



WORKSOURCE OREGON

Workforce Investment Act

PY 2014

Annual Report Narrative

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Introduction

Program Year 2014* was a time of much change in the State of Oregon. While teams were envisioning and planning for the implementation of new workforce legislation, the Workforce Innovation and Opportunity Act (WIOA), we were also preparing for a wind-down and transition from the existing Workforce Investment Act (WIA), while still providing uninterrupted services to Oregonians...and ensuring compliance with federal program requirements.

Concurrently, Oregon's local elected officials, the State Workforce Board (OWIB), and Oregon's governor voluntarily engaged in a process to examine existing local workforce area boundaries and designations to determine if they still "made sense" – were they meeting the needs of Oregonians and did they accurately reflect changing local economies and demographics? New local areas were designated; some local areas remained in place, and a few ceased to exist.

At a governmental level, additional changes were occurring, including a change of Governor, State agency reorganizations, and a busy legislative session.

Workforce professionals, leaders, and visionaries across Oregon worked diligently to support these transitions, transformations, and paradigm shifts; this document features only a small part of their accomplishments.

The first section of this report highlights a few of the many efforts, changes, and successes Oregon experienced in PY 2014; the latter section includes specific program- and performance-related topics.

WorkSource Oregon (WSO)

In Oregon, the state workforce development agencies and community partners moved to a unified, simplified approach in delivering services to job seekers and employers under the jurisdiction the federal WIA, and our efforts continue throughout the implementation of WIOA. This statewide network of public and private partners and services is collectively referred to as WorkSource Oregon (WSO).

Oregon's workforce system serves Oregon's workers by:

- Helping them update their workplace skills,
- Launching them toward higher wages, and
- Referring them to jobs or educational career paths based on new technologies or innovations.

By bringing private industry together into a partnership with public providers, state agencies and educational institutions, Oregon offers a diverse array of workforce services throughout the state.

[*PY 2014 = Program Year 2014. A federal "program year" begins on July 1 and ends on June 30; PY 2014 comprises 07/01/2014-06/30/2015.
Note: All data and descriptions contained in this document are accurate as of PY 2014 or otherwise specified dates; significant changes in Oregon's workforce system and government agency structures have occurred since July 1, 2015.]

SECTION ONE

A “New” Oregon

On October 29, 2014, a few months into the program year, Oregon submitted a modification to its State Plan to the U. S. Department of Labor. The primary purpose of this plan modification was to identify changes in the designations of Oregon’s local areas.

Brief Background

In August 2013, Oregon’s Governor Kitzhaber issued an Executive Order clarifying expectations that all Local Workforce Investment Boards (LWIBs) would be expected to expand their roles to better support the development of local solutions to labor market challenges.

Other Workforce Redesign efforts were occurring at the same time, and the Governor realized that these efforts, combined with the Executive Order, might require – or benefit from – organizational changes for some local areas. In March 2014, the Governor issued a letter inviting Local Workforce Boards and chief local elected officials to consider realigning local workforce investment area boundaries, to:

- Allow for greater alignment of workforce boards with local economic development and job creation strategies,
- Better align with Regional Solutions Teams boundaries, and
- Support local decision making

“...Some of you are probably wondering why the Governor has initiated a discussion about Oregon’s local workforce investment area boundaries. The reason is that our economy is changing, creating the need for new approaches to helping people get, keep and progress in jobs throughout the state. Oregon’s approach to economic development is changing from a focus on fixed, place based assets and incentives to a focus on the skills of our workforce. We’d like all parts of the state to be better positioned to help grow local jobs.

At the same time, federal resources for workforce development have declined and are likely to continue to do so into the future. To achieve our goals for a strong economy we need to focus more intentionally on leveraging our resources to meet the needs of local communities. By better aligning our workforce area boundaries with our economic development strategies, including regional solutions, we can create greater leverage for the growth of a new economy. This is especially true in our more rural parts of the state. Local Workforce Investment Boards are critical to creating this alignment. However, our current boundaries are not well aligned in all parts of the state to achieve these goals...”

– Excerpt from March 3, 2014, Memorandum issued by the Governor’s Workforce Policy Advisor

Outcomes

The Oregon Department of Community Colleges (CCWD), the Governor, and the Oregon Workforce Investment Board (OWIB) collaborated to implement a voluntary, locally initiated process for Redesignation Requests.

A process that had its roots in PY 2013 would continue through PY 2014. By the time it was completed, 30 of the 36 counties in Oregon experienced changes to their local area configuration – as Oregon transitioned from **seven** local workforce investment areas (LWIAs) to **nine** LWIAs.

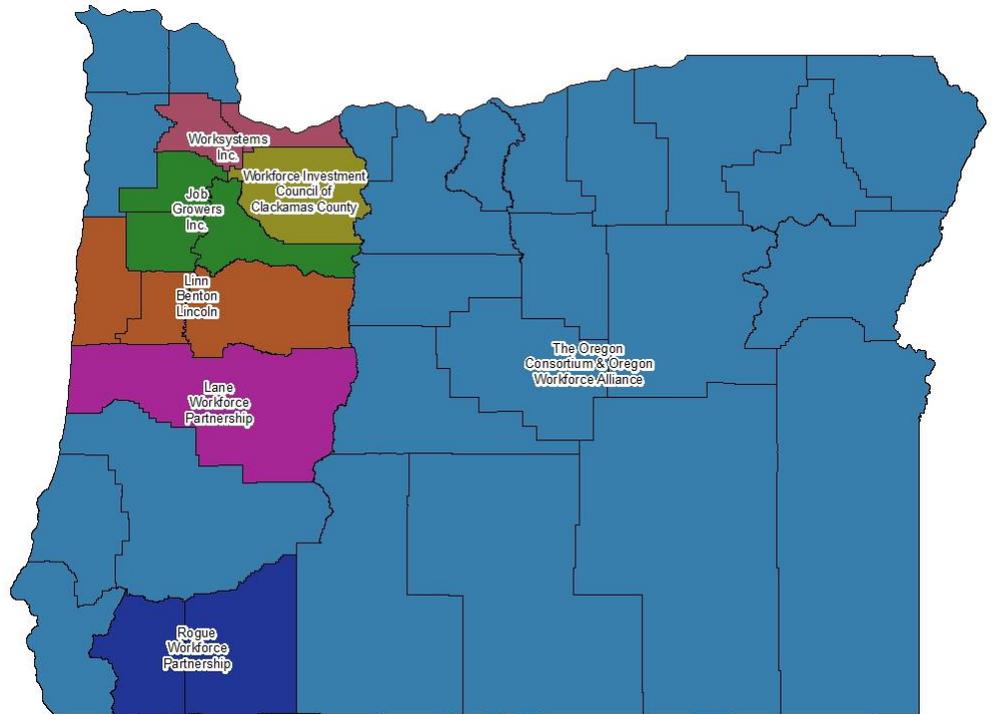
As a result:

- Two local areas disbanded
- Four completely new local areas were formed
- One existing local area expanded to include an additional county
- Four local areas remained unchanged

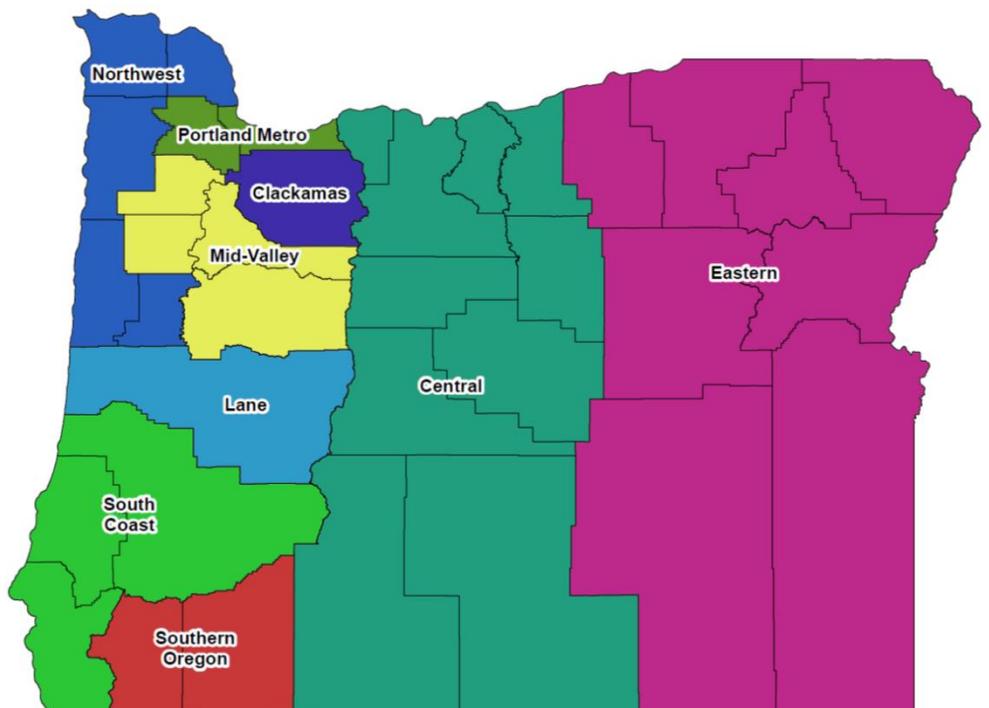
These new areas (and the boards that serve and support them) were to be established and formally recognized by July 1, 2015 – in just nine short months – and would require a significant amount of effort from all involved.

Nevertheless, while this foundational work was being done, WSO still had an obligation to serve Oregonians who were seeking employment and skill development opportunities.

“Before” – Former Local Workforce Investment Areas (7)



“After” – New Local Workforce Investment Areas (9)



Services for All Customers – New Standards for WorkSource Oregon

Even while Oregon was undergoing significant geographical and organizational realignment, cross-program teams were continuing to develop a set of *WorkSource Oregon Operational Standards*. Staff from partner agencies collaborated over multiple work-sessions to develop the framework. Using feedback from stakeholder groups, this team created a document that provides clarity about what WorkSource Oregon is at both the state and local levels, what it offers, and how existing partnerships bear a shared responsibility to create value for additional partners in the future.

The *WorkSource Oregon Operational Standards* provide the minimum-level content/services(s) required to be available at all WSO centers. They also build-in an accountability mechanism to ensure that this effort will come to fruition across the entire state. Finally, they offer an opportunity to work together to continually improve the system, engage new partners, and better serve Oregon’s job seekers, workers and businesses.

The WSO Operational Standards will be incorporated into state monitoring processes and local areas (Local Boards and OED) will be held accountable for the successful implementation of these standards in WSO locations across the state.

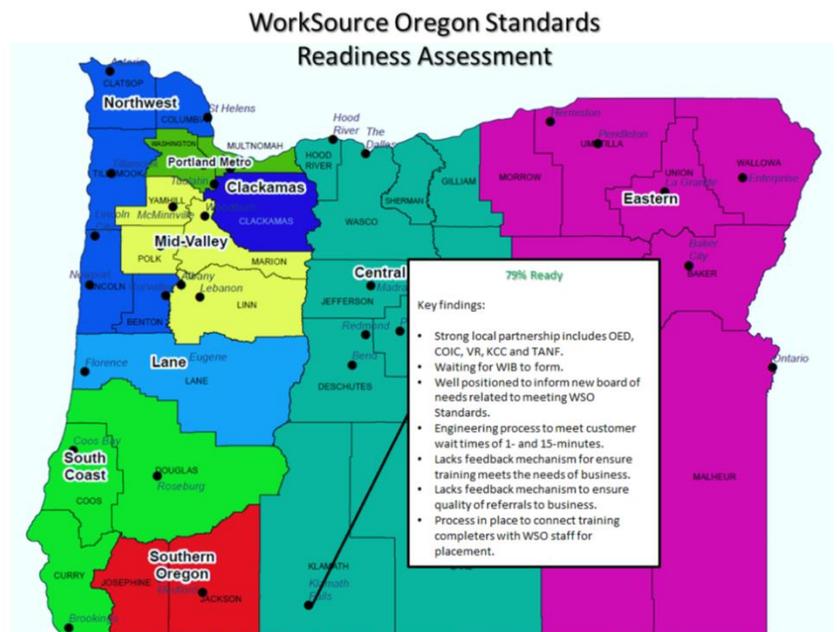
These standards are a comprehensive, yet living, document that includes system-wide expectations for:

- Co-Location
- Branding
- Alignment of Services
- Foundations of Services Delivery, including:
 - Labor Market Information
 - Continuity of Service
 - Feedback Mechanisms
 - Sector Strategies
- WorkSource Oregon Services:
 - Exploratory Services
 - Career Services
 - Training Services
 - Business Services
- Outcomes and Performance

Assessment and Implementation

As part of the preparation for implementing the WSO Operational Standards, every WSO center in Oregon is required to complete periodic “Readiness Assessments” (see example from the Klamath Falls office, right).

To view the entire *WorkSource Oregon Operational Standards* document, Self-Assessment Report, and related resources, please visit: <http://wsostandards.weebly.com/>

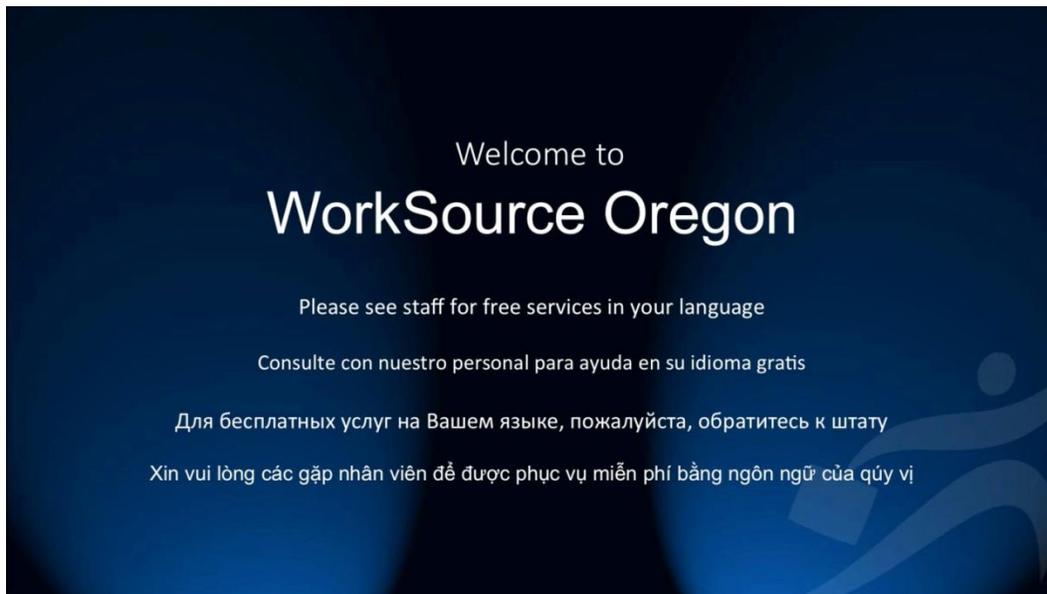


WSO One-Stops – Better Messaging and Outreach

In cooperation with WSO field staff and OED Communications, a new series of screen savers and wallpaper was deployed on the OED-maintained public computers. These images were designed with feedback from the field regarding messaging for WSO public customers.

The messages:

- Provide information in multiple languages
- Provide information for Priority of Service to Veterans
- Promote the National Career Readiness Certificate (NCRC)
- Promote labor market information (LMI)



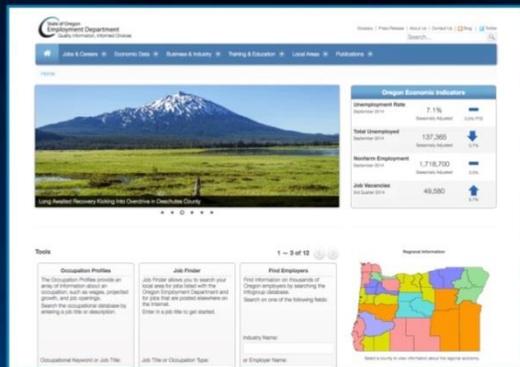
Identify and document your
career readiness skills.
Stand out from the competition.



The National Career Readiness Certificate or NCRC is a validation of
your workplace skills and an investment in your future.

Ask staff about earning your NCRC.

Learn about your local labor market and
job trends at QualityInfo.org



Now available on your mobile device!

Services to Businesses – Customized Business Services Continue to Excel

The Oregon Employment Department's (OED) core mission is to "Support Business - Promote Employment". To support this charge, OED measures and evaluates how quickly and effectively we connect employers to job seekers and fill their openings. OED plays a significant role in providing employment opportunities to job seekers, and this role is dependent on our efforts to build and maintain successful relationships with employers.

The Customized Business Services model's purpose is to provide a higher level of service to employers that currently use our services, strengthening and maintaining our existing relationships – and to use highly skilled staff that specialize in screening and job matching to find qualified applicants to meet employers' needs. Doing so results in current employers telling other employers about the great service they received. Word of mouth advertising is one of the best ways to increase the demand for the services OED offers.

Customized Business Service (CBS) Enhanced Recruitment has three main goals. The first is to "guarantee" to the employer that every referral made will be a job seeker that the employer would be comfortable hiring. We promise to the employer to only refer a small number of qualified candidates, which helps promote the perception that we are more than just a place to list jobs. If an employer is to see the value in this service, it is imperative that an employer's time is not spent on candidates who do not fit their needs. The second goal is to increase the percentages of listings closed with one or more hires, and the final goal is to maintain the referral to hire ratio to 5-1 or lower.

In addition, CBS supports the strategic outcomes, which are to:

- Manage unemployment insurance program costs through effective recruitment services
- Save businesses money through customized services
- Improve the bottom line by helping businesses obtain federal tax credits
- Support regional sector strategies with business services and talent development
- Offset employee training costs through On-the-Job Training
- Streamline business access to economic development, education, and workforce services

In order for this way of serving employers to be successful, a team effort is required. WSO staff, including other partners in our one-stop centers, work together to help identify work ready and motivated job seekers for further screening.

The Customized Business Services model has been very successful during the pilot phase. The model has demonstrated its success in referring a small number of highly qualified candidates; not only has this dramatically increased the number of hires, but it has also decreased the timeline to hire. Enhanced Recruitment's success can be seen in the extremely positive feedback from employers, job seekers, and the internal staff that are using this model. In fact, Economic Development and other community partners are recommending WSO Customized Business Services to their affiliated employers because they recognize the value of this service.

We are expanding this model and its successes across all of our one-stop centers in the State.

Services for Veterans – Always a Priority

The State Veterans Program Coordinator provided the following materials in accordance with the Jobs for Veterans Act, section 4215 of 38 U.S.C to all WSO centers in order to educate the WorkSource Center Staff on the roles and responsibilities of Disabled Veterans Outreach Program Specialists (DVOPs), and Local Veterans Employment Representatives (LVERs), and to ensure that veterans and eligible spouses receive priority of service in all Oregon WorkSource locations:

- Priority of Service example tools
- Customer Workflow diagram examples, and
- Department of Labor approved *Priority of Service Training for Frontline Staff* available online via Oregon’s interactive training site (iLearn) for all WSO staff and partner staff

The priority of service training materials were disseminated to each WorkSource location in Oregon in order to ensure that:

- Eligible veterans and eligible spouses receive priority of service in the customer intake process, for training opportunities, referrals to employers and for employment based workshops offered at each OED/WorkSource location.
- OED/WSO staff can refer special disabled veterans and veterans with barriers to employment to DVOPs for intensive services and case management services.
- Each Business and Employment Specialist staff member can provide excellent customer service and core employment services to those veterans that are not eligible to meet with a DVOP.

Signage and Veteran Customer Workflow

WorkSource Oregon centers have posters indicating that serving in the military entitles customers to priority of service and all front line staff are trained to ask “Did you serve in the US military or are you a veteran?” These staff also provide priority of service to covered persons. The centers provide color-coded initial intake forms that contain DVOP eligibility questions to help local WorkSource Oregon staff identify veterans and spouses that are eligible for DVOP services. If the veteran or eligible spouse self-discloses that he or she has a significant barrier to employment or disability that qualifies him or her for DVOP services, Business and Employment Specialist staff promote the intensive employment services that a DVOP can provide and facilitate a warm hand-off or a referral via phone or email to DVOP staff.

In November 2014, a female Army veteran came in to the WorkSource Beaverton – Hillsboro AJC. She was in desperate circumstances and had no family or friends in the area; she had moved to the Oregon area with her 9-month-old child to use her GI Bill benefits to go to Marylhurst University for Art Therapy. When she met with DVOP Kurt Carlsen, she stated that she was renting a room with two older gentlemen and that they had become hostile towards her, but she couldn’t move because she had very little money. DVOP Carlsen assisted her with applying for unemployment insurance. The DVOP also called the Veterans Family Resource Center and spoke with the director on the veteran’s behalf. The center was able to provide her with temporary housing within three days. She now has Unemployment Insurance benefits and safe housing. DVOP Carlsen also assisted her with finding part-time employment with Home Depot. According to DVOP Carlsen, the veteran enrolled in college in September 2015 and is on her way to becoming financially stable.

All WorkSource Oregon field offices have approved local office plans in place that outline how each office will provide priority of service and refer eligible veterans and spouses to DVOP specialist for intensive employment services. All local office plans are monitored and updated each program year.

DOL-VETS (Department of Labor – Veterans and Employment Training Service)

Tonja Pardo, DOL-VETS State Director, audited the veterans program this year and approved the veteran’s program priority of service plans that she reviewed.

Jobs for Veterans State Grant (JVSG) Services

Oregon has DVOP staff that provide one-on-one intensive employment services, which may include case management to disabled veterans and veterans with significant barriers to employment (SBE). DVOPs also provide referrals to VA based organizations, DOL one-stop partners such as Homeless Veterans Reintegration Program (HVRP) partners, ex-offender reentry programs, and nonprofit organizations to assist eligible veterans with overcoming employment barriers. Local Veteran Employment Representatives promote the hiring of veterans to employers throughout the Northwest. The goal of the JVSG program is to provide disabled veterans and veterans with SBE’s long-term, living-wage employment.

An Army Veteran’s wife became ill and she required medical care that was not available in the Lakeview, Oregon area. The veteran was forced to quit his trucking job, and leave his household goods, so his family could relocate to ensure his wife had access to adequate healthcare. Due to his wife’s ongoing medical treatment, they had to stay in the Portland Metro area. The veteran was having a difficult time finding employment and therefore could not rent an apartment. After a one month stay in a local hotel the veteran’s finances were depleted and both he and his wife were sleeping in their car. The veteran met with DVOP Kurt Carlsen at the Beaverton - Hillsboro AJC (WorkSource) for employment assistance. Kurt worked with WorkSource staff to contact a local trucking company in Oregon City on the veteran’s behalf, and he called the director of a local homeless shelter to find temporary lodging for the veteran and his wife. While Kurt was conducting outreach at the local Salvation Army, the veteran’s wife approached him and told Kurt that her husband was hired on at the trucking company and that they were staying in temporary lodging due to his efforts. She went on to say that both her and husband were extremely grateful for the assistance that the DVOP provided.

Performance Metrics Used By State and Local Areas to Measure the Effectiveness of Veterans' Services and Current Available Performance Data

Five Year JVSG State Plan

Every five years the Veterans Program Coordinator submits a 5-year plan outlining how the state will provide priority of service to veterans and eligible spouses, how DVOPs will provide intensive employment services and case management to eligible veterans and spouses, and outreach initiatives.

The following initiatives have been implemented in accordance with the 5-year JVSG plan:

- The completion of local and statewide Veterans Priority of Service Plans
- The development of outreach initiatives for veterans ages 18-24
- Partnership with Vocational Rehabilitation service providers
- DVOP Outreach initiatives at veteran incarceration reentry programs
- DVOP Outreach initiatives at VA centers
- DVOP Outreach initiatives at homeless shelters
- Creating partnerships with National Guard and Reserve units

Technical Performance Narrative (TPN)

Each Fiscal quarter the Veterans Program Coordinator submits a TPN to the DOL-VETS State Director (DVET) outlining the states performance rates compared to the State's negotiated performance rates and new employment initiatives and special projects related to providing employment services to veterans.

Quarterly Manager's Report on Veteran Services

Each DVOP and LVER are required to work with their field office managers to submit a quarterly report to the Veterans Program Coordinator for review prior to the final submission of the reports to the State DVET. Each report outlines the number of veterans that have been provided intensive services and case management services by DVOP staff. The report also contains information on how each office provides priority of service to veterans and eligible spouses, DVOP regional outreach initiatives and veteran success stories.

DVET audits

Each fiscal year the state DVET audits a percentage of the WSO offices with DVOP and LVER staff to ensure compliance with the veterans program negotiated performance goals, and to ensure that each office provides priority of service to veterans in all employment and training programs funded in part or whole by the DOL. For FY 2014, the state passed the audit with only one finding, the Intensive Services rate was below the negotiated performance goal. However, it was noted that the state had improved its overall intensive services rate by 43%. The DVET outlined several promising practices/observations in Oregon. These include:

- Each WSO center has provided excellent priority of service to eligible veterans and spouses
- DVOPs are working well with WIA Title I-B providers, and
- Community non-profits are providing intensive employment services to at-risk veterans

Negotiated Performance goals

Each Program Year the Veterans Program Coordinator, with the Director’s approval, negotiates the Performance goals for the veterans program.

Performance Targets for Jobs for Veterans State Grant Funded Staff		
DVOP (source VETS 200A):	3rd Qtr. PY14	PY14 Oregon Goals
Intensive services Provided by DVOP (2015 target only)	58.31%	75%
Total Veterans & Eligible Persons served (2015 target only) the goal is to remain below 30%	18%	30%
Veterans EER Weighted	56%	54%
Veterans ERR	79%	80%
Veterans AE (6 months)	\$15,142	\$15,500
Disabled Veterans EER*	48%	46%
Disabled Veterans ERR**	78%	78%
Disabled Veterans AE (6 months)	\$15,733	\$15,500
Performance Targets for Labor Exchange Services for Veterans		
Labor Exchange Services for Veterans (source ETA 9002D)	3rd Qtr. PY14	PY14 Oregon Goals
Veterans Entered Employment Rate (EER)	54%	49%
Veterans Employment Retention Rate (ERR)	80%	80%
Veterans Average Earnings (AE)	\$16,452	\$15,500
Disabled Veterans EER	51%	44%
Disabled Veterans ERR	80%	78%
Disabled Veterans AE	\$17,644	\$16,000

Other Notable Accomplishments

Back to Work Oregon

Background

In the fall of 2011, Oregon's unemployment rate was 9.3 percent. There were 30,400 job openings in Oregon and 175,100 Oregonians looking for work. At the same time, many companies indicated they had a hard time finding workers with the right skills.

The Back to Work Oregon program was one of Governor Kitzhaber's first five job creation strategies, launched in 2011, to get Oregon's economy back on track. Three years later, it is still assisting job seekers and employers – and support continues to grow. The program consists of two components:

- On-the-Job Training (OJT): A "hire-first" program that reimburses a company for the cost of training a new employee. A rigorous training plan is put in place by the company, which leads to employee retention in the job. The employee becomes a taxpayer by drawing a paycheck during training and beyond.
- Oregon's National Career Readiness Certificate (NCRC): Certification that demonstrates an individual has the foundational workplace skills necessary to succeed in the training plan and on the job, and provides the individual with a national portable credential for future career growth.

Since its inception, the program has been resourced with \$9.2 million from the Oregon Legislature, matched by Oregon's Local Workforce Investment Boards (LWIBs), and supported by the Oregon Employment Department. For every OJT opportunity funded with state general funds, the LWIBs have leveraged funds to contribute a one-to-one match.

"Back to Work Oregon has helped us find the right workers, with the right attitudes to fit our work culture, for the right positions with our company!"

Steve Cary, Employer
Vice President for Feeney Wireless
Eugene, Oregon

Outcomes

To date, 1,713 state-funded OJTs have been completed, which has been matched by the LWIBs with an additional 1,251 OJTs, for a total of 2,964 Oregonians into OJTs. Of the total OJTs completed, more than 65% of participants have earned a National Career Readiness Certificate.

This program is not successful without the 1,973 Oregon businesses that have provided OJT opportunities for Oregonians. Manufacturing firms have provided the largest number of OJTs, representing about a third of total participating businesses. Other top industries providing OJT opportunities include Health Care and Social Assistance, Construction, and Administrative, Support, Waste Management and Remediation Services.

Bob came into a WorkSource Oregon office seeking employment, with a work history mainly in the logging industry. He indicated that he would like to find work in another industry; he felt that year round employment would be better for him, financially and emotionally. Staff discussed his job search; he was having little luck, as he lacked the skills needed for the local labor market and had had some recent legal trouble.

The customer completed several assessments, including the NCRC. Staff researched a variety of career fields and determined that working for a local “tiny house” builder would meet all of his requirements, which included steady employment, working with wood, and working as part of a team. Because of Bob’s lack of production skills, staff determined that he was a good fit for the On-the-Job Training program. WIA sent his résumé to Rich’s Portable Cabins, and the customer was interviewed and hired. He has been doing very well in his placement; he was given a raise and received an excellent review at his mid-point evaluation.

Additionally:

- For the first 1,279 participants who completed the program, the average hourly wage earned was \$17.25.
- In one year, this resulted in earnings of approximately \$37.6 million.
- With an average wage of \$14.48 per hour (just over a \$30,000 annual, full time wage), OJT participants earned about \$72 million in wages at the same time they were gaining skills that Oregon businesses need.

There is a lag in time for wage data for those participants who exited after January, or are still participating. Staff will continue to track data participant wages and earnings to see how this changes over time.

National Career Readiness Certificate Month

In November 2014 the Governor's office released the National Career Readiness Proclamation. Governor Kitzhaber signed a Proclamation to encourage all Oregonians to participate in National Career Readiness Certificate month in our state.

The National Career Readiness Certificate (NCRC) provides the workforce with a tangible document demonstrating their core competencies in Applied Mathematics, Reading for Information, and Locating Information.

PY 2014 Results:

- **44,476** Statewide Cumulative NCRCs were earned as of June 2, 2015
- NCRC statewide historical monthly record high is **1,459** in May 2015.
- Union, Clatsop, and Lane counties were designated as a Certified Work Ready Communities.

For more information on earning an NCRC and to watch the progress across our state as we continue toward our goals to become ACT Certified WorkReady Communities, visit: <http://workreadycommunities.org/OR>



Workforce Board Excellence Award

Worksystems – the local workforce investment board for Washington and Multnomah counties and the City of Portland – received the *Workforce Development Board Excellence Award* from the National Association of Workforce Boards (NAWB). This national award honors a workforce agency that has demonstrated an ongoing ability to develop comprehensive workforce solutions for its community by creating proactive and innovative programs, engaging businesses, securing diversified funding, and ensuring quality outcomes.

SECTION TWO

Program Performance and Participant Information

WIA Title I Participation Levels (all programs) – Statewide (Oregon)

Participation Levels – PY 2014		
Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	228,450	217,390
Total Adults (self-service only)	90,082	93,390
WIA Adult	228,411	217,356
WIA Dislocated Worker	106,768	96,591
Total Youth (14-21)	2,742	1,342
Younger Youth (14-18)	2,001	948
Older Youth (19-21)	741	394
Out-of-School Youth	1,248	605
In-School Youth	1,494	737

Adult – Statewide (Oregon)

Adult Program Results – PY 2014		
Reported Information	Negotiated Performance Level (80%)	Actual Performance
Entered Employment Rate	59.0% (47.2%)	61.9%
Employment Retention Rate	85.0% (68.0%)	84.7%
Six-Month Average Earnings	\$14,200.0 (\$11,360.0)	\$14,730.0
Employment and Credential Rate		22.5%
Credential Attainment Rate		27.8%

Outcomes for Adult Special Populations – PY 2014				
Reported Information	Public Assistance Recipients Receiving Intensive or Training Services	Veterans	Individuals with Disabilities	Older Individuals
Entered Employment Rate	62.3%	58.5%	44.4%	55.5%
Employment Retention Rate	80.2%	83.3%	76.2%	82.1%
Six-Month Average Earnings	\$10,705.2	\$16,793.4	\$11,661.0	\$15,209.2
Employment and Credential Rate	23.9%	17.2%	24.3%	15.6%

“CAPECO has truly been a blessing in my life. With their assistance, I am on track to receive my Associate of Applied Science Degree from Blue Mountain Community College in June of 2015. With this degree, I will be eligible to take the National Council Licensure Examination and receive my RN license. Without the financial support I have received from CAPECO, I would not have been able to pursue my educational and occupational goals. With this degree and license, I will be able to support my family independent of state and federal assistance. With the help I have received from this organization, I have also been able to provide my children with a good example and teach them how important it is to receive an education.

CAPECO has not only provided financial assistance to my family but has also provided me with great emotional support from their employees.”

Dislocated Worker – Statewide (Oregon)

Dislocated Worker Program Results – PY 2014		
Reported Information	Negotiated Performance Level (80%)	Actual Performance
Entered Employment Rate	59.0% (47.2%)	62.4%
Employment Retention Rate	85.0% (68.0%)	84.8%
Six-Month Average Earnings	\$14,200.0 (\$11,360.0)	\$15,197.0
Employment and Credential Rate		24.1%
Credential Attainment Rate		29.5%

Outcomes for Dislocated Worker Special Populations – PY 2014				
Reported Information	Veterans	Individuals with Disabilities	Older Individuals	Displaced Homemakers
Entered Employment Rate	58.5%	45.2%	56.5%	57.1%
Employment Retention Rate	83.4%	76.5%	82.0%	80.9%
Six-Month Average Earnings	\$16,955.6	\$11,891.0	\$15,325.3	\$11,540.0
Employment and Credential Rate	20.9%	26.7%	15.3%	30.1%

Jason was a dislocated worker who decided to attend training as a Diesel Technician at Blue Mountain Community College. Jason has a small family and a mortgage, and was in danger of losing his home without additional services and assistance.

To assist, WIA/CAPECO provided tuition payments for the two years of Diesel Technician training so that Jason could purchase the mandatory tools for the training and have those tools as he transitioned into employment.

In addition, Jason was referred to a Mortgage Assistance program. The family's application was accepted and the family was provided mortgage assistance, reducing the household expenses significantly during Jason's training – easing the financial burden and reducing the stress – enabling a successful completion.

Jason did graduate and obtained employment at a semi-truck repair shop in the Hermiston area. Although he was later laid off from that position, he was subsequently hired as a Maintenance Technician at the local RV Manufacturing plant.

Jason struggled during training and it was not until he actually obtained employment that his confidence and self-worth improved. He reports that the family is doing great and that his attitude and energy level have improved dramatically. He really likes the job and will be getting his first raise, as well as insurance and other benefits, soon.

Youth – Statewide (Oregon)

Youth (14-21) Program Results – PY 2014		
Reported Information	Negotiated Performance Level (80%)	Actual Performance
Placement in Employment or Education	72.0% (57.6%)	75.7%
Attainment of a Degree or Certificate	73.0% (58.4%)	73.9%
Literacy and Numeracy Gains	53.0% (42.4%)	52.9%
Credential Attainment Rate		73.5%

Older Youth (19-21) Results – PY 2014		
Reported Information	Negotiated Performance Level (80%)	Actual Performance
Entered Employment Rate		71.3%
Employment Retention Rate		76.7%
Six Months Earnings Increase		\$4,193.1
Credential Rate		45.9%

Sergio grew up in the small town of Woodburn and faced many obstacles along the way, including non-English proficiency, poverty, and growing up with uneducated parents who were unfamiliar with the U.S. school system. Despite many challenges, and living in conditions of poverty, Sergio always kept his eyes set on his goal...college.

Sergio joined the Empowerment and Leadership for Youth (ELY) job training program and participated in after school classes such as Assertiveness Training, Teambuilding Training, Acing the Interview, Customer Service, Job Readiness, and Leadership. Sergio quickly became a leader in his ELY cohort at Woodburn High School, demonstrating a natural ability to lead a group and get things done.

Sergio initiated an internship with the City of Woodburn and worked taking pictures throughout the City of Woodburn and in parks to update the city's website. Sergio's photographs will be used on the City of Woodburn website and in print materials. Sergio was also successful in securing his first entry-level job; he worked at a Texaco gas station until he left to attend college.

In the winter of 2014, Sergio applied for a scholarship to George Fox University and he was accepted to the university and received a full-ride scholarship targeting underprivileged students. He competed with hundreds of students. He is living on campus and majoring in computer science and technology, and has finally realized his dream to attend a four year university. At times, Sergio misses home and his familiar environment but he is determined to complete his degree in four years. Sergio Ramirez is a resilient youth who utilized the opportunities and assistance available through Youth Out-of-School programs such as ELY, to help overcome challenges and help reach his goals.

Adult Participant Information

The following tables display counts and percentages for various participant demographic characteristics, by program and reporting category.

Notes:

- Percentages are reflective of the percent of individuals in the program who meet that demographic characteristic.
- The US Department of Labor (DOL) determines required reporting categories and characteristics.
- All information is based on customer self-identification/disclosure.
- Some categories allow participants to select multiple answers, so percentages do not equal 100% per category.
- Characteristics with zero (0) responses have been excluded from these tables.
- Characteristics with 20 or fewer responses have been excluded from these tables for customer confidentiality.

Adult – Statewide (Oregon)

Category	Characteristic	#	%
GENDER	Male	68,802	52%
	Female	62,737	48%

Category	Characteristic	#	%
AGE	18	775	1%
	19-21	5,042	4%
	22-39	56,454	43%
	40-54	43,512	33%
	55-65	22,311	17%
	66+	3,685	3%

Category	Characteristic	#	%
ETHNICITY	Hispanic/Latino	16,125	12%
RACE	Native American/Alaskan Native	2,583	2%
	Asian	3,554	3%
	Black/African American	4,910	4%
	Hawaiian Native/Pacific Islander	1,074	1%
	White	100,514	76%
	Multiple Races Selected	5,448	4%
	No Race Selection	13,457	10%

Category	Characteristic	#	%
ECONOMIC BARRIERS	TANF	6,603	5%
	Food Stamps	42,829	33%
	SSI	1,592	1%
	General Assistance	4,446	3%
	Migrant	140	0%
	Farmworker	887	1%

Category	Characteristic	#	%
OTHER BARRIERS	Limited English	3,459	3%
	Single Parent	2,746	2%
	Ex-Offender	10,515	8%
	Displaced Homemaker	9,142	7%
	Homeless/Runaway Youth	5,990	5%
	Disabled/Barrier to Employment	123,135	94%
	Multiple Barriers	24,289	18%

Dislocated Worker Participant Information

The following tables display counts and percentages for various participant demographic characteristics, by program and reporting category.

Notes:

- (See **Adult Participant Information** notes)

Dislocated Worker – Statewide (Oregon)

Category	Characteristic	#	%
GENDER	Male	54,956	54%
	Female	47,239	46%

Category	Characteristic	#	%
ETHNICITY	Hispanic/Latino	12,293	12%
RACE	Native American/Alaskan Native	1,920	2%
	Asian	2,658	3%
	Black/African American	3,349	3%
	Hawaiian Native/Pacific Islander	762	1%
	White	79,021	77%
	Multiple Races Selected	4,164	4%
	No Race Selection	10,322	10%

Category	Characteristic	#	%
ECONOMIC	TANF	4,036	4%
BARRIERS	Food Stamps	31,771	31%
	SSI	1,035	1%
	General Assistance	3,049	3%
	Migrant	114	0%
	Farmworker	793	1%

Category	Characteristic	#	%
OTHER	Limited English	2,982	3%
BARRIERS	Single Parent	2,045	2%
	Ex-Offender	7,550	7%
	Displaced Homemaker	9,149	9%
	Homeless/Runaway Youth	4,379	4%
	Disabled/Barrier to Employment	95,771	94%
	Multiple Barriers	19,879	19%

Youth Participant Information

The following tables display counts and percentages for various participant demographic characteristics, by program and reporting category.

Notes:

- (See **Adult Participant Information** notes)

Youth (all) – Statewide (Oregon)

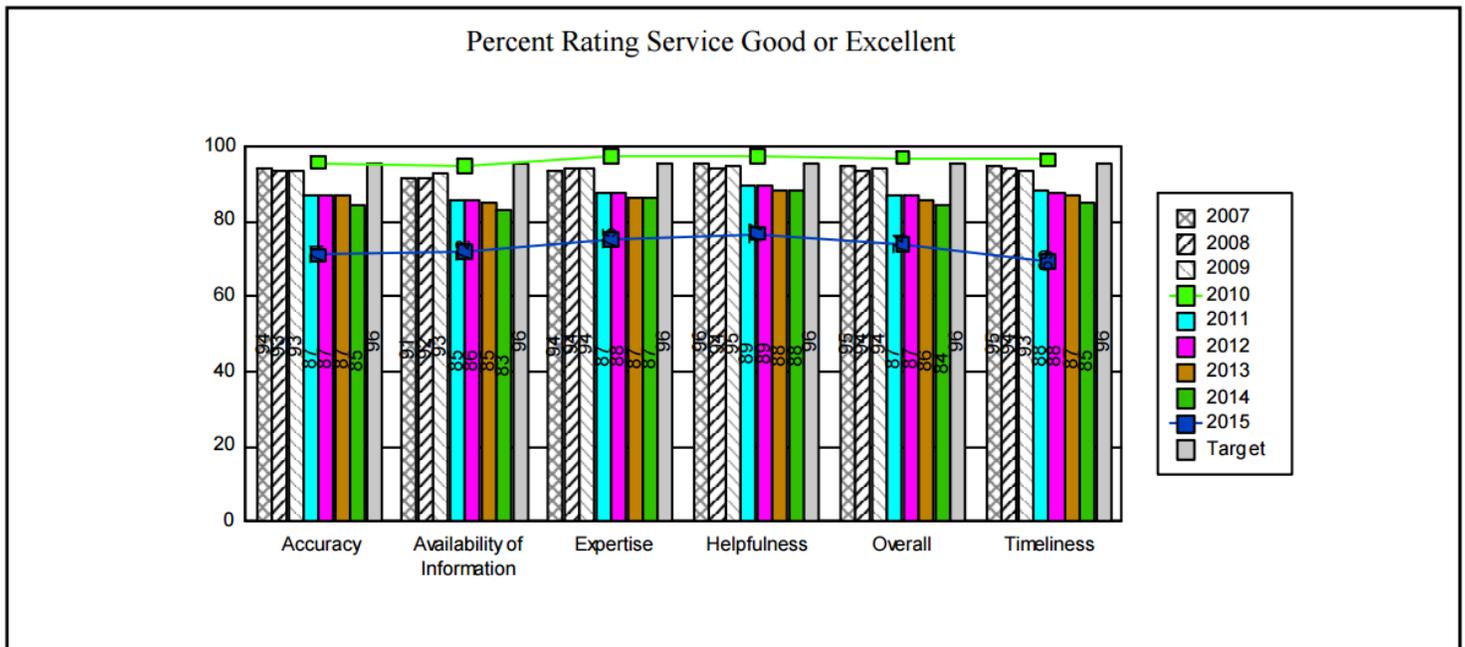
Category	Characteristic	#	%
GENDER	Male	1,362	50%
	Female	1,357	50%

Category	Characteristic	#	%
AGE	14-17	1,420	52%
	18	571	21%
	19-21	729	27%

Category	Characteristic	#	%
ECONOMIC BARRIERS	TANF	168	6%
	Food Stamps	1,349	50%
	SSI	94	3%

Category	Characteristic	#	%
OTHER BARRIERS	Limited English	124	5%
	Single Parent	32	1%
	Ex-Offender	206	8%
	Homeless/Runaway Youth	252	9%
	Pregnant/Parenting Youth	233	9%
	Youth Needing Add'l Assistance	1,856	68%
	Youth with Serious Barriers	403	15%
	Disabled/Barrier to Employment	2,623	96%
	Foster Care Youth	159	6%
	Multiple Barriers	2,319	85%

Customer Satisfaction Data



In PY 2014, OED implemented a new online survey process for all customer groups over the course of several months.

The new process:

- Created a broader sampling of all customer groups and reduced bias among respondents
- Provides broader coverage, greater anonymity, and a much larger number of responses than previous processes
- Did not change the intent of the survey or performance measure

Data represents survey responses from UI claimants, other job seekers, and employers. The Customer Service measure is a weighted average of electronic (online) survey results from these three separate customer groups.

The reported score of 74% in overall service quality is based on the measurable responses of approximately 6,500 customers who were surveyed under the new process: 3,000 Unemployment Insurance claimants, 600 employers, and 2,900 job seekers. A score of 84% was the most recent computed measure under the old survey process. This rating is based on the responses of 5,200 customers who received services during the period from July 1, 2014 to February 28, 2015: 100 Unemployment Insurance claimants, 200 employers, and 4,900 job seeker customers. However, due to challenges related to limited sampling and inherit selection bias associated with the old process, OED has shifted to the new process for reporting purposes and has excluded this data from the reported measure. Thus, the scores from the old and new data sets are not comparable and conclusions should not be drawn from the change in levels.

State Evaluation Activities

Oregon continues to evaluate the impacts of the workforce system. As we transition from WIA to WIOA, we are discussing how our evaluation efforts and activities might be affected. While these are “works in progress”, Oregon continues to track, present, and analyze data, including trends over time.

Additionally, Oregon has undertaken or plans to undertake the following efforts in the area of program evaluation:

- Oregon is increasing the emphasis on developing the “next generation” data system. Efforts include connecting with a planned data warehouse for Oregon’s K-20 education system, a desire for more flexible reporting on system wide data, and warehousing data for the reporting of common measures for federal compliance.
- Annual quality assurance reviews address multiple aspects of program compliance and program improvement.
- Oregon’s Labor Market Information System (OLMIS) continues to be responsive to state and local Workforce Investment Board needs by supplying information and analysis that assists with evaluation initiatives. Recent studies have included job and industry growth analysis, industry cluster analysis, studies of the occupational needs and growth of various industries and industry groupings, prioritization of occupations for training, green jobs surveys, employer vacancy surveys, and local/regional profiles; all of these assist in the evaluation of the effectiveness of workforce programs in the state and in developing more targeted and effective programming. OLMIS reports can be found at: www.qualityinfo.org

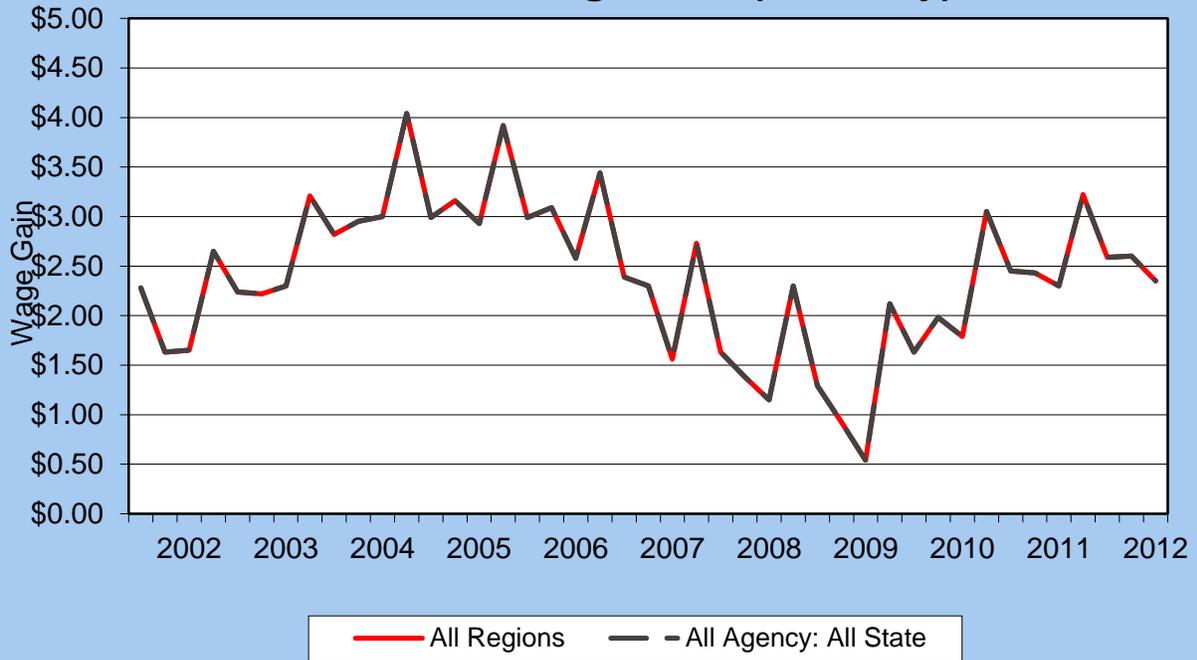
Data from Oregon’s system-wide performance measures continues to be available for the employment related indicators, basic skills attainment, and Temporary Assistance to Needy Families (TANF) caseload management. Oregon’s cross-system outcomes accountability system, Performance Reporting Information System (PRISM), gathers demographic data on customers served by nearly all workforce partners, ensuring analysis and evaluation can occur based on customer cohorts (e.g., racial/ethnic minority status, age group, or educational attainment level). Many results are available at a statewide level, by agency/partner program, and/or by local area – or by combinations. These system-wide performance data are available at www.prism.state.or.us

While this format is different from a formal evaluation study, the nearly real-time information, combined with the ability to filter results and compare trends over time, gives program managers, stakeholders, and even the general public the ability view, analyze, and evaluate various performance-related measures across Oregon’s workforce system.

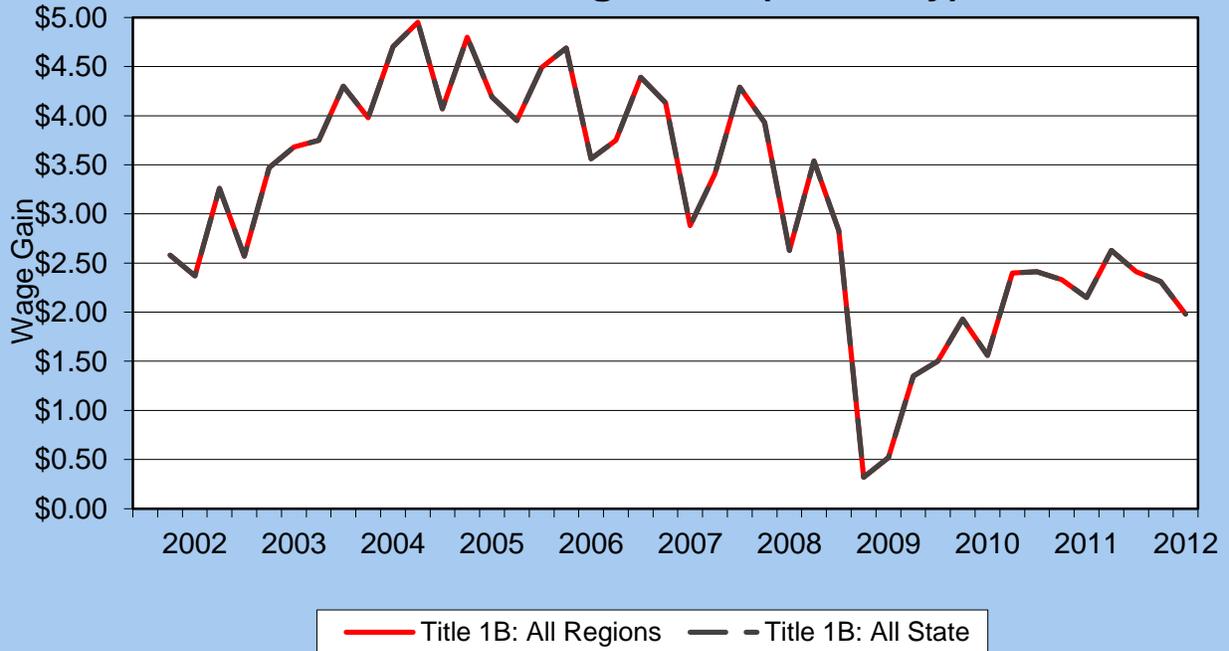
Trend data is available for several measures, and an example of how PRISM data is used for evaluation activities – at both a statewide and agency partner level – is displayed in the following charts. The charts below display “Three Year Wage Gain.” (Note: PRISM defines *Wage Gain* as “fifth quarter average hourly wages minus first quarter average hourly wages.”)

[Trend data breakouts for Three Year Wage Gain continue on the following pages.]

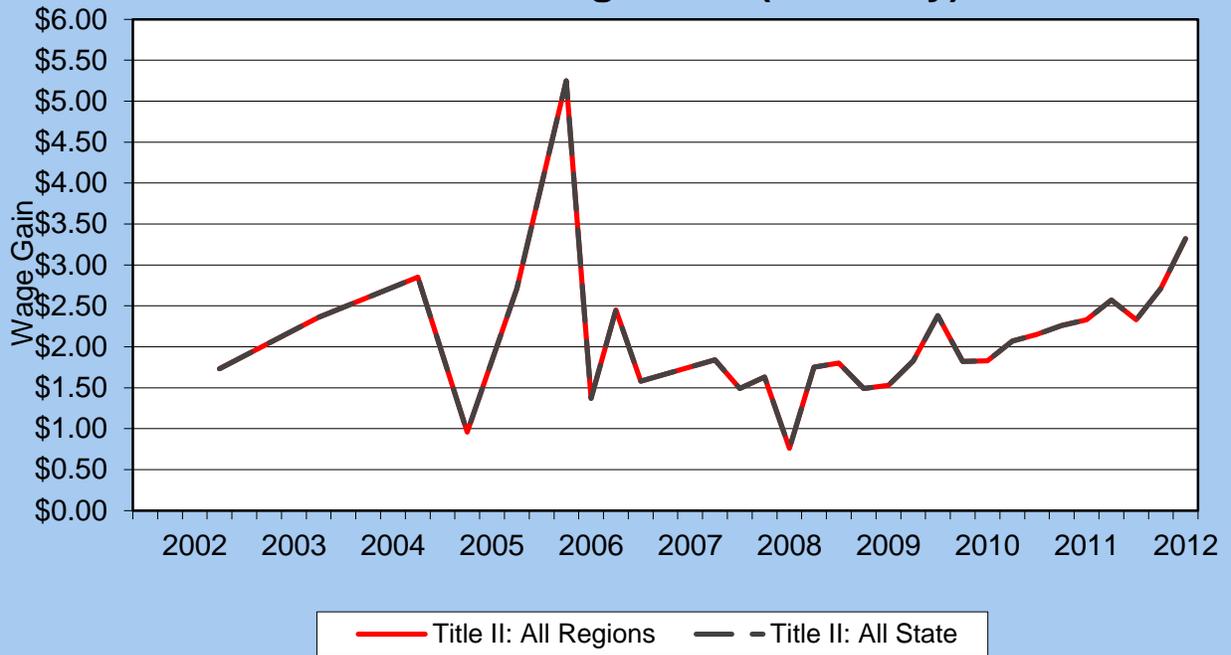
All Agency: All State
Three Year Wage Gain (currency)



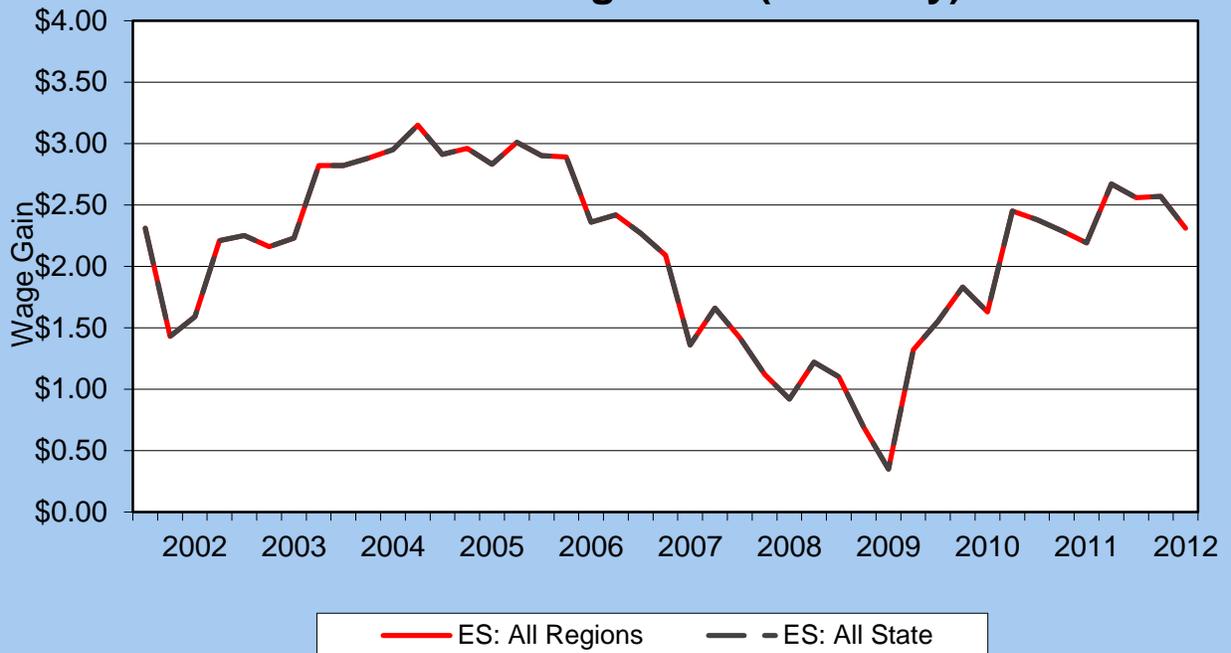
CCWD: Title 1B Youth, Adults, and Dislocated Workers: All State
Three Year Wage Gain (currency)



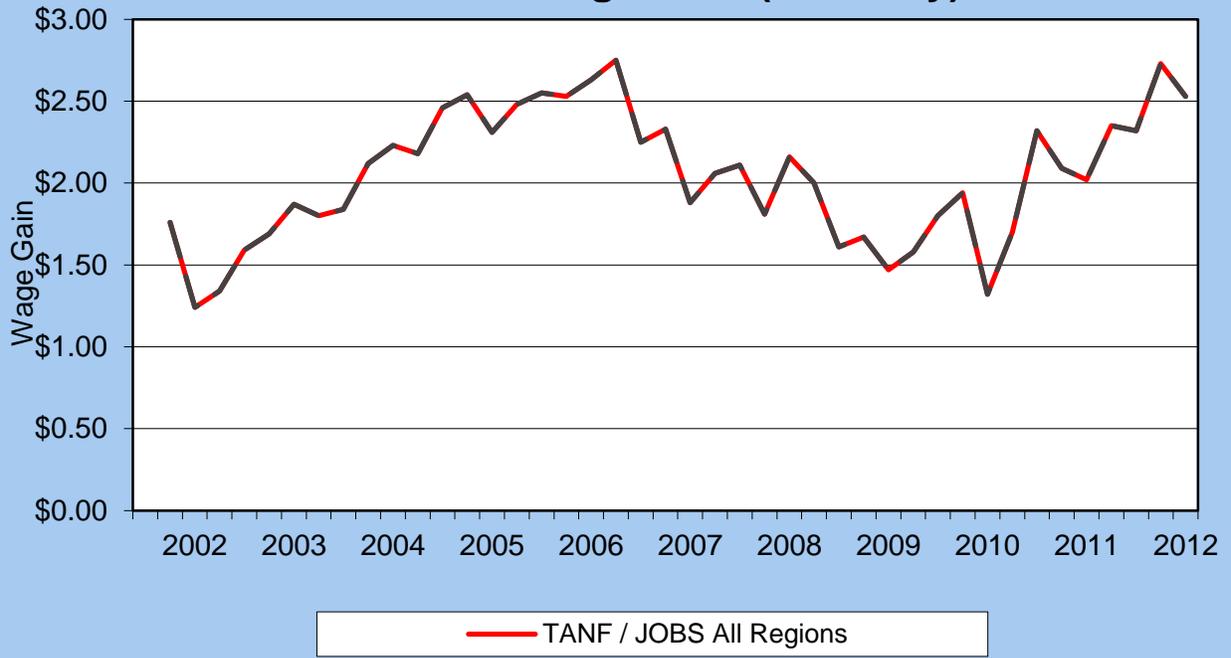
CCWD: Title II Adult Basic Education: All State
Three Year Wage Gain (currency)



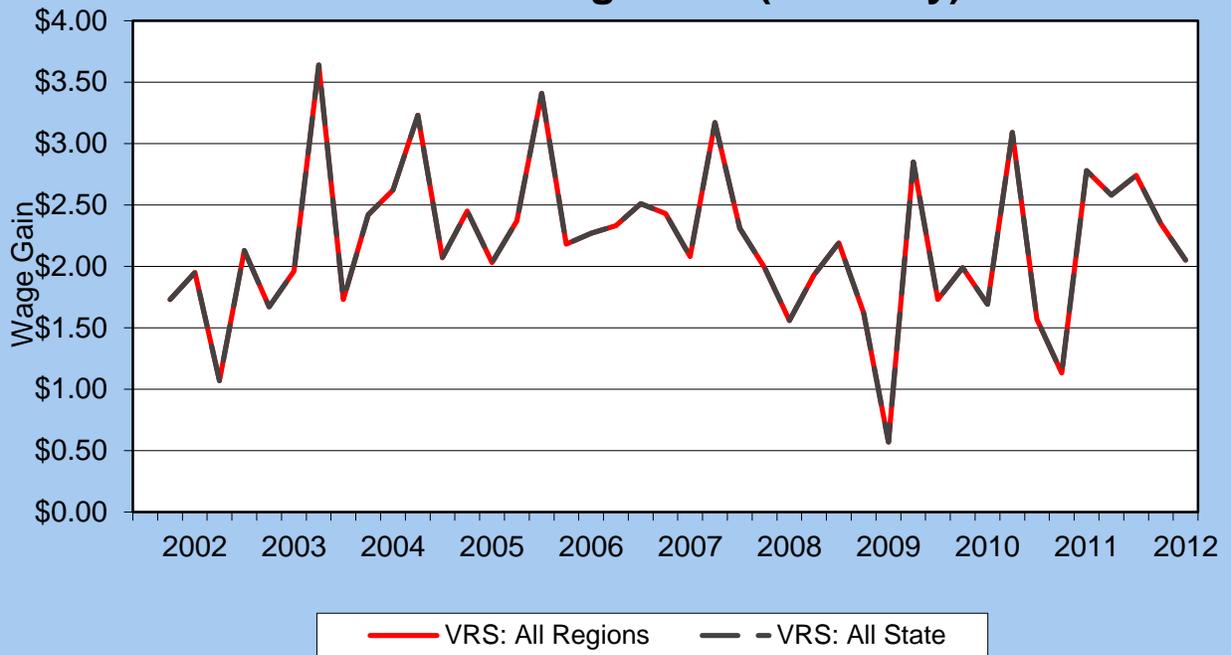
OED: Employment Service: All State
Three Year Wage Gain (currency)



DHS: TANF / JOBS: All State
Three Year Wage Gain (currency)



DHS: Vocational Rehabilitation: All State
Three Year Wage Gain (currency)



A complete PowerPoint presentation describing the evaluation methodology as well as other trend data and related evaluation data can be found at:

http://www.oregon.gov/PRISM/pages/performance_measures.aspx

Additional examples of evaluation-related activities and reports area located at:

<http://www.oregon.gov/PRISM/pages/publications.aspx>

For more publications and analysis, visit:

http://www.oregon.gov/PRISM/Pages/publications.aspx#Oregon_Workforce_Investment:_Results_&_Trends

Cost of Workforce Investment Activities Relative to the Effect of the Activities on the Performance of Participants

Continuing efforts to establish a common customer pool for all WSO customers (WIA and Wagner-Peyser programs), combined with lengthy lags in data (such as retained employment or earnings increase) makes calculating some specific costs difficult. In general, the demand for resources by adults, dislocated workers, and youth far exceed the available resources for helping people identify and improve their skills, and obtain the best possible job.

At the local level, there may not yet be a clear enough connection between accounting data and individual participant records to be able to track some cost measures for particular service or set of services. Oregon plans to address these cost issues as we move forward.

Uniform Reporting

Transforming multiple diverse systems into one integrated system has been an incremental process that has resulted in challenges to reporting aggregate numbers accurately.

Oregon's common customer registration process determines a customer's eligibility for WIA Adult, Dislocated Worker and Wagner-Peyser (W-P) programs, although services are still tracked separately.

The user interface layer of this shared system is the WorkSource Oregon Management Information System (WOMIS), a multi-application customer- and staff-accessed system that comprises Customer Registration, Program Eligibility Determination, labor exchange services, Trade Adjustment Assistance, some WIA Service Tracking, and other customer services and resources.

Implementing and enhancing WOMIS requires ongoing analysis and research, extensive information technology programming and coding, statewide hardware and software changes, and continuing fine-tuning, enhancements, and troubleshooting. User groups made up of state and local staff, continue to monitor the MIS elements for consistency and needed changes.

In addition to WOMIS, each Local Workforce Investment Area (LWIA) must use a management information system to record, track, and report on customer data for individuals participating in WIA-funded services and activities.

CCWD encourages all local areas to deploy a customer record tracking and retention process that is efficient and effective for staff and customers, supports a data and file structure that is consistent statewide, and honors the federal Paperwork Reduction Act and state paperless initiatives.

Discussions between CCWD and the Oregon Workforce Partnership (OWP) spotlighted the benefits of a single statewide WIA customer tracking system. The OWP selected a system that they feel meets their individual and collective business need(s), and all LWIAs statewide use a single MIS system, named I-Trac. Customer demographic and service data is consolidated and checked for errors at the state level before being reported to DOL. At the state level, MIS elements are being reported uniformly, and Oregon's goal is standardization of reporting elements at the local level as well.

Waivers

Below are the waivers for which Oregon received approval during PY 2014, with information on how the waivers have changed the activities of the state and local areas, and how activities carried out under the waivers have directly or indirectly affected state and local area performance outcomes, where known.

Waiver of the statewide requirement to provide additional assistance to local areas that have high concentrations of eligible youth to carry out the activities in subsection (c).

and

Waiver to exempt the state from providing local incentive grants.

Oregon did not fund LWIA performance incentive grants, or additional assistance to local areas that have a high concentration of eligible youth, for PY 2014, due to reductions in federal funding. It is difficult to quantify exactly how the lack of these funds has affected local programs, staff, and customers, but undoubtedly local area flexibility and opportunities have been diminished.

Waiver to allow the Oregon workforce system to forego reporting of the WIA required performance measures and adopt and report the “Common Measures” for federal job training and employment programs.

The simplified performance management and reporting across systems allowed by this waiver has been instrumental in developing a fully integrated workforce system as the service delivery system now has the same outcome measures regardless of the agency and funding source. The simplification has reduced the administrative burden, freeing up funding to serve more participants. The ability for the system to focus on common measures has allowed local boards to hold providers accountable to more relevant and easily understandable measures. It has also simplified the job of the line workers allowing them to serve Oregonians more effectively.

Waiver to permit local areas to use a portion of local Adult and Dislocated Worker funds for Incumbent Worker Training.

No local workforce investment areas or boards reported taking advantage of this waiver.

Waiver to permit states to use a portion of rapid response funds for Incumbent Worker Training.

Oregon is currently evaluating the effects to program performance and services that resulted from this waiver, and is appreciative of the flexibility it provides.

Waiver of the period of subsequent eligibility for eligible training providers.

Without this waiver, Oregon would not be able to maintain a robust Eligible Training Providers List (ETPL). Requiring data reporting for “all students” in the WIA resulted in training providers, particularly community colleges, to refrain from putting training programs on the list. It is worth noting that a majority of the training programs on the list are offered by community colleges, who are often the only training provider in most regions of a largely rural state. These programs would not be on the ETPL if not for the waiver.

Additional agency and organization information

Oregon Department of Community Colleges and Workforce Development (CCWD)

The mission of the agency is to contribute leadership and resources to increase the skills, knowledge and career opportunities of Oregonians. The mission is accomplished through Oregon's network of 17 community colleges, 18 adult basic skills programs, seven local workforce areas, community-based organizations, and other partnerships. CCWD is responsible for implementing policies, procedures, and strategies consistent with the Governor's education and workforce priorities and the goals of the OWIB, the State Board of Education, the Joint Boards of Education, Oregon Education Investment Board, and the Commissioner of CCWD.

The Department ensures services are provided to future, transitional, and current workers. Each year, CCWD supports over 300,000 Oregonians attending community colleges and thousands of unemployed, underemployed, low skilled adults and youth, ages 14 and older, with serious employment obstacles. CCWD assists these Oregonians to obtain secondary and post-secondary credentials and knowledge and skills necessary for work, further education, family self-sufficiency and community.

<http://www.oregon.gov/ccwd/Pages/index.aspx>

Oregon Department of Human Services

The Department of Human Services (DHS) is Oregon's principal agency for helping Oregonians achieve wellbeing and independence through opportunities that protect, empower, respect choice, and preserve dignity, especially for those who are least able to help themselves.

DHS provides direct services to more than 1 million Oregonians each year. These services provide a key safety net for those in our society who are most vulnerable or who are at a difficult place in their life.

<http://www.oregon.gov/dhs/aboutdhs/Pages/index.aspx>

Oregon Employment Department (OED)

The mission of the Employment Department is to promote employment of Oregonians through developing a diversified, multi-skilled workforce, and providing support during periods of unemployment. <http://www.oregon.gov/EMPLOY/pages/index.aspx>

Its mission is to:

- 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.

The Oregon Workforce Investment Board (OWIB)

The Oregon Workforce Investment Board is the overall advisory board to the Governor on workforce matters. The OWIB is made up of leaders representing private sector businesses, labor, state, local governments, and government agencies.

A majority of the nearly 40 members represent the private sector. One of the chief duties of the OWIB is to assist the Governor by developing a strategic plan for Oregon's comprehensive workforce system.

Oregon Workforce Partnership (OWP)

Oregon's seven Local Workforce Investment Boards formed OWP as a way to create greater impact for Oregon's citizens and businesses. LWIBs are business-led private/public partnerships that invest in worker training based on community and industry needs. Locally, they convene those with the skills and knowledge to create effective solutions to the workforce needs of business. They create innovative program models, aligning and leveraging resources for greater impact. OWP represents: 114 businesses and business associations, working in construction, manufacturing (from food processing to wood products to biotech and solar), healthcare, hospitality, staffing services and other sectors; 16 labor union representatives, non-profit organizations, locally elected officials, community colleges, school districts, educational service districts, governmental agencies, economic development organizations, tribal nations and universities.

Through OWP, the LWIBs work together to:

- Create alignment and increase worker skill development capacity across the state.
- Convene those with expertise and those who want to make a difference in order to learn from them and to work more effectively with them.
- Compile, analyze and convert data into intelligence ensuring those involved in the creation of a more highly skilled workforce can make well-informed choices.

Oregon Workforce Partnership home page: <http://oregonwfpartnership.org/>



Recognition and gratitude goes to the OED, OWIB, LWIBs, and all WSO partners (agencies, organizations, and individuals) that provided information for this report. WSO continues to develop innovative and responsive methods for meeting the demands of our ever-changing economic climate.

If you have questions regarding this report's content please contact:

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To conserve resources and be more environmentally friendly, this report was originally published in an electronic-only format.

