker Unit and Local Dislocated Worker Liaisons Working Agreement**

#### **Purpose**

The purpose of this working relationship agreement is to outline an early intervention/rapid response process that will build upon state and local strengths and resources and take into consideration that each local program and event is unique.

#### **Mission of Pre-layoff Services System in Oregon**

**GOAL** - the mission of the pre-layoff system in Oregon is to provide comprehensive information and technical assistance leading to employment of dislocated workers. With the assistance and input from all parties involved, the process will allow for quality pre-layoff services to dislocated workers and employers in Oregon. The following principles should be applied to all layoffs/closures:

- Notify all partners (local, regional, union and state) of layoffs or closures.
- Frame messages positively.
- Maintain confidentiality.
- Think simplistically.
- Don't make commitments you can't keep.
- Listen to and acknowledge workers' and employers needs.
- Don't bombard with information.
- Accommodate workers' cultural differences.

This pre-layoff guidance is intended to provide an operational guide to all agencies participating in layoff and closure activities. To the extent feasible, all agencies should conduct pre-layoff activities as described. However, it is recognized that the circumstance of each closing, layoff or disaster may vary and present unique problems not anticipated or provided for in these procedures. Therefore, procedures described may be altered to fit individual circumstances. Such a departure shall be undertaken with the full knowledge of the State Dislocated Worker Unit. The State DW Unit will serve as the central point of communication among offices statewide, receiving and distributing information as needed.

#### **Procedure**

The following procedures provide for a sequence of activities that divide a Pre-Layoff/Rapid Response event into eight steps:

1. Initial Notification of Layoff or Closure
2. Investigation
3. Initial On-Site Meeting with Company Representative and Worker Representative
4. Transition Team
5. Employee Survey
6. Employee Information Session
7. Pre-layoff Services Planning
8. Employer Feedback – Follow up



A summary of activities included in each phase is provided below.

### Step 1 - **Initial Notification of Layoff or Closure**

- The pre-layoff process begins when the DW Unit, local or state liaison receives a formal WARN notice or similar information through informal channels (e.g., a phone call or newspaper article). State and local DW Staff will make contact and share information of layoff/closure via phone or email with state or local partners.
- The process is initiated by communication to or from local DW Liaisons, depending on who is the first party to receive the notification of the layoff/closure. The goal is to make contact with the company and union officials where appropriate and be onsite within 48 hours, where practical. Follow-up with partners is essential with the understanding that the State DW Unit will follow-up with the company if contact is not made with the designated local liaisons within that time period. Communication between local liaisons and the State DW Unit is a priority in this step of the process.
- The layoff/closure will be logged into the State Dislocated Worker Layoff Tracking System.
- WARN notices are checked for completeness and copies are shared with all appropriate partners.

### Step 2 – **Clarification**

- The goal is to complete the investigation and be onsite with the company within 48 hours, where practical.
- The designated Local DW Liaison will contact the company to verify the layoff/closure and gather general information, such as the reason(s) for the layoff(s) or closure; the number of employees involved; union contact information, if applicable and, if there is no union, lead worker information; the expected date of the layoff; and other pertinent information. During this initial contact, the designated Local DW Liaison provides a brief explanation of pre-layoff services. The Local DW Liaison sets up an initial on-site meeting with the company, worker representative and union representative, if applicable.
- Initial partner meeting–The goal of the initial partner meeting is to strategize a plan for the onsite meeting. The goal of the onsite meeting is to obtain the commitment of management, employees and the union, if applicable, to actively participate in pre-layoff services such as the Employee Survey, Pre-Layoff Workshops, outreach and placement activities, etc.
- Helpful information to gather may include but is not limited to:
  - Identifying the employees impacted by the layoff. Obtaining an employee list.
  - Is there a union involved? If so, what resources can the Labor Liaison and/or Union provide?
  - Define and coordinate services/partners as appropriate: Employment Service, Unemployment Insurance, Workforce Investment Act Services, Education, Department of Human Services, Veterans' Affairs, Economic Development, Consumer Credit Counseling, other state or local government agencies and other community organizations, such as faith-based organizations.
  - Which pre-layoff services (transition team, onsite workshops, resource room, peer advisors, etc.) will be offered?

- Who will meet with the employer and worker representative to speak on behalf of partners during the initial on-site meeting? Who makes the call and to whom? Is the call to the president, CEO, manager, Local HR or Corporate HR or someone else?
- Determine what needs to be asked on the employee survey.
- Discuss the possibility of filing a WARN notice and/or Trade Act petition.

### Step 3 - **Initial On-Site Meeting with Company Representative and Worker Representative**

This initial on-site meeting with the employer and employee representatives (i.e., union rep., where applicable) is a critical event in terms of the decision-making process for the employer and employees. The DW Liaison listens effectively to understand the situation to be able to provide a professional response to concerns expressed by the parties involved. This meeting should assure the company and the employees that utilizing public services and assistance will result in significant benefits to those affected by the closure or layoff. Suggested outcomes from this initial on-site meeting include:

- Identify worker and employer needs;
- Provide an overview of the services and benefits the dislocated workers may be eligible to receive under WIA and Trade Act;
- Promote the benefits of an employee survey process and discuss the process.
- Identify services being offered by the employer and union (if applicable);
- Obtain knowledge of the employer and the work of the employees;
- Formulate timelines;
- Determine partnering logistics with hired outplacement (if applicable);
- Determine the need for a Transition Team;
- Discuss next steps, including when the next meeting will occur.

### Step 4 - **Transition Team**

A. The transition team should be comprised of:

- Employer representative(s);
- Employee representative(s);
- Local and/or State Liaison(s);
- Union representative and/or Labor Liaison (if applicable).

B. When preparing for a transition team meeting, the following tools and resources will be considered, including but not limited to the following:

- a. Locally available menu of services;
- b. Field trip to one-stop;
- c. Compatible software;
- d. Community resources for workers;
- e. Flexibility in times services are offered;
- f. Determine next steps;
- g. Describing one-stop services pre- and post-layoff;
- h. Employee lists (including names and contact information);
- i. Newsletter;
- j. Packets of information about available DW services;
- k. Peer advisors;
- l. Resource room;
- m. Additional funding and/or leveraged resources;

- n. UI Information (phone number and website) and TUI Information (phone number)
  - o. National Emergency Grants (NEGs);
  - p. Workers' Compensation;
  - q. Refreshments;
  - r. Trade Act petition;
  - s. A list of local contacts;
  - t. Format of survey.
- C. When pre-layoff activities are not feasible/possible, the following steps should be taken:
- a. Contact the employer to gain employee contact information in order to distribute:
    - i. Packets
    - ii. Informational Letters
  - b. Contact the Employment Department Workforce Promoters – after attempts to verify with the employer.

#### **Step 5 - Employee Survey**

- A survey of the workers is conducted to obtain their direct input concerning the types of services they would like to see made available. A template is available in English, Spanish, Vietnamese, and Russian from CCWD and the results can be compiled by CCWD if the survey is used as presented.

#### **Step 6 - Employee Information session:**

Ideally, members of the Local DW and/or the State DW Unit coordinate these sessions.

- This team provides information to the affected workers about the services that will be made available to them to ease the transition to re-employment.
- Additional state agencies or community-based organizations may participate as appropriate, as determined by the Local DW Liaison.

#### **Step 7 - Project Planning**

Information gathered from employees, company management, and the union (if applicable) will determine the plan for services to affected workers.

- The transition team and partners develop a plan for pre-layoff services utilizing all information obtained.
- This plan will be communicated to the State DW Unit and documented on the State Lay-off Tracking System.
- The need for additional funding based upon the final plan for services will be developed for the affected workers and submitted to the State.
- Develop a funding strategy including leveraged resources

#### **Step 8 - Employer Feedback – Follow up, as appropriate**

- Survey employers after services are provided as appropriate.
- After layoffs, seek a company referral, including contact information.
- Share information obtained with partners

<b>Department of Community Colleges and Workforce Development</b>	Number: 589-20.10
	Effective Date: 4/3/03 Revised: 10/18/05
	Page 1 of 6
SUBJECT: Distribution of Workforce Investment Act (WIA) Rapid Response and Additional Assistance Funds.	Approved:

Purpose To establish procedures regarding the distribution and use of Workforce Investment Act Rapid Response and Additional Assistance Funds reserved for WIA Subrecipients.

Background PL 105-220 (Workforce Investment Act), Section 101(38), and Section 134(a)(2)(A)

References Section 101 (38)  
Section 132(a)(1)  
Section 133(a)  
Section 134(a)(2)(A)  
Section 134(a)(3)(A)(iv)(I)  
20 CFR 665.300-340  
OAR 151-020-0020

Definitions

Dislocated Worker Unit (DWU) of the Department of Community Colleges and Workforce Development (CCWD) - an identifiable unit within the CCWD with the capabilities and functions identified in Section 112(b)(17)(ii) and 134(a)(2)(A) of the WIA.

Formal Request for Funds – correspondence requesting funds which includes details as outlined in Section C.

Peer Support Advocate – a worker, selected from the affected workforce and by a process that includes worker input and a transition team, to provide clear and accurate program information and act as a liaison between program services and the affected workforce.

Prefeasibility Studies – preliminary assessments performed to explore the feasibility of having a company or group, including workers, purchase the plant and continue its operation or to avert closure or layoffs.

State Dislocated Worker Unit and Local Dislocated Worker Liaisons Working Agreement - the agreement between local program operators and CCWD which outlines protocols for communicating layoff activity information.

Statewide Additional Assistance Funds – funds reserved by the Commissioner for use in accordance with the provisions of Section 134(a)(2)(A)(ii) of the Act.

Statewide Rapid Response Funds – funds reserved by the Commissioner for use in accordance with the provisions of Section 134(a)(2)(A)(i) of the Act.

Workforce Promoter – services provided under contract between CCWD and the Employment Department to provide an avenue to mail or phone program information to workers who may be affected by a layoff from a specific company where pre-layoff services were not feasible.

Workforce Transition Committee or Transition Team – a team of employer representatives, employee representatives, local program providers, state staff, and union representatives that meets to design and influence the provision of services to the affected workforce.

#### Policy

Rapid Response and Additional Assistance Funds are to be used in response to specific dislocation events where state staff have been previously advised of the layoff or closure in accordance with the State Dislocated Worker Unit and Local Dislocated Worker Liaisons Working Agreement, where pre-layoff services are planned, and the scope of services is designed based on input from a workforce transition committee and worker surveys. In the event that pre-layoff services are not feasible, the local program provider will contact the employer in an effort to secure a list of the affected workers so that outreach can be conducted via mail or telephone. If the employer is uncooperative, the local program provider will coordinate with the Dislocated Worker Unit and the Workforce Promoters to mail program information to the affected workers. These funds are to be used to temporarily expand service capacity to address the needs of a specific group of workers. Rapid Response and Additional Assistance Funds will not be awarded as a means to replenish general formula fund short-falls or fluctuations in dislocated worker formula funds, nor will they be made available to offset funding shortfalls because of participant carry-in from one program year to the next.

The DWU of the CCWD shall review all requests for Rapid Response and Additional Assistance Funds made by Oregon's local program providers, and funds will be distributed on a first come first served basis until all funds are exhausted. Program providers must submit a formal request for funds and receive

approval by the CCWD. The percentage of funds to be allocated and use of those funds will be determined by the Commissioner of the CCWD in accordance with OAR 151-020-0020.

Each April, the DWU will conduct an analysis of available funds to determine if distribution to the local workforce investment areas utilizing the dislocated worker formula fund distribution methodology is appropriate. If funds remain at the end of the program year, those funds will be distributed to the local workforce investment areas utilizing the dislocated worker formula fund distribution methodology.

#### A. RAPID RESPONSE Activities

1. Rapid Response funds for pre-layoff activities are funded with 25% dislocated worker funds and will be distributed to subrecipients for provision of pre-layoff services. Rapid Response funds may only be used for pre-layoff activities, and may not be used to provide services that require registration. Program operators may request funds as a reimbursement, to offset costs associated with pre-layoff services. Rapid Response funds will not be awarded for the purposes of providing one-time orientation or information sessions to a group of workers. Any unused Rapid Response awards may be recaptured in the second quarter following award. Rapid Response activities may include the following:
  - a. staff time to meet on-site with employers and employee representatives,
  - b. staff time and materials necessary to assist in establishment of a transition team, voluntarily agreed to by employer representative and worker representatives, with the ability to devise and implement a strategy for assessing the employment and training needs of dislocated workers and obtaining services to meet such needs,
  - c. hiring and training peer support advocates, selected from the affected workforce and by a process that includes worker input and a transition team;
  - d. staff time and materials to establish an on-site resource room and to conduct pre-layoff activities,
  - e. developing, planning and delivering on-site, pre-layoff services, and
  - f. conducting prefeasibility studies in order to determine the potential for averting the lay off, in accordance with 20CFR 665.320 (d)(1).

2. Funds for Layoff Aversion projects, in accordance with Section 134(a)(3)(A)(iv)(I), will be made available on a case by case basis and authorized by the Commissioner.
3. Requests for Rapid Response funds must include details described in Section C1.
4. Layoff Aversion project requests must include details described in Section C2.

## B. ADDITIONAL ASSISTANCE Activities

1.

Additi

onal Assistance funds are for use in accordance with the provision of Section 134(a)(2)(A)(ii) of the Act. These funds are for subrecipients in local workforce investment areas that experience natural or manmade disasters, mass layoffs or plant closings, or other events that precipitate increases in the number of unemployed individuals. Additional Assistance Funds will not be awarded as a means to replenish general formula fund short-falls or fluctuations in dislocated worker formula funds, nor will they be made available to offset funding shortfalls because of participant carry-in from one program year to the next. These funds are to be used to temporarily expand the service capacity to address the needs of a specific group of workers. Additional Assistance projects include:

- a. **Gap Fill Projects** are to be used to fund services between the requested project start date of a National Emergency Grant (NEG) application submitted to the Department of Labor (DOL), and the date that grant approval notice is issued. Expenditure and participant plan information included in the NEG application will serve as the basis for the award of these funds. Though not a component of the NEG application process, requests for Gap Fill Projects must include a line item budget and budget narrative. Funds will be awarded on a quarter-by-quarter basis, until the grant approval notice is issued. Subrecipients must provide detail indicating that formula dislocated worker funds are not sufficient to meet this need. Once NEG funds are awarded, Gap Fill project funds will be returned to CCWD.
- b. **Additional Assistance Projects** will be considered by the Commissioner and awarded on a case by case basis to program providers in areas with layoffs that do not meet the threshold of a NEG application, but for which regular Dislocated Worker formula funding is not available or sufficient. Subrecipients must provide detail indicating

that formula dislocated worker funds are not sufficient to meet this need. These funds are to be used in response to specific dislocation events, where pre-layoff services are delivered and the scope of services is designed based on input from a transition team and worker surveys. In the event that pre-layoff services are not feasible, the local program provider will contact the employer in an effort to secure a list of the affected workers so that outreach can be conducted via mail or telephone. If the employer is uncooperative, the local program provider will coordinate with the Dislocated Worker Unit and the Workforce Promoters to mail program information to the affected workers. Per participant costs for these projects may be no more than 10% above the average cost per participant for the local workforce investment area's formula funded dislocated worker program (as reflected in the current program year local WIAIB plan budget and participant plan). Per participant cost criteria may be waived at the discretion of the Commissioner; appropriate narrative information must be provided by the program operator.

2. Requests for Gap Fill Projects are to be submitted with a brief cover memo requesting the initial quarter of project funds and include details on the NEG application proposal.
3. Requests for Additional Assistance Projects are to be submitted as described in Section C4.

## C.

### Request Guidelines

### Request

1. Requests for Rapid Response funds may be made at any time, and must provide a description of the participant services including identification of the activities and components, including detail on:
  - a. the name of the company and location of the affected site, the number of workers affected, the actual date of closure or layoff schedule, the types of pre-layoff services to be provided, the dates of those events, whether or not a transition team is in place and assisting in organizing and delivering pre-layoff services, and the availability of leveraged resources from the company, the union or the community.
2. Layoff Aversion Project requests may be made at any time to CCWD and address the following details:
  - a. the employer and project partners, a target population description including job titles and demographics, number of workers to be served, how the project will avert the layoff, and timelines for implementation,



- b. evidence that the project will enable current workers to maintain their employment throughout the project, earn credential or certification level increases, wage increases or promotion opportunities, and retain their employment with the employer for an agreed period of time,
  - c. evidence of economic impact in the community if this project should not be funded and layoffs occur, and demonstration of how this project strengthens the employer and will stabilize it such that this type of project will not need to be repeated in the near future, and
  - d. a budget, budget narrative, and a line item budget indicating cash/non-cash match by the employer and/or project partners.
- 3. Requests for Gap Fill Projects may be made to CCWD when a NEG application has been initiated. Funds will be awarded on a quarter-by-quarter basis.
- 4. Requests for Additional Assistance Projects may be made at any time to CCWD and must include a line item budget and implementation schedule. Information in the project proposal must include:
  - a. the company or business affected, the number of workers affected, the date of closure or layoff schedule, and the dates of pre-layoff service events,
  - b. a line item budget and budget narrative with administrative costs at no more than 10% of the project total, and
  - c. an implementation and expenditure schedule with detail on the number of workers to be served, the number of workers who will enter employment, and a project period of no more than four quarters.
- 5. Requests for Gap Fill Projects and Additional Assistance Projects may include costs for administrative purposes. Administrative costs for these projects will be funded with 15% Statewide Activities Funds, and should be detailed in the request.

D. After request approval, the following will occur.

- 1. The request will become part of the subrecipient's local WIAIB plan through the modification process.
- 2. The approved amount of funds will be added to the Notice of Fund Availability and the subrecipient may draw down these funds on the same draw down form used with other WIA funds.
- 3. Gap Fill Projects will be funded on a quarter-to-quarter basis until the NEG is awarded, and local program operators will track participants using the project tracking code as assigned by CCWD.

4. Additional Assistance Project operators will submit quarterly implementation reports to CCWD, and local program operators will track participants using the project tracking code as assigned by CCWD.
5. Layoff Aversion project operators will provide quarterly implementation reports and an End of Project report, including an evaluative component, to CCWD.
6. Rapid Response and Additional Assistance expenditures will be reported separately on a quarterly basis at the same time as other Financial Status Reports are due.
7. If funds are not expended as planned, CCWD and the subrecipient will review expenditures and determine if funds need to be diverted to another project or returned to CCWD.
8. If it is determined that funds will be diverted to another project, the subrecipient must submit a request to CCWD, with details outlined in Section C.
9. If it is determined that funds will be returned, the subrecipient's local WIAIB plan will be modified to show the reduction in funds, and the recapture will be detailed in the subrecipient's Notice of Fund Availability.

Procedure

Responsibility

Action

Subrecipient

Submit the appropriate request with details as noted in Sections C and D.

CCWD

Process requests and ensure that all elements of policy are satisfied.

Include request and other documents with the subrecipient's local WIAIB plan in accordance with established modification processes.

Add Rapid Response and/or Additional Assistance funds to the subrecipient's Notice of Fund Availability form in a timely manner.

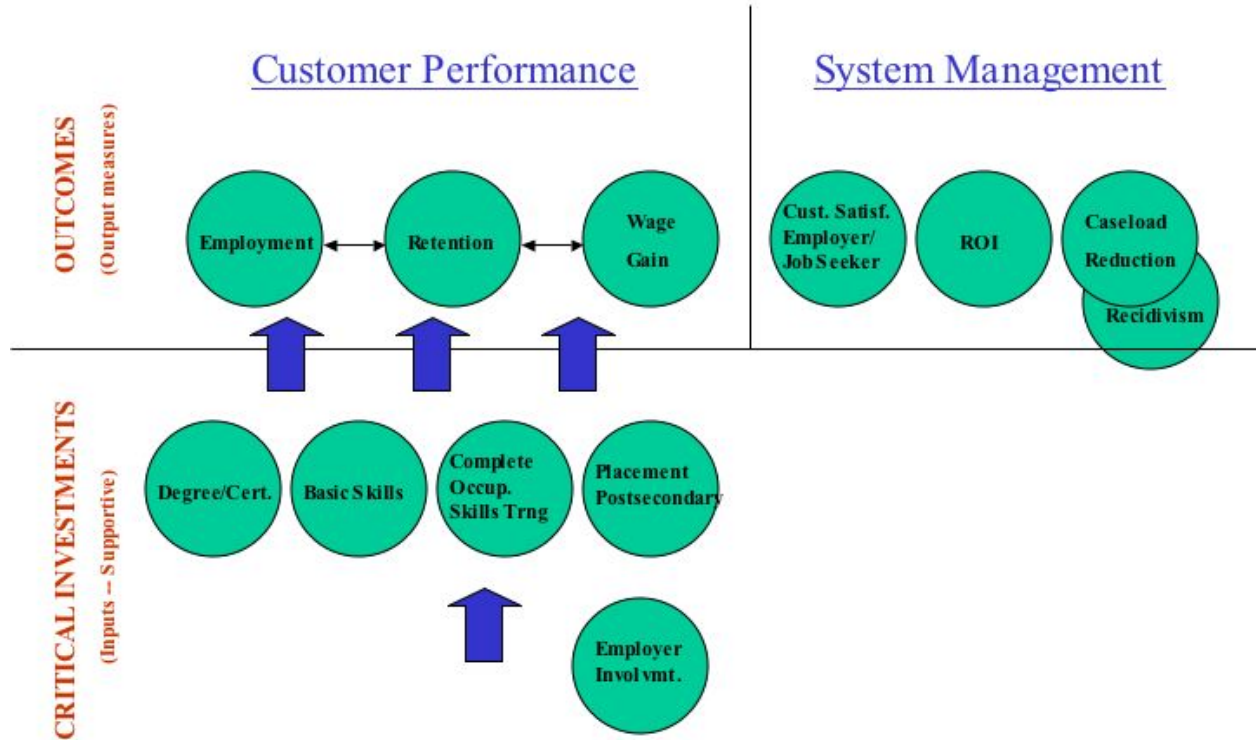
Subrecipient

activities in accordance with Section D.

Initiate

Attachment X-1: Performance Measures Hierarchy

**WORKFORCE PERFORMANCE INDICATORS**



6/27/2002

*WORKFORCE PERFORMANCE INDICATORS*

The chart illustrates a different way of looking at Oregon’s systemwide performance indicators. Instead of maintaining the categories we are familiar with, such as employment, skills gain, customer satisfaction, etc., it displays the measures functionally, illustrating the part each indicator plays in the system.

One of the most important functionalities illustrated by the chart is that it separates the measures into three focus areas. This does not mean that some measures are more important than others. The three employment indicators, Placement, Retention, and Wage Gain, are the ultimate outputs of the public system and are labeled “Outcomes.” These indicators measure the success of the system as a whole. Many of the other indicators measure critical investments, which play an essential supporting role but may not be applicable to every customer, as are the employment indicators. In short, the employment indicators are what all the public workforce system programs have in common, and are what define them as “workforce” programs.

Besides offering the idea of groupings, the new chart defines a category of System Management indicators. Our view of the indicators has suffered in the past by an “apples and oranges” syndrome, lumping together both customer and system outputs. Separating out the System

Management indicators provides some clarity. In addition, it has been difficult in the past to get a handle on the sheer number of indicators we need to track. The chart helps by allowing us to focus on parts of the system rather than on the confusing whole