Employment Department

WORKSOURCE OREGON™

STATE OF OREGON

THE UNION

1859

2007-2009
Strategic Plan

The Employment Department

Table of Contents

WORKSOURCE
OREGON

Introduction

In July 2005, the Oregon Employment Department (OED) Director and Executive Team adopted a set of guiding principles to govern the department's strategic planning efforts. The Strategic Plan policy includes practices the department found successful during its 2003-2005 strategic planning, which also extended into the 2005-2007 biennium. The practices include a focus on being:

Customer centric: Striving to provide the best service to our customers within the resources entrusted to the department.

Employee oriented: Providing the tools and support to staff needed to deliver these services to our customers.

Business based: Operating as the most efficient and effective organization possible. Initiatives must be well defined, sustainable and ensure the public's trust.

Collaborative and inclusive: Broadly distributing the draft plan, and seeking input from employees, partners and stakeholders.

The 2003-05 Strategic Plan was successful because it gave us the framework to continue to plan for our future. Another success of the 03-05 Strategic Plan is that the department accomplished what it planned to do. That same commitment has been made for the 07-09 Strategic Plan. However, the OED Director has the authority to change the Strategic Plan. Changes may be necessary based on Governor and/or legislative direction, Oregon Workforce Investment Board strategic plan initiatives, funding changes or other influences of such magnitude.

WORKSOURCE
OREGON

The Employment Department

Mission, Goals, Values, Objectives

The Mission of the Oregon Employment Department is to Support Business and Promote Employment.

How we accomplish that mission:

- Support economic stability for Oregonians and communities during times of unemployment through the payment of unemployment benefits.

- Serve businesses by recruiting and referring the best qualified applicants to jobs, and provide resources to diverse job seekers in support of their employment needs.

- Develop and distribute quality workforce and economic information to promote informed decision making.

- Provide access to child care that is safe, high quality, and affordable.

Values

Service - Provide high quality, timely and accurate service to all customers.

Collaboration - Obtain shared solutions promoting the greatest value.

Diversity - Appreciate and encourage the diversity of backgrounds, situations, and perspectives in all that we do.

Honesty & Openness - Treat others with honesty, respect and courtesy.

Accountability & Trust - Build trust and integrity into all relationships.

Growth - Keep current and creative in fields of expertise - actively seeking new ways of doing business.

Employment Department Objectives

The strategic plan of the Oregon Employment Department (OED) identifies three significant objectives for the organization over the next two years and develops strategies and milestones to address them. These three objectives include:

1. Service Delivery. The economy of the State of Oregon and need for relevant services is in constant flux. OED is challenged to understand both transitive and structural changes

WORKSOURCE
OREGON

that require consistent service delivery within a flexible service delivery model. Much work was done in 2003-05 and continues through 2005-07 to evaluate and modify services to achieve a balance between available resources and customer needs. To that end, it is the aggressive intent of the Employment Department to build on past successes and the leveraging of its current partnerships and resources to further enhance the services to Oregonians. These efforts will provide for a more stable economic infrastructure and dynamic growth potential for Oregon's economy.

2. **Workforce Strategy Integration**. The Employment Department delivers services in a state that values independence and innovation. These admirable qualities result in a vigorous public service delivery mechanism which reacts quickly to identify needs. This very strength has, at times, resulted in service duplication, resource shortages, and inter-agency discord as independent organizations strive to meet their customer's needs.

The Employment Department will further integrate services with partners in 2007-09 by focusing on overall goals and leveraging of resources to best use the strengths of each organization.

3. **Skilled Workforce Development**. OED is its people. The quality of services is dependent on the knowledge and skills of our staff. With the increasingly complex and changing workplace, the demands on OED staff to be at the leading edge of service delivery and provide for innovative solutions are growing.

To meet this objective, the Employment Department has developed a human resource strategy, along with other management initiatives, that is reflected in this Strategic Plan.

This strategy includes a number of integrated activities. One aspect is to develop an informed understanding of the core competencies of the current workforce and build specialized training programs to fit the needs of the organization and individuals.

This will ensure that OED employees are able to quickly respond to changes in the workplace and develop appropriate solutions. A second aspect of the strategy is to strengthen the organization's abilities to hire the most qualified and best trained applicants. A third aspect is planning for succession to ensure that the expert knowledge of OED programs are passed along to the next generation of OED employees.

Strategic Program Objectives

Unemployment Insurance Division
The Unemployment Insurance Division succeeds only when we meet and exceed the expectations of our customers. This is achieved through a commitment to the continuous development of unemployment insurance (UI) service delivery and fulfillment of the Mission of the Employment Department by: being consistent across all UI operations; applying law and policy consistently and fairly; communicating openly, honestly and

respectfully; collaborating in all situations; making strong connections with customers through frequent requests for feedback; and, designing service delivery accordingly while keeping a positive work community where employees have ownership and pride in the service they provide. We are an insurance provider. We insure: Oregon communities against economic loss; employers against loss of a trained workforce; and workers against wage loss. This results in: economic stability for Oregon; partial wage replacement for workers; and security to Oregon families.

Business and Employment Services Division

This division serves businesses by recruiting and referring the best qualified applicants to jobs, and provide resources to diverse job seekers in support of their employment needs.

- Recruit and refer the best qualified applicants to employers by matching the skills and experience of job seekers with employer openings.
- Operate a statewide, pre-paid, match and referral and placement service for Oregon job seekers.
- Provide re-employment services to unemployment insurance claimants.
- Collaborate with WorkSource system partners in developing local service delivery strategies and processes to meet the needs of business and job seekers.
- Co-locate wherever possible with WorkSource system partners in order to provide a complete range of seamless, non duplicative workforce services to business and job seekers.

Child Care Division

The Child Care Division (CCD) was established within the Oregon Employment Department to highlight the importance of child care in developing and maintaining a diverse, multi-skilled workforce. The division supports families and employers by planning, promoting, and funding a statewide child care system.

As Oregon's lead agency for the federal Child Care and Development Fund, the division ensures the safety of children by licensing child care businesses and investigating complaints against providers; initiates and funds programs that improve the quality and availability of child care; and funds over 200 state and local agencies and organizations to make child care more affordable for low-income working families, migrant and seasonal workers, teen parents, children with special needs, and parents participating in substance abuse programs.

Office of Administrative Hearings

This Office provides an independent and impartial forum in which citizens can litigate their disputes with state agencies through contested case hearings.

- Ensure that the hearing process is informal, accessible, and convenient to citizens who choose to represent themselves.
- Decide cases based on legal merit, without regard to outcome.

WORKSOURCE
OREGON

The Employment Department

- Promptly issue either proposed or final orders either meeting or exceeding all applicable timelines.

Workforce and Economic Research Division

The Research Division develops and distributes quality workforce and economic information to promote informed decision making.

- Maintain and continually improve our core product -- reliable, timely, accurate, and relevant workforce and economic information for Oregon and its local areas.
- Disseminate information by means of publications, presentations, the Internet, and personal responses to customer requests.
- Provide current and projected occupational and career information to job seekers and workforce partners; to students, parents, teachers, and educational planners; and to policy-makers.
- Tailor industry, occupational, wage, skills, and other information to meet the needs of businesses, economic development entities, policy-makers, and other customers.
- Produce relevant and reliable performance information for the workforce system.

Administrative Services Division

The strategic objective of the Administrative Services Division is to provide the process, policy and service infrastructure necessary for agency program delivery. This service delivery infrastructure reaches across a broad set of disciplines designed to support:

- Sustainable technology solutions.
- Attracting, hiring, developing, and retaining a diverse, competent, and motivated workforce.
- Protecting asset investments and maintaining fiscal compliance.
- Creating an environment that inspires learning and change.
- A safe secure working environment.

Executive Sections

Provide overall coordination and communication internal and external to the department.

- Provide leadership and organization for program delivery.
- Communicate department programs, issues and policies with staff and the public.

WORKSOURCE
OREGON

The Employment Department

Unemployment Insurance Outreach & Education 07-01

Responsible Division:	Unemployment Insurance
Contact:	Tom Byerley 503.947.1707 Tom.Byerley@state.or.us

Overview

Improve knowledge and understanding of the unemployment insurance program among Oregon's businesses and workers.

Initiative Details

Unemployment Insurance (UI) is often seen as a social service program; a need based, state supported program that pays people when they are out of work. In reality, UI benefits are not based on need but are payable based on an individual's qualified wage record and their ability to find another job. The goal of the Outreach and Education initiative is to communicate the truth about UI to the public, businesses, workers and stakeholders.

Through outreach and education the public will gain a better understanding of what UI is, what their rights are, where to go for UI information and the history of the program and its social benefits. This will result in more satisfied customers; customers who know what to expect of the UI program. Another focus of the Outreach and Education Initiative is to work with lawmakers and to make the OED UI division a primary source of information for elected officials on this subject. The ultimate goal of the initiative is to convey the concept that UI is an insurance program, offering wage replacement for unemployed workers.

Deliverables

Design and implement a UI Outreach and Education Plan
Develop and disseminate educational materials targeted for specific audiences and for specific purposes.
Increase and enhance relationships with key stakeholders

WORKSOURCE
OREGON

UI Program Consistency & Quality 07-02

Responsible Division:	Unemployment Insurance
Contact:	Tom Byerley 503.947.1707 Tom.Byerley@state.or.us

Overview

Improve quality and consistency in UI program delivery to improve customer satisfaction.

Initiative Details

Prior to the implementation of the three UI centers, a claimant or employer could contact the OED for information on Unemployment Insurance and get a variety of answers to the same question. This lack of program consistency resulted in customers becoming frustrated and dissatisfied with the service they received. The goal of the Program Quality and Consistency Initiative is to continue the focus on training while designing and implementing new ways to educate staff. This will result in better customer service, higher customer satisfaction and a common understanding for all staff of the essence and purpose of the UI program in Oregon there by strengthening the UI division.

Deliverables

Develop and communicate clear standards for quality, performance and production
Set and enforce agency performance and production standards
Hold managers and staff accountable for achieving standards
Develop and implement quality assurance program for UI centers process for quality review of claims-taker activities
Determine program training needs for managers and staff and design a comprehensive training plan
Specialized introductory and refresher training for specific staff groups.
Law and rule simplification.

UI Program Integrity 07-03

Responsible Division:	Unemployment Insurance
Contact:	Tom Byerley 503.947.1707 Tom.Byerley@state.or.us

Overview

Strengthen UI Trust Fund integrity for unemployment insurance, tax compliance; prevent fraud, abuse and identity theft across the program.

Initiative Details

Maintaining the integrity of the Unemployment Insurance (UI) Trust Fund is critical to serving our employer stakeholders. This means ensuring that workers receiving unemployment insurance benefits are meeting all eligibility requirements and that employers are paying their fair share of the premiums based upon their experience with the UI system. To achieve this goal, we must find new automated tools to detect potential abuse, audit unemployment claims and employer accounts for conformity with Oregon law and administrative rule and apply appropriate penalties to those found to be out of compliance. This initiative will address uncovering unemployment claim fraud by workers and employers, some examples of which are incorrect classification of workers (independent contractors) and tax avoidance schemes (SUTA dumping) by employers. Slowing unemployment claim fraud will aid in reducing premiums paid by employers used to pay UI benefits. Uncovering misclassification of workers and tax avoidance schemes levels the playing field for employers trying to compete for business in today's economy.

Deliverables

Enhance penalties for Employment Department fraud through two legislative proposals:
1) Employer Fraud: create real penalties and reduce employer fraud and save for the honest employers;
2) Fraud Fines/penalty: impose a fine, increase number of penalty weeks or a three strikes your out program.
Increase and enhance programs to deter fraud by:
1) Using the National Directory of New Hires to discover more situations where people are working by using other states' data;
2) Prepare a legislative proposal to utilize UI program records to determine fitness to hold a position in the Employment Department;
3) Implement a criminal background check before hiring new Employment Department employees.
Publicize compliance successes in the areas of SUTA dumping and claimant prosecutions.
Implement Federal Confidentiality Regulations.

WORKSOURCE
OREGON

The Employment Department

Claimant Reemployment 07-04

Responsible Divisions:	Business & Employment Services – Unemployment Insurance
Contacts:	Tom Erhardt 503.947.1207 Thomas.M.Erhardt@state.or.us
	Tom Byerley 503.947.1707 Tom.Byerley@state.or.us

Overview

Develop new policies and processes to ensure that UI claimants return to work at the earliest possible opportunity. Require that enrollments received from claimants reflect all skills, knowledge, abilities and relevant experience. Cross-train B&ES and UI staff on key aspects of each program and continue to develop technology solutions to enhance connectivity between B&ES and UI.

Initiative Details

While focusing on the needs of business, the duty of the Employment Department is to find unemployed workers their next job. The objective of this initiative is to marshal resources from both the Business and Employment Services and Unemployment Insurance divisions to connect employers with job openings to workers receiving unemployment insurance.

The ultimate goal of the Claimant Reemployment Initiative is to find claimants new work earlier in their claim thereby shortening their claim duration. This will result in savings to employers by reducing the premiums paid for unemployment compensation.

We will achieve the goal of this initiative by educating claimants about work search expectations required to continue eligibility for UI benefits and B&ES job seeker services at the time the claim is filed. Ensuring quality enrollments for these customers in iMatchSkills and increasing connectivity between Business and Employment Services and the Unemployment Insurance divisions will also serve to accomplish the goals of this initiative.

Ultimately, the implementation of this initiative will result in a twofold benefit to employers; the ability to find workers based upon their skills and matching them to employer needs and, a decrease in employer premiums from shortened claim durations.

Deliverables

Educate claimants about work search expectations and B&ES services at the time the claim is filed
Increase quality enrollments obtained from UI claimants earlier in their claim period
Create and deliver B&ES/ UI connectivity training for all UI and B&ES Staff
Establish a mini pilot program to test possible claimant re-employment processes to be used in eligibility reviews conducted at UI centers in partnership with Account Representatives in local B&ES offices
Based on analysis of the data collected from the mini pilot, develop a broader pilot

2007-2009 Strategic Plan

WORKSOURCE
OREGON

with random eligibility reviews for claimants ensuring claimants have a quality iMatchSkills registration and conduct work test referrals. This is contingent upon the identification of an additional funding source (i.e. SEDAF, P&I, Reed Act).
Monitor and maintain counts of those claimants who simply stop claiming or have benefit denials and have therefore stopped claiming.

The Employment Department

Enhance Services to Business 07-05

Responsible Division:	Business & Employment Services
Contact:	Tom Erhardt 503.947.1207 Thomas.M.Erhardt@state.or.us

Overview

"Enhance and improve service to business by partnering with other workforce agencies to define and identify key industries and occupations in each workforce region. Develop criteria to provide appropriate levels of service to business customers and identify strategies to increase market penetration into key industries, resulting in more quality hires, in coordination with local workforce partners. Explore the feasibility of coordinating or consolidating business services in the Portland Metro region in conjunction with Workforce Partners in order to serve businesses more effectively and efficiently. Enhance service to State Government employers through the State Recruitment Improvement Project. Increase utilization of the iMatchSkills Apprenticeship module to allow apprenticeship opportunities to be listed and matched to qualified job seekers.

Initiative Details

The Oregon Employment Department serves over 15,000 businesses each year, by listing more than 180,000 job openings and referring over 700,000 job seekers to these openings, filling over 40,000 of them directly (many job seekers obtain employment by direct contact with the employer). The WIA Title 1-b partners serve many Oregonians as well. Never the less, there are still businesses that are unaware of the service available through the Employment Department and its Workforce Partners in WorkSource Oregon. In each Region throughout the state there are industries that are in need of increased services.

This Initiative is intended to improve service to Business by exposing a broader segment of industries and employers to the WorkSource Oregon services available to them, and to continue to coordinate outreach efforts to business with our workforce partners, as well as maintaining and building upon our local and state level partnerships in the business and workforce realms.

Deliverables

A. OED managers will coordinate business outreach efforts with their workforce partners to identify and target Key industries to increase market penetration for the WorkSource Oregon system.
B. Prioritize services to business customers.
C. Explore feasibility of coordinating or consolidating business services in the Portland Metro region in conjunction with Workforce partners."
D. Enhance service to public employers by continuing to actively participate in the State Recruitment Improvement Project (SRIP) (Also in 6 year Plan).

WORKSOURCE OREGON

The Employment Department

Enhance Service to Jobseekers 07-06

Responsible Division:	Business & Employment Services
Contact:	Tom Erhardt 503.947.1207 Thomas.M.Erhardt@state.or.us

Overview

Develop processes and tools that will increase the number of quality enrollments in iMatchSkills, resulting in better matches to employer job openings, job seekers applying as directed, and more quality hires for job seekers.

Initiative Details

The Oregon Employment Department through its iMatchSkills program enrolls and serves over 400,000 Oregonians each year. By matching these jobseeker's skills to those requested by employers, the Employment Department makes over 700,000 referrals annually to employers which result in over 40,000 hires.

The accuracy of the match of job seekers to the employer's requirements depends on the quality and accuracy of the information that is entered into iMatchSkills and the number of qualified individuals who are enrolled in the system. In order to better serve our business customers we need to increase the number of individuals enrolled, the quality of the information that is recorded, and the number of job seekers who apply as directed to the employers after receiving a referral.

These changes will result in more successful matches of jobseekers to job openings, which will increase business satisfaction with Employment Department services, thereby increasing numbers of job listings received and jobseekers employed.

Deliverables

A.	Increase the number of quality enrollments in iMatchSkills.
B.	Attract more Job Seeker customers to enroll in iMatchSkills.
C.	Increase the numbers of referred job seekers who apply as directed.

WORKSOURCE
OREGON

The Employment Department

Strengthen Workforce Partnerships 07-07

Responsible Division:	Business & Employment Services
Contact:	Tom Erhardt 503.947.1207 Thomas.M.Erhardt@state.or.us

Overview

Establish recognized levels of co-location between OED and Workforce partners. Encourage and facilitate movement towards the highest level and monitor progress to achieving the goal of complete co-location.   Create Regional Business Plans that will specifically address the goals of strengthening workforce partnerships and develop processes that will provide WorkSource Oregon partners greater access to iMatchSkills information

Initiative Details

Employment Department services throughout the state are co-located with other Workforce partners to varying degrees ranging from little or no co-location to full co-location and integration of services. Information available through iMatchSkills is not fully available to all Workforce partners.

This initiative will result in more efficient use of limited resources available to all Workforce Partners and more fully serve Business and Job Seekers by eliminating duplication of services, and concentrating available services into WorkSource Oregon Centers.

Business and Job Seekers will have available a full array of workforce tools and resources at WorkSource Oregon Centers in every Region in the state. Workforce partners will share, wherever possible, information that will help all partners deliver customer services more effectively. Operating costs will be reduced for all partners, thereby freeing additional resources for direct services to customers.

Deliverables

A. B&ES locations will strive for co-location during 2006-09 demonstrating movement toward the highest level of co-location through collaborative partnering efforts.
B. A process will be developed to provide WorkSource Oregon partners greater access to the iMatchSkills system.

WORKSOURCE OREGON

The Employment Department

Improve Customer Access for Child Care 07-08

Responsible Division:	Child Care Division
Contact:	Tom Olsen 503.947.1409 Tom.L.Olsen@state.or.us

Overview

The division will determine the feasibility and cost of putting some of applications on-line and being able to accept credit and/or debit payments on-line. This is envisioned as a two phase project. Phase 1 will make a down-loadable application available from the Child Care Division's web site. Phase 2 will add the ability to submit the application on-line with an on-line payment.

Initiative Details

Forms are currently available only by mail or from child care resource and referral agencies. Customers must complete the form manually and include a check for payment.

Two values drive this initiative: <u>Customer service</u> - customers increasingly demand that information be provided in electronic format. <u>Decreased cost to agency</u> - forms and payment online will reduce postage costs. The division currently has over 30,000 enrollees in our Criminal History Registry, each paying a renewal fee every two years. This initiative will allow customers the option of completing application renewal forms online and making electronic payments using credit and/or debit cards.

Deliverables

Analysis of options for form filling and payment systems.

Creation of forms and development of payment systems.

WORKSOURCE
OREGON

Develop Options to Improve Child Care File Access and Storage 07-09

Responsible Division:	Child Care Division
Contact:	Tom Olsen 503.947.1409 Tom.L.Olsen@state.or.us

Overview

The division has a business need to improve the processing and storing of critical customer records.   Options will be explored to reduce storage and provide licensing specialists with access to the records they need.

Initiative Details

Records for the Criminal History Registry and Registered Family child care businesses are maintained in our Central office.

This creates a storage problem for archived records and prevents field staff from directly accessing records of the programs they regulate.

This initiative will identify strategies to allow licensing specialists in the field to access records of registered providers. This will facilitate movement to a case management system within the division's three regions. File storage problems currently experienced by the division will be mitigated.

Deliverables

Analysis of options for document management.
Identification of options to improve document management.

Consolidation of OAH Physical Offices 07-10

Responsible Division:	Office of Administrative Hearings
Contact:	Thomas E. Ewing 503.378.4720 Thomas.Ewing@state.or.us

Overview

Consolidate the Office of Administrative Hearings located in Portland in two facilities.

Initiative Details

Currently, Office of Administrative Hearings (OAH) personnel in Salem and Portland are dispersed in several different offices. This is a legacy of the separate agency hearing systems prior to creation of the OAH. The purpose of this initiative is to consolidate OAH's presence in Portland and Salem in two offices. Consolidation has two goals: First, it will facilitate cross-training of administrative law Judges in different subject matters, which will enhance efficiency. Secondly, it will promote among all staff a sense of common identity as judges and operational staff of the *Office of Administrative Hearings* as opposed to employees of their former agencies.

Deliverables

Establishment of two offices in Salem and Portland containing: walled offices for all administrative law judges hearing rooms sufficient in size to accommodate different types of hearings with furnishings that reflect the judicial nature of these proceedings.

The Employment Department

Case Management for OAH 07-11

Responsible Division:	Office of Administrative Hearings
Contact:	Thomas E. Ewing 503.378.4720 Thomas.Ewing@state.or.us

Overview

The purpose of this initiative is to develop a single, integrated case management system for the entire Office of Administrative Hearings that will (1) collect accurate data for reporting and managing hearing operations and (2) enable operational staff to schedule hearings for administrative law judges across divisional lines. Both will promote operational efficiencies.

Deliverables

Identify the most appropriate case management system for the OAH.

Agree on case-management terminology (e.g., what is a "referral) for the entire OAH.

Identify data for all subject matters that the case management system must keep.

WORKSOURCE
OREGON

Specialized Products for Job Seekers 07-12

Responsible Division:	Workforce & Economic Research
Contact:	Graham Slater 503.947.1212 Graham.J.Slater@state.or.us

Overview

Develop new products customized to the needs of job seekers (including unemployment insurance claimants and students) as they seek both jobs and careers.

Initiative Details

The Research Division currently produces a number of information products and services that are of use to job seekers. But with more than 100,000 Oregonians unemployed and more than 400,000 growth or replacement openings expected in the next ten years, we intend to provide new, improved, more focused and customized information products for job seekers, guiding the unemployed toward new jobs or toward training for new careers, and guiding students toward careers which have both immediate and long-term opportunities for success.

By doing this, we will help Oregon's job seekers make better decisions regarding immediate job opportunities, careers, and training; we will help unemployed individuals more rapidly return to work; and we will help students as they plan their work future.

As we work on this initiative, we will collaborate closely with the efforts of our UI and B&ES colleagues, as they also try to help unemployed Oregonians return to work as rapidly and effectively as possible. This initiative strongly supports their *claimant reemployment* initiative.

Deliverables

Conduct focus groups of job seekers and front-line Unemployment Insurance (UI) and Business and Employment Services (B&ES) staff, to fully understand their information needs.

Review and/or revise the one-page occupational reports developed for claimant re-employment efforts in about 2000.
- o Determine whether current staff know about these reports and are trained to use them.
- o Make changes to the reports, as appropriate.
- o Market the revised reports to UI and B&ES staff and to UI claimants / job seekers.

WORKSOURCE
OREGON

Develop an "occupations in demand" product, by region, for use by B&ES and UI staff and their customers. Details of the product would be developed in collaboration with B&ES and UI staff, and by direct communication with customers. Incorporate the *Occupations in Demand* concept into OLMIS.

Develop an on-line version of the CAREERS newspaper; consider making changes to the hard copy version of the CAREERS newspaper.

Develop a relationship between the Oregon Labor Market Information System (OLMIS) and iMatchSkills, allowing sharing of skills and other information between the two systems and easy transition between them.

Improve marketing of workforce information to job seekers. Make workforce, job, and career information available to all B&ES staff to use with job seekers. Collaborate with B&ES staff to make sure all job seekers are aware of the job and career information available to them. Develop a tutorial for job seekers: *How to use workforce information in your job search*.

Increased Collaboration with Business & Employment Services 07-13

Responsible Division:	Workforce & Economic Research
Contact:	Graham Slater 503.947.1212 Graham.J.Slater@state.or.us

Overview

Increase collaboration of Workforce and Economic Research with Business and Employment Services for direct customer service, policy-making, and planning.

Initiative Details

The Research Division currently provides a wide variety of information to Business and Employment Services leadership, management, and staff. This information assists them as they serve about 16,000 businesses and roughly 200,000 job seekers each year, and is valuable in their policy decisions regarding service provision, siting, and staffing. However, this information is frequently provided in an ad hoc and sporadic way.

Through this initiative, we intend to collaborate with B&ES management and staff in a more efficient, focused, and successful way so that workforce information is tailored to their specific needs and becomes even more central in their decision-making and customer service, while ensuring that this collaboration is handled efficiently for both groups. We intend to become a much more integral part of their management decision-making processes at the state and local levels.

As we work on this initiative, we will collaborate closely with our B&ES colleagues.

Deliverables

Modify existing workforce information and OLMIS training offerings so that they fit as perfectly as possible with the B&ES staff's needs and their availability to attend training. Consider options including formal training, on-line training, one-on-one training, and informal training (e.g., staff meetings). Fully incorporate workforce information / OLMIS training into existing B&ES training.

Work with B&ES management and staff to build quality of data in iMatchSkills.

Increase our capacity and capability to respond to geographic information system requests. Develop an improved model for providing GIS services. Ensure that appropriate research staff are fully trained to take on responsibilities currently absorbed by the GIS staff.

Develop specific information and products to assist B&ES managers and staff in their decisions to:
- o Target businesses based on the availability of job seekers;
- o Increase market penetration of B&ES services; and
- o Increase quality job placements.

WORKSOURCE
OREGON

Business Continuity Planning 07-14

Responsible Division:	Administrative Services
Contact:	Curt Amo 503.947.1480 Curtis.Amo@state.or.us

Overview

The agency's ability to respond to interruptions in service is a measure of its commitment to public service. This initiative will establish a program to ensure that all program areas will have well-documented and tested response plans for a variety of possible emergencies.

The agency's current business continuity planning efforts are segregated into specific program areas. The level of rigor in testing and refining these plans is inconsistent. We provided support for our sister agency in Louisiana during the aftermath from Katrina. As a result, we have recognized the need to improve our own preparedness for any of a number of unexpected events. The ability to quickly restore services to the workforce community is a significant contribution that will be the outcome of a successful and mature Business Continuation Planning program.

Deliverables

Adopt a policy defining expectations for Business Continuation Planning (BCP).

Develop templates and training for program area BCP planning.

Produce a comprehensive agency-wide BCP planning document.

Test the plan, at least once, in all program areas.

WORKSOURCE
OREGON

Internal Customer Service Tracking 07-15

Responsible Division:	Administrative Services
Contact:	Curt Amo 503.947.1480 Curtis.Amo@state.or.us

Overview

Some Administrative Services sections have accessible on-line service request systems; others rely on notes from phone calls to request services. The immediate aim of this initiative is to ensure that all Administrative Services sections have user-friendly service request systems. A longer term goal will be to combine the various systems into one system to be used for all types of service requests.

Secondly, we intend to work with our customers to establish clear and agreed-upon expectations regarding how long it should take to receive a requested service. We also will be working with our customers to identify clear priorities on addressing any backlog of requests.

Thirdly, we intend to formalize a customer feedback process so that we can keep a pulse on how our customers perceive their experiences with us. Feedback on the delivery of our services will contribute toward improvement in the quality of those services.

Deliverables

Establish customer service request tools for all Administrative Services sections, so that customers can easily track the status of their requests.

Establish service level agreements, so that baseline expectations are known ahead of time.

Implement customer satisfaction surveys, to determine if our delivery met the needs of our customers.

WORKSOURCE
OREGON

Development & Retention of OED Staff 07-16

Responsible Division:	Administrative Services
Contact:	Curt Amo 503.947.1480 Curtis.Amo@state.or.us

Overview

Develop a set of agency-wide practices and tools that support attracting, developing, retaining and managing the performance of a workforce that is competent, motivated and diverse.

Initiative Details

The Majority of these systems and tools are in place, however the practice may be inconsistent, the tool may be ineffective, and/or management and staff are not aware of the tools. The enhancement and improvement of these practices and tools will help the agency create an environment where employees can do their best work.

The improvement of these tools will support our goal of attracting, developing, retaining and managing the performance of a workforce that is competent, motivated and diverse. Thus, helping us become an employer of choice.

Deliverables

Assess effectiveness of orientation and training of new employees and make recommendations for improvement.

Assess effectiveness of performance appraisal/performance management system and make recommendations for improvement.

Improve tools to gather information from those who retire, transfer to other agencies, do not complete trial service and others. Use information gathered to improve processes and practices of offices and programs and identify trends in hiring, orienting, training and managing employees.

Collaborate with HR and Training to evaluate the options and resources needed to develop an agency succession plan.

Project Portfolio Management 07-17

Responsible Division:	Administrative Services
Contact:	Curt Amo 503.947.1480 Curtis.Amo@state.or.us

Overview

Provide a project-centric approach to information technology solution delivery to manage the Information Technology Services Project Portfolio on behalf of the organization.

Initiative Details

The Agency needs a consistent and equitable process to identify and prioritize projects to ensure that efficient and effective use of technology resources are applied to meet the most important needs of the agency. The current process engages the Executive Team on an as-needed basis to prioritize projects. That approach has led to a significant number of concurrent projects that exceeds the organization's ability to assign adequate resources to ensure quality solutions are implemented in an agreed upon timeframe.

The current informal Software Development Life Cycle (SDLC) is not adequately documented or followed. The Project Management Office (PMO) will work with the Information Technology Services (ITS) section to establish an appropriately scaled SDLC to address that issue and remove this as an audit risk.

Currently, development and major enhancement efforts are resourced using staff who are fully committed to provide operations and maintenance support. ITS needs to improve resource allocation and deployment to support development efforts without compromising staff or operations. The PMO will assist with developing appropriate tools to assign and track resource utilization and reduce fragmentation and over commitment of staff.

When this initiative is completed, the agency will have a governance group of no more than 5-7 representatives from key stakeholder groups. This group will meet on a regular basis to assess new project requests and determine prioritization for recommendation to the Executive Team. The ITS Portfolio will be published in an accessible manner for the agency's information. Tools will be utilized consistently for all ITS Portfolio Projects.

The agency will benefit from ITS's improved ability to execute bodies of project work in a more efficient manner through the use of consistent and repeatable processes. The agency will benefit from ITS's improved ability to estimate the amount of time to accomplish specific bodies of work, improve the quality of the products delivered and increase the accuracy of estimated delivery schedules.

WORKSOURCE
OREGON

The Employment Department

Resources within ITS will be less fragmented and the current compromises that exist to daily operations and production environments will be reduced.   Staff morale will improve and retention of talented resources will be increased. Repeatable processes will enable more agency resources within the business areas to learn and apply project management practices.

Deliverables
Establish an effective process for review and prioritization of information technology projects.
Establish a System Development Lifecycle (SDLC) to consistently guide system development efforts scaled appropriately to the organization.
Provide, maintain and make current project information or project status available to the entire organization.
Establish, implement and communicate an approach for managing projects which includes tools, templates and trainings that will ultimately be available to the entire organization.

WORKSOURCE
OREGON

Data Warehouse 07-18

Responsible Division:	Administrative Services
Contact:	Curt Amo 503.947.1480 Curtis.Amo@state.or.us

Overview

Propose a solution to the difficulties of data analysis and reporting caused by data storage fragmentation.

Initiative Details

Data is currently stored at OED in a variety of formats and use of that data is accomplished through a variety of tools. This creates problems when data consolidation is needed to support analysis or reporting. Some data from multiple platforms is stored within a current oracle database called OSCAR.   That database has been referred to as a data warehouse and was created predominately to serve the purpose to provide data for legislative reports/sessions.

OSCAR does not meet a comprehensive need for internal data management. A data storage solution is needed to allow the agency to pull data from all areas of the organization for use in analysis and program service tracking in a consistent manner.

Unemployment Insurance (UI) will benefit from a consolidated data warehouse by gaining greater access to data that is required to be tracked at regular intervals and will allow a minimal use of desktop tools to track that information. UI will also benefit from the ability to automatically generate required federal and state reports.

Business & Employment Services (B&ES) will benefit because it will give the opportunity to gather data which utilizes both UI and Employment information to allow improved resource planning, improved ability to provide reports to the legislature and to be able to do comparative analysis between programs. A consolidated data environment will provide more consistent and readily accessible information.

Other areas of the agency will benefit from a data warehouse by simplifying their access to data from all areas of the organization and allow them to build a more streamlined approach to accessing that data on a routine basis without a lot of manual intervention. Information Technology Services will benefit because the volume of ad-hoc requests for data extracts will be reduced.

Deliverables

Phase I: Utilize agency resources including an Oversight Manager, Project Manager,

WORKSOURCE
OREGON

DBA/Architect to identify and document Phase 1 Delivery of: Project scope, identification of key stakeholders, documentation of user requirements, development of a security model, development of a project plan, system architecture, system design, and identification of all tasks required to develop and implement a solution.

A proposal to the Executive Team for Phase 2 in 2009-11. Phase 2 implementation will develop, test and implement the data warehouse solution and will require agency resources including an Oversight Manager, Project Manager, DBA/Architect, Analyst, Developer(s) and potentially consulting resources.

WORKSOURCE
OREGON

Establish Safety Committees 07-19

Responsible Division:	Administrative Services
Contact:	Curt Amo 503.947.1480 Curtis.Amo@state.or.us

Overview

Safety Committees offer a significant means of ensuring that our staff have a safe and secure workplace.

Local and regional safety committees provide a formal structure for management and employees to work cooperatively to address and mitigate occupational risk exposures and to ensure compliance with OR-OSHA guidelines and mandates. Effective safety committees promote self-sufficiency and reduce the costs of occupational injury and illness.

Initiative Details

Until recently, OED maintained a central safety committee housed in the Central Office and supplemented with regional members throughout the state. This structure was used in place of local committees and proved to be ineffective and non-compliant with OR-OSHA standards. Some local safety committees are presently in place however there is currently little consistency across the Department and much room for improvement.

At present, fully-trained and functional safety committees are not established state-wide and are not meeting Oregon OSHA mandates. Control and reduction of occupational injury and illness costs will be more effective when local safety committees are fully functional.

Localized and self-sufficient safety committees will provide the following benefits:
- Reduction of occupational injury and illness through better hazard identification and risk reduction programs.
- Reduction in lost work days and associated costs of injury, including time loss payments.
- Increased manager and employee accountability for occupational safety issues.
- Increased safety program consistency across the state leading to improved efficiency and cost savings.
- Full compliance with Oregon-OSHA guidelines and mandates.

Deliverables

Establish Safety Committees which fully comply with Oregon OSHA Standards in each of the major Employment Department work locations.
Share best practices between local committees.
Monitor the progress of each committee.

WORKSOURCE OREGON

The Employment Department

Leadership Skills & Capacity 07-20

Responsible Division:	Administrative Services
Contact:	Curt Amo 503.947.1480 Curtis.Amo@state.or.us

Overview

Developing leadership capacity across the organization is critical to the success of the agency meeting its program goals and overall accomplishment of the mission. Leadership modules will be designed and delivered to reflect Employment Department values and leadership principles. Leadership growth, while a long term value, is particularly urgent as we see managers and staff approaching retirement.

Initiative Details

120 staff have completed a 64 hour Leadership program that is aligned with the agency's mission, values and leadership principles. A similar course will be offered to management staff in the 2005-2007 biennium.

Leadership skills are more critical than ever as we enter a time when 5 generations will be in the workplace at the same time. Managers will need a different and unique skill set to successfully manage and lead 5 generations while meeting performance goals and serving Oregonians.

Adopting a new style of leadership will help us to become an employer of choice and will position us to be more competitive in recruiting and retaining a highly qualified workforce.

Deliverables

Define leadership competencies for all levels of the organization.

Research leadership and leadership programs to identify best practices.

Design programs to deliver to all levels of employees (new staff, existing staff, supervisors and managers, exec team members).

Research external programs to fill in the gaps

Design follow-up programs and continuing education opportunities for Launching Your Leadership graduates.

Deliver caring leadership training to all OED staff.

WORKSOURCE
OREGON

Customer Access & Outreach 07-23

Responsible Division:	Executive – Communications & Customer Access
Contact:	Tom Fuller 503.947.1301 Thomas.E.Fuller@state.or.us

Overview

This initiative seeks to increase access and usage of Employment Department programs by removing barriers created by language or disability, and reach beyond the borders of the agency into the community by enhancing the amount and flexibility of communication to potential customers.

Initiative Details

The Employment Department is charged by federal law to reach out to the communities and citizens of Oregon with workforce services. We are also charged with maintaining "meaningful access" for all customer groups, regardless of language or disability. Federal Workforce Investment Act regulations also call on state workforce agencies to work through and with a statewide workforce development system to coordinate services to Oregonians – helping those who are job ready to match to available openings and connecting others to training resources provided by partners.

The **Customer Access Program Representative** assists in the implementation of language translation, training, and access services. This includes overseeing large translation projects provided by contractors, actually translating small amounts of text, fulfilling requests for documents in alternate formats, monitoring for compliance with federal guidelines and regulations regarding access issues, and training and assessing staff in language proficiency and access program knowledge and protocol.

The **Outreach Specialist** crafts messages and materials in order to most effectively reach target customer groups about the workforce development system. This includes: assisting the Communications Committee of the Oregon Workforce Investment Board, writing and executing outreach plans, development of brochures and other materials, supporting staff in outreach plans to businesses and job seekers, and develop and execute communications strategies such as web publishing, audio, and video materials.

Deliverables

Establishment of Customer Access Program

Establishment of Outreach program

WORKSOURCE OREGON

The Employment Department

Program Area Performance Data Availability 07-24

Responsible Division:	Executive – Budget & Program Analysis
Contact:	Tracy Louden 503.947-1213 Tracy.D.Louden@state.or.us

Overview

The department has a number of performance measures that tell the story of our challenges and our successes that are not readily available to staff. Fourteen key measures are made available to the public on our website on an annual basis, but this does not meet the needs of individuals who need periodic reports that measure change over time. This initiative's intent is to clearly communicate program level performance goals and data to managers and staff within the agency on a regular basis.

Deliverables

Increase availability of performance measure data as a tool for decision makers.

Introduce a new Key Measures System (KMS) to technical support staff and management in each division.

Provide periodic reporting of important program measures to all staff through EDweb.

6 Year Plan Final Version 1 (3-27-2007)

In addition to the initiatives the department plans to implement in the 2007-2009 biennium, there are other important issues on the horizon that need attention. Items that have been placed on the 6 year plan will be addressed again in the 2009-2111 OED strategic planning process. At that time the Executive Team and Director will determine what items from this list, plus others conceived then, will become part of the next 2 year plan.

The items on this list are general by nature, because no effort at specificity has been made for them. Environmental factors may weigh heavily on whether or if any of these items will become part of a future strategic plan.

Vision: *Create innovative community workforce solutions in a dynamic business environment.*

Strategy 1

Reduce the costs of unemployment to workers and businesses.

Goal a. Reduce the average duration of Unemployment Insurance claims 15 percent (2005 baseline) by July 1, 2010.

Goal b. Continue to pursue greater corporate accountability.

Goal c. Further develop existing partnerships with the Department of Revenue & the Department of Consumer & Business Services.

Goal d. Streamline the administrative hearing referral process.

Strategy 2

Provide Oregon businesses with a skilled and capable Workforce.

Goal a. Increase access to a capable workforce.

Goal b. Support the efforts of our workforce partners to improve the skills of the workforce.

Strategy 3

Continually improve our ability to provide services in a cost effective and efficient manner.

Goal a. Identify investment opportunities for new tools and infrastructure that support flexible business plans.

Goal b. Increase revenues by providing reimbursable services to external entities.

Goal c. Continuously examine opportunities to improve services without increasing costs.

Goal d. Create an environment for our staff to grow.

WORKSOURCE OREGON