

**Workforce Innovation and Opportunity Act (WIOA)
Annual Statewide Performance Report Narrative**

OREGON

Program Year 2017

(July 1, 2017 – June 30, 2018)

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I. INTRODUCTION

Oregon is part of the workforce development system that is funded by the Workforce Innovation and Opportunity Act (WIOA), which authorizes local business-led workforce development boards to oversee workforce development services through a network of American Job Centers (or AJCs, also called One-Stop Career Centers). In Oregon, AJCs are branded WorkSource Oregon centers.

Through WIOA, local civic, business, and workforce development leaders develop strategies that leverage funding and resources within their local communities to prepare and match the skills of workers with the workforce demands of businesses. Many state agencies, partners, and stakeholders support workforce development and education efforts across the state; this introduction provides a partial list, and the body of this report focusses primarily on the programs funded under titles I and III of WIOA. (See Appendix I for a description of Oregon’s WIOA title I and III partners.)

II. OREGON’S VISION AND GOALS

This section highlights progress made in achieving the state’s strategic vision and goals for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency.

Governor’s Vision: Governor Kate Brown has prioritized protecting services for children and lifting families out of poverty. Creating an Oregon where all can thrive.

- Envisioning an Oregon where our public and private partners help all workers move up their career ladders, giving them the tools to succeed well beyond their next job and making room for entry level and young workers who enter the workforce behind them.
- Ensuring state-funded programs set Oregonians on a path out of poverty, focus on key job and industry sectors and align federal funded programs to Oregon’s goals.
- Support businesses that are investing in their own workforce, in demand, priority sectors, Business Oregon target industry, or Talent Plan industry.
- Integration of services between agencies and across public and private partners must remain a priority.
- The Governor’s Agenda is also guided by her **Future Ready Oregon Criteria** which says Future Ready Oregon projects will:
 - Connect to **career paths** and help Oregonians advance along their career path;
 - Teach **transferable skills** that help individuals transition between job opportunities and across economic changes for permanent career growth;
 - Lead to **self-sufficiency**, either through a high wage or connection to a career path with a high opportunity to advance to a self-sufficient wage and through wrap around supports;
 - **Connection to employers**, ensuring that skills learned are valued in the workplace and that employers are invested in training programs; and
 - Increase **equity**, and include clear guidelines and measurements to ensure equity goals are met.

Workforce System Vision: An Oregon where every person is supported to maximize their career potential and businesses access the talent they need to be successful, ensuring prosperity for all Oregonians.

- To provide workforce development services and supports that ensure opportunities for life-long learning, skill development, employment attainment and career progression for individuals; successful hiring and retaining the skilled workers needed for businesses need to grow; and collaboration that enables local communities to prosper.
- A talented workforce, a prosperous Oregon.

NEW STRATEGIC PLANNING CYCLE

The passage of [Oregon House Bill 3437 \(2017\)](#) renamed the Oregon Workforce Investment Board (OWIB) to the [Oregon Workforce and Talent Development Board \(WTDB\)](#), expanded the WTDB's role and responsibilities for business and industry engagement, and established responsibility for the creation and ongoing development of a biennial Workforce and Talent Development Plan. This provides an opportunity to reconsider workforce system strategic planning processes and realign them for maximum impact. The WTDB is in transition to a new strategic planning cycle that is expected to provide a number of benefits when complete including:

- Significantly engaging business and industry stakeholders to identify and prioritize in-demand jobs and in-demand skills through a biennial Talent Assessment that will lead planning efforts;
- Aligning all planning efforts so they are developed and concluded just in time to meaningfully contribute to the Biennial Budget process and the long legislative session;
- Creating a regular, shorter cycle for planning that can be better anticipated and prepared for and will provide goals and strategies that are closer to real-time; and
- Adding and expanding regular accountability for the workforce system to the work of the WTDB.

The WTDB will complete the transition to the new strategic planning cycle with a new Workforce and Talent Development Plan in 2020 to inform the 2021-23 budget process and the 2021 long legislative session.

LOCAL WORKFORCE DEVELOPMENT BOARD ASSESSMENTS

In September of 2017, the Workforce and Talent Development Board conducted an assessment of each of the nine Local Workforce Boards. The assessment looked at four categories with accompanying indicators, based on national best practices and characteristics of high performing local boards. The categories are: *Data Driven Decision Making*; *Strategy*; *Partnerships and Investments*; and *Programs*. Overall, there were best practices identified in each of the four indicators, however, none were consistent across all the local areas. This can be attributed to the fact that each area has its own program design and challenges specific to them.

Below are some local workforce board best practices in each of the four categories:

Data Driven Decision Making: Oregon Employment Department research staff are co-located part-time at [Willamette Workforce Partnership](#). They are available to support the board with grant applications, workforce data analysis, employment and economic development data, and other information the board uses to select targeted industry sectors and priorities for funding.

Strategy: [Clackamas Workforce Partnership](#) informs practice, policy, and ongoing alignment. The board assigns responsibility for each strategic goal to a board member and team of members and partners. The board updates the plan on a regular basis and monitors implementation.

Partnerships and Investments: [Lane Workforce Partnership](#) supports next-gen sector partnerships by providing funding for an industry-connected staff person in each sector. They are nationally recognized for their work with sector partnerships and are an example of how to leverage funding and resources outside the traditional workforce system to support employers in growing and sustaining the workforce.

Programs: [Worksystems](#) works to ensure one-stops in the local area are accessible to people with disabilities. There is also Vocational Rehabilitation representation on the board and the Local Leadership Team, ensuring there is a voice to advocate for these individuals.

FUTURE READY OREGON (FRO)

[Future Ready Oregon](#) was launched by Governor Kate Brown in February 2018. It includes initiatives and programs that provide skill and job training to students and adults, helping to close the gap between the skills that Oregon's workers have and the skills Oregon's growing businesses need. FRO has two primary goals:

1. Prepare our future workforce by making investments in education that uses career connected learning strategies (including investments in Career Technical Education (CTE) and Science, Technology, Engineering, Arts, and Math (STEAM)).
2. Prepare our current workforce by arming them with the skills they need to help Oregon's economy grow (including apprenticeships, career pathways, and industry sector strategies).

These goals emphasize outcomes that are equitable and that provide career pathways, transferrable skills, self-sufficiency, and a connection to employers. The WTDB partnered with the Governor's Office on this important initiative. In PY 18, Oregon intends to use some Governor's Reserve to provide grants for Future Ready Oregon.

III. SUCCESSSES IN SERVING OREGONIANS

The Office of Workforce Investments' Dislocated Worker Unit collaborates with the Oregon Employment Department, partner agencies, local workforce development boards, and service providers to facilitate many of Oregon's layoff aversion and rapid response activities. Using funding from both federal and state sources, partners provide resources and other services to businesses and individuals faced with potential workforce reductions.

A LAYOFF AVERSION SUCCESS STORY – COMPOSITE APPROACH

In Deschutes County, Oregon, there exists a collection of composites companies that are part of the aerospace and other vehicles supply chain. Local workforce development board (WDB) East Cascades Works, along with Economic Development, post-secondary, and other partners met with these companies to address their skilled labor shortage for nearly a year. In that time, they identified challenges related to attracting talent to the industry (partially due to low unemployment). The engaged companies are committed to growing a homegrown talent pipeline – but that future growth does not address their immediate needs.

[Composite Approach](#) is one of the local companies engaged in this work, and a quickly expanding business. Founded in 1998, they provide design consultation, project research and development, manufacturing integration, and contract production. Their product lines include aircraft, unmanned aerial vehicles, automotive, motorcycle, auxiliary fuel cells, ocean drones, composite masters and molds, and more.

In October 2017, Composite Approach was poised to expand with the addition of some new product lines. Meanwhile, another local composites company, Evolution Aircraft, closed, displacing local talent. Although Composite Approach was not yet ready to grow their workforce significantly, they feared that without immediate re-employment, those displaced workers would relocate, and the community would lose those skilled workers to other areas in the country at a time when businesses are in desperate need to retain local talent.

The state Dislocated Worker Unit (DWU) collaborated with East Cascades Works to provide Layoff Aversion funding for 10 dislocated workers that worked for Evolution Aircraft. These workers had basic knowledge of the aircraft industry but not the specific "composites" knowledge and training needed for employment at Composite Approach.

With a grant from the Higher Education Coordinating Commission's Dislocated Worker Unit, Composite Approach hired and (re)trained fourteen (14) of these dislocated workers, eliminating any time these individuals spent unemployed.

Training these lay-off affected individuals was expensive and extensive – they needed to learn to make new and different parts, with new materials and techniques, under a very different system. There is no margin of error in the aerospace supply chain, so precision is paramount. Further, some of their products are sold to an international customer base, meaning they need to meet rigorous International standards.

Each trainee received 720 hours of paid training over the course of a year along with three trainers that oversaw the training. A videographer spent 480 hours over the course of a year developing training videos for: Mixing Station Refilling, Trim and Bonding Prep, and Sand Blasting Prep. The video has also allowed the company a way to work with one of their current customers, Stratos Aircraft, to develop and refine industry standards.

Sam Meier, General Manager, "As of October, without those funds we would have been in the red. It was a huge deal for us to be able to have the funds available to take on this group of employees. Not being able to hire them would have been a difference maker in making us not being able to grow this year. These funds were instrumental in Composite Approach being able to move forward without us being in severe debt."



Pictured: Owners Brian and Holly Harris.

Their mission is displayed on the wall, "Changing the face of business as we know it today with the simple principle of relationships built on Trust, Honesty, Integrity, Respect and Love."

PROVIDING ADDITIONAL ASSISTANCE – HERMISTON FOODS

On November 13, 2017, 199 workers for Hermiston Foods were laid off as the town's ninth largest employer permanently closed its doors. The Dislocated Worker Unit, the local workforce development board (Eastern Oregon Workforce Board), and Community Action Agency East Central Oregon (CAPECO) came together to provide rapid response services and an Additional Assistance Project grant to assist and support the former workers in their efforts to become re-trained/re-employed as quickly as possible.

After meeting with the Career Specialist and completing the initial assessment, an employment plan was developed that addressed barriers, including lack of education and/or training, lack of transferrable skills, lack of computer skills, lack of job search skills, etc. The plan included activities to address these barriers

with the goal of returning the worker to the workforce at a wage comparable to the wage they were making at Hermiston Foods.

Of the 140 individuals that responded to the survey, 50 of them stated their level of education was 8th grade or less while 59 had only a high school diploma or GED. Additional Assistance Project funds were used to assist paying for school applications, tuition, books, and On the Job Training. Due to the demographics of this workforce, ESL and Basic Skills classes were offered. Support services were necessary for the workers to attend training. Those services included transportation, rent, uniforms, tools, and relocation.

For the workers that identified re-employment as their primary goal, staff worked to ensure they were connected to the local labor market and available job openings. For workers who needed to relocate for employment, and had a verified job outside the county, relocation assistance was provided.

Other services included career guidance, staff assisted job search and assessment, employment plan development, career counseling, short-term training, adult basic education and English as a Second Language (ESL). National Career Readiness Certificate (NCRC) testing and basic computer literacy/training activities were made available to interested individuals.

The service provider, CAPECO was on site two days per week providing rapid response services prior to the closure. A job fair was held on November 1 and was attended by 22 local employers and 5 agencies. Total enrollment for the Additional Assistance Project reached 72. Coordination with Trade Act resulted in 10 ITA's (Office Admin, Medical Transcription, Data Tech, Nursing, Criminal Justice and CDL), 11 in Job Search Activities, 14 re-employed and 37 enrolled in ESL classes.

TRAINING THE TEAMS

The Office of Workforce Investments' Dislocated Worker Unit developed and presented a *customized Rapid Response Training* for the Local Workforce Development Board, Rogue Workforce Partnership.

- The two-day training was attended by fourteen Rapid Response Team members and staff from:
 - Rogue Workforce Partnership, WorkSource Oregon, Oregon Employment Department, Trade Act, ResCare, Consumer Credit, and neighboring Southwestern Oregon Workforce Investment Board
- The training centered around the lifecycle and requirements of Rapid Response, including:
 - How and Why of Rapid Response
 - Responsibilities, best practices and variables
 - Communication and Action Plans for staff and partners when layoffs are rumored or pending (i.e. know who is on your team and how to reach them at all times)
 - Initial outreach to and meetings with employers
 - Required and suggested Rapid Response Session presenters and topics (UI, Healthcare Insurance Marketplace, WSO, Union, Trade Act, GI, Pell Grant and others as deemed appropriate for the needs of affected group)
 - Use of Oregon Rapid Response Activity Tracking System (ORRATS)
 - Follow-up

NATIONAL EMERGENCY GRANT – SECTOR PARTNERSHIPS

The Higher Education Coordinating Commission's Office of Workforce Investments received \$6,764,526 to fund the Sector Partnership National Emergency Grant to implement statewide initiatives focusing on enabling Oregon's Workforce Regions to support eligible dislocated workers in the attainment of the skills

they need to pursue new employment opportunities within the state’s in-demand, sector-driven occupations.

A sector partnership is a collaboration of employers within one industry or industry cluster and the workforce community that support those industries in a common labor market region. The partnership acts as a hub connecting the needs of industry (the demand side) with the organizations and institutions that supply needed services and supports to industry and workers (the supply side), including groups that educate, train and place the workforce into jobs, and groups that provide economic development supports to companies. Today’s sector partnerships focus on issues related to an industry’s overall competitiveness, including but not limited to workforce needs.

The implementation plan focused on applying a combined strategy of work-based On-The-Job Training, registered apprenticeship, customized training, and classroom training, which can lead to a recognized credential in a demand industry sector or occupation.

Oregon utilized a portion of the award funds to:

- Create and enhance several state-level initiatives that support innovative employment and training services that focus on enhanced regional and industry-specific collaborations to assist job seekers through the creation of a job matching tool;
- Enhance the University of Oregon’s Career Information System (CIS – see RSI DWG, below); and
- Provide Stakeholder Analysis for new registered apprenticeship programs that support sector strategies.

These efforts shore up proven strategies that will help people rejoin the job market and add reinvigorate local economies, supporting a stronger statewide talent pipeline in the process. Funds not used for state level initiatives were passed directly to four local workforce development boards for distribution to service providers to support individual participants.

Oregon received a year-long extension, terminating the grant on 6/30/18. Prior to grant end, total enrollment reached 848.

DISLOCATED WORKER GRANT – REEMPLOYMENT AND SYSTEM INTEGRATION (RSI)

In response to *Training and Employment Guidance Letter No. 5-16, Reemployment & System Integration Dislocated Worker Grant (RSI DWG)*, the Higher Education Coordinating Commission’s Office of Workforce Investments received \$1,100,000 to administer projects, described below, outlining a long-term strategic approach, investing in two primary integrated technology solutions. These solutions were designed to support statewide connectivity across programs and services.

Oregon Career Information System (CIS)

The Oregon Career Information System (CIS) is an online resource specializing in providing localized information about education and labor market opportunities for the state of Oregon. Oregon CIS development is completed through an iterative process with consortium members. In 2016, Oregon CIS created a WIOA Advisory Panel to inform the development of a certificate sort tool. Through that process, additional needs were determined. One of those needs included a career plan for unique populations served by WIOA agencies. To address this, Oregon CIS is developing an online editor that will allow local offices, as well as state-level administrators, to populate a portion of the Career Plan with local and state resources.

In addition, CIS is building an online interface for use by dislocated workers. This interface will be responsively designed, allowing dislocated workers to access the information in the format that provides the optimum viewing experience. This will provide a technology solution to support job seekers in accessing the information most important to them in a mobile-ready format.

Oregon Rapid Response Activity Tracking System (ORRATS)

The ORRATS is a web-based repository conceptualized, created, and supported by the Higher Education Coordinating Commission's Office of Workforce Investments (OWI) Dislocated Worker Unit (DWU) and Information Technology Division funded entirely through the Reemployment & System Integration Dislocated Worker Grant.

The ORRATS provides Rapid Response team members across the state with access to current information regarding layoff aversion, impending layoffs, rapid response activities, Trade Petition status, and WARNs, both past and present, regardless of size or geographical location.

The Dislocated Worker Unit maintains sole administrative rights to view and edit all activities occurring in each local workforce area, allowing for a more complete picture of current and potential layoff events taking place across the state. OWI DWU staff use the information collected to identify areas in need of technical assistance or improvement, provide data and report-outs to state and federal level management and staff and recognize best practices. Local workforce development boards use the data to inform partnerships across workforce regions and as a centralized repository to track historical, current, and ongoing communications and activities conducted for specific employers or events.

The ORRATS supports the use of mobile devices, making it easier for field staff to record contact information, layoff events, employer size, and required session presenters, as well as other pertinent details on-site during an event, as opposed to attempting to reconstruct detailed information after the session has occurred.

To populate the database historical data from Oregon's WIA layoff tracking system was transferred to the ORRATS and Local Rapid Response Coordinators were asked to enter all past and present rapid response events that occurred from July 1, 2016, forward. (This date was chosen to coordinate with the transition to WIOA.)

After the Local Workforce Development Boards, Rapid Response Coordinators, and Service Providers had the opportunity to begin real-life usage of the ORRATS, users determined that modifications and adjustments would need to occur to maximize functionality and make the entire system more user-friendly. These changes included, but were not limited to: report creation based on criteria such as local workforce development board (WDB) area, county employer location, layoff size, industry, number of participants attending sessions, and participants receiving rapid response services prior to enrollment in WIOA.

The Dislocated Worker Unit revisits this project regularly and confers with staff and partners as part of the project's continuous improvement strategy. Currently, the combined statewide All Boards report shows 2,565 individuals served and 50 employers for PY17.

A link to the website can be found here: <https://ccwd.hecc.oregon.gov/Layoff>

(Please note: Rapid response activity may only be viewed by staff and partners given access to this platform via prior approval by their local WDB and the Office of Workforce Investments.)

IV. PROMISING PRACTICES FOR OTHER PRIORITY POPULATIONS

In addition to the efforts to assist Dislocated Workers, Oregon's workforce system partners focus on variety of priority populations, as identified in the WIOA and Oregon's Governor. Below are a few examples of this important work.

YOUTH

The Department of Human Services (DHS) and the Higher Education Coordinating Commission (HECC) have a long-standing partnership with the goal of creating more summer job opportunities for foster youth and TANF youth. DHS provides the funding and HECC provides the infrastructure and relationship with providers and the local workforce development boards. For the summer of 2017, 152 youth were served and earned over \$200,000 in wages.

Rogue Workforce Partnership, the workforce board for Jackson and Josephine Counties in Southern Oregon, served a youth named Nicholas whose family was living in a car at the start of the program. Through this program, Nicholas was able to earn enough money to buy a trailer to live in. He also was able to fix his vehicle, which allowed him to work. Nicholas also earned his GED and was hired at another job after moving into his trailer.

BASIC SKILLS DEFICIENT

Continued training and technical assistance is occurring with Oregon's WIOA title II partners to assist with the implementation of Individual Education and Training plans and connections with the [Oregon Career Pathways Initiative](#).

INDIVIDUALS WITH LIMITED LANGUAGE PROFICIENCY

Participation in Expanding Opportunities technical assistance project to learn more about promising practices and receive technical assistance regarding the implementation of Integrated English Literacy and Civics Education.

INDIVIDUALS WITH DISABILITIES

Universal Access

To better serve customers with limited English proficiency, or customers who may require ASL interpretation, the Oregon Employment Department finalized a contract for video interpretation services. Five American Job Centers currently use this service, with additional centers projected to come online in PY 2018. This new tool has significantly improved the agency's ability to communicate with and share information with customers.

Partnerships

Increased state-level collaboration with Oregon's WIOA title IV partners is helping to ensure that services to individuals who are visually impaired and individuals seeking vocational rehabilitation are accessible through a variety of formats, in locations across the state.

VETERANS

Five Year JVSG State Plan

The Veteran Programs is comprised of three specialized positions: Disabled Veterans' Outreach Program Specialist (DVOP), Local Veterans' Employment Representative (LVER), and Consolidated Position (CP) staff. Consolidated Positions (CP) serve in a dual role as 50% DVOP and 50% LVER. These specialized positions are funded by the Jobs for Veterans' State Grant (JVSG) through the U.S. Dept. of Labor – Veterans' Employment Training Service (USDOL-VETS). Every five years the State Veteran Programs Coordinator submits a 5-year Plan outlining how the state will provide Priority of Service to Covered Persons (veterans

and eligible spouses), how DVOPs and CPs will provide intensive Individualized Career Services, case management to eligible veterans and spouses, and outreach initiatives. The plan also outlines how the LVERs will conduct outreach to market veterans as a workforce solution to businesses, employer groups, and Apprenticeships/Trades groups.

Oregon's Employment Department includes:

- 15 fully-funded Disabled Veterans' Outreach Program Specialists (DVOPs)
- 3 Local Veterans' Employment Representatives (LVER), and
- 2 Consolidated (DVOP/LVER) Positions (CP staff).

The State Veteran Programs Coordinator also submits additional funding requests for an additional five DVOPs under a Special Initiative Grant to provide services to Transitioning U.S. Service Members, Rural Veterans, Veterans ages 18-24 (including outreach to colleges), and Incarcerated Veterans and Ex-offenders.

In accordance with the 5-year JVSG Plan, the following initiatives have been implemented:

- The completion of local and statewide Plans of Service to Veterans and Covered Persons
- The development of outreach initiatives for Rural Veterans, and Veterans ages 18-24
- Partnership with Vocational Rehabilitation service providers
- DVOP Outreach initiatives with veterans' incarceration reentry programs
- DVOP Outreach initiatives at U.S. Department of Veterans Affairs centers
- DVOP Outreach initiatives at homeless shelters, and collaborating with community programs
- Creating partnerships with National Guard and Reserve units
- LVER and CP increased business outreach, promoting hiring of veterans using WOTC, OJT, GI Bills, and Apprenticeships.

Quarterly Manager's Report on Veteran Services

DVOP, LVER, and CP staff are required to work with American Job Center (AJC) office managers to submit a quarterly report to the State Veteran Programs Coordinator for review prior to the final submission of the reports to the State DVET. Each DVOP and CP staff quarterly report outlines the number of veterans that received intensive employment services, case management, and the number of service-connected disabled veterans referred by the U.S. Department of Veterans Affairs Vocational Rehabilitation regional office. The report also describes on how each office provides Priority of Service to Covered Persons (veterans and eligible spouses), DVOP and CP regional outreach activities/initiatives, and veteran success stories. LVERs quarterly reports cover business outreach activities, special projects, job development, and special veterans' events that target employment and training.

REDUCING LONG-TERM UNEMPLOYMENT

RESEA Program Highlights

From July 1, 2107 to June 30, 2018, the Oregon Employment Department (OED) continued to operate a statewide Reemployment Services and Eligibility Assessment (RESEA) program. Unemployment Insurance claimants identified as most likely to exhaust benefits and all transitioning ex-service members (UCX) were selected to attend an initial RESEA interview and could also be selected for one subsequent RESEA if they remained unemployed. RESEA interviews include orientation to WIOA services; referral to reemployment services/training; provision of labor market information; development of an individual Reemployment Plan; and assessment of unemployment insurance (UI) eligibility, including a review reported work search activities. Potential issues detected are referred to UI. A key component of RESEA is the provision of customized reemployment services to further assist claimants in their job search. During this period,

Oregon completed 52,707 initial and subsequent RESEAs for non-UCX claimants, and 385 initial and subsequent RESEAs for UCX claimants.

Between July and September of 2017, approximately 300 staff completed a series of 20 e-Learning tutorials focusing on UI basics, such as initial claim filing and weekly reporting requirements. This training is now including in the onboarding plans for all new ES staff.

In August 2017, the OED was awarded \$468,174 in supplemental funding from the U.S. Department of Labor to support three innovation projects:

- Innovation Project A: *Enhanced Job Matching*;
- Innovation Project B: *ES-UI connectivity training*; and
- Innovation Project C: *RESEA Veterans Training*.

In December 2017, an additional \$68,560 in supplemental funding was awarded to support Innovation Project A.

Work on one of the state's Innovation Projects (*Enhanced Job Matching*) was scheduled to start in December, but was delayed until March of 2018. Staff supporting this project made multiple referrals of RESEA claimants to the specialized business services staff, who work closely with both job seekers and employers. Work continues on this effort. Workgroups were formed for Innovation Project B (*ES-UI Connectivity Training*) and Innovation Project C (*RESEA Veterans Training*). Each group identified subject matter experts and training development began in June 2018.

Relatedly, specialized business services staff connected with many claimants after completion of their initial or subsequent RESEA interviews regarding job openings with business customers. Utilizing custom job matching and leveraging ongoing business relationships, staff helped claimants interview and ultimately accept job offers ranging between \$70,000 and \$150,000 annually.

OED launched an automated dialing pilot project in November 2017 with a local WorkSource Center. Claimants selected for a second RESEA interview in the center receive an automated phone call encouraging them to complete their interview as soon as possible. The goal of the pilot was twofold: first, to help the claimant connect with services and complete their interview timely; and second, to help smooth out center workload by encouraging claimants to come into the center earlier in the week instead of waiting to Friday. Analysis of the pilot revealed only a small shift in claimants completing their interviews earlier in the week and this shift was only one day (from Friday to Thursday). There are several pilot modifications being considered before expanding the project statewide.

GENERATIONAL POVERTY

Oregon's 2Gen Approach

The [National Governors Association \(NGA\)](#) and the [Center for Law and Social Policy \(CLASP\)](#) developed a technical assistance and peer networking grant to help states create a two-generation (2Gen) plan to better meet the needs of low-income families. Oregon, along with four other states, was selected for the grant.

Oregon's proposal was a collaboration among the Oregon Department of Human Services, the Oregon Department of Education, and the Oregon Employment Department to engage families and communities to develop a plan to improve Oregon High School graduation rates by taking a 2Gen approach to address chronic absenteeism among K-12 students.

The plan consists of five recommendations for the state agencies involved:

1. Incorporate family and community voices on a systematic and ongoing basis,
2. Support safe communities and schools,
3. Support efforts that promote community, create opportunity, and create social capital,
4. Support school attendance efforts,
5. Align 2Gen efforts and promote local 2Gen strategies

Oregon's 2Gen plan aligns efforts across human services, workforce, and education policy areas to improve the lives of Oregon families. The plan leverages current initiatives in the state - including the Oregon Department of Education and the Oregon Chief Education Office's Statewide Education Plan - and proposes additional strategies, all with the goal of improving outcomes for low-income families by:

- Raising the school attendance rates of the most disadvantaged children and youth,
- Helping their parents and caregivers achieve economic security, and
- Supporting the parents' role as caregivers.

Oregon continues to move this work forward and has identified specific action steps to work on over the next year.

MIGRANT SEASONAL FARMWORKERS (MSFW)

Throughout the peak season of PY 17, the Oregon State Monitor Advocate (SMA) fulfilled his responsibilities that fall within three primary activities: monitoring, advocacy, and field visits for domestic and H-2A MSFWs.

During PY 17, the SMA conducted his duties on a full-time basis, as Oregon is one of the 20 states designated by DOL as having an estimated high number of MSFWs. Seven of the 37 Oregon WorkSource centers (AJCs) are Significant MSFW One-Stop Centers, and an additional 22 offices are Significant Multilingual One-Stop Centers. These One-Stop Centers require ongoing need for full-time monitoring activities per Training & Employment Notice No. 20-17. The complexity and responsibility of Oregon's SMA position, along with the high estimate of MSFWs in the state, has also established the position's compensation and status to be comparable to the other region 6 states per the requirements of 20 CFR 653.108, State Workforce Agency, and SMA regulations. To keep apprised of DOL MSFW changes in regulations, the Oregon SMA attends the yearly National Monitor Advocate Conference and the Region 6 MSFW Conference in San Francisco. DOL conference trainings provide the SMA with cross-training tools for MSFW Outreach workers to improve the presentation of services while conducting field work.

Several years ago, the SMA was recruited by the US Commission on Civil Rights to be on the Oregon Advisory Committee on Civil Rights. A notable accomplishment by the SMA during PY 17 was his contribution as a member of the Oregon Advisory Committee to the US Commission on Civil Rights. The SMA encouraged and convinced, in partnership with Professor Marcela Mendoza (UO), the Oregon Civil Rights Commission group, of which there are 10 members from a variety of non-profits, to conduct a review and report into Oregon human trafficking limited to the agriculture (H-2A) and (H-2B) forestry industries. The group conducted several community forums involving community speakers, MSFW agency presenters, and experts on the crisis of human trafficking, resulting in a report that will be completed in January 2019 and sent to the US Commission on Civil Rights in Washington DC. Distribution will also be available statewide to interested parties.

During the PY timeline, July 1, 2017 through June 30, 2018, OED organized and conducted agricultural outreach forums in the seven significant areas for agriculture employers using the H-2A program, and farm labor contractors that have a workforce of domestic MSFWs. These forums provided an opportunity for the

SWA MSFW Outreach reps to conduct presentations on the MSFW Outreach program, and for DOL Wage & Hour, OSHA, BOLI, and Dept. of Workmen's Compensation staff to facilitate rules and legal protections presentations for both agriculture employers and MSFWs.

The most recent enumeration survey of MSFWs in Oregon was conducted by Mallory Rahe, PHD, from the Oregon State University Extension Service, Department of Applied Economics. The enumeration study was released in June 2018. This report estimates the total number of workers employed in three of Oregon's agricultural industries: crops, nurseries and greenhouses, and reforestation. Per the enumeration study, 33.5% of all Oregon workers are of a migratory status and 65.5% are seasonal workers. Per the study, there are 82,961 MSFWs, and 3,428 of the MSFWs work in reforestation.

MSFW estimates per the Oregon State University Extension enumeration study in the seven significant MSFW areas as of June 2018 are:

- Malheur County - 4,567
- Umatilla County - 2,764
- Wasco County - 22,337
- Washington County - 7,463
- Marion County - 13,350
- Polk County - 3,328
- Jackson County - 3,287
- Significant Multi-lingual area Yamhill County and McMinnville - 6,191
- Significant Multi-lingual area Clackamas County and Oregon City - 6,154

While the seven significant offices consistently met the 5 Equity Ratio Indicators Measures (Career Guidance, Job Development, Referrals to Jobs, Supportive Service Referrals and Reportable Service), they struggled to meet the two most important performance measures, Placement of 42.5% of Registered MSFWs in Jobs and Placement of 3% of Registered MSFWs in Non-Ag Jobs.

One significant MSFW office, Beaverton/Hillsboro consistently engaged throughout the PY in a best practice model that all field offices are encouraged to follow: promoting and sharing with partner agencies the high number of non-ag jobs listings/job fairs, and the high-paying seasonal H-2A job openings for which domestic MSFWs have priority hiring status per the H2A regulations. The MSFW outreach rep routinely emails job listing opportunities to partners that MSFWs with transferable skills may qualify for as the demand for workers outweighs the availability of workers.

Areas of concern noted by the SMA during office visits and monitoring reviews:

- Lack of H-2A job referrals that would help achieve Job Placement Performance Measure
- Inconspicuous postings of higher paying H-2A and H-2B jobs for domestic MSFWs
- MSFW Outreach staff need to refine program presentations to MSFWs, agriculture employers, and MSFW partner agencies.

These issues, concerns, and deficiencies will be topics of discussion and training activities during the statewide MSFW Annual Conference in March 2019, preparation for the outreach season, and H-2A job orders in PY 2018.

SERVING EMPLOYERS

A critical part of the WorkSource Oregon mission is to provide **Business Services** to the companies that fuel the state's economy. At its core, Business Services provides a local labor exchange where businesses can

find the workers they need, and job seekers can gain employment. Oregon has more than 400,000 active business and more than 2.1 million members of Oregon’s civilian labor force. Our goal is to produce a more effective, demand-driven model that improves the quality of services across the state by building relationships with our business and job seekers customers.

The most important value-added Business Service all AJCs provide is connecting employers to qualified candidates. Business Services delivers comprehensive workforce solutions with emphasis on supporting local sector strategies and investment priorities by providing skills validation, training, and career placement needed to fill employment gaps and advance incumbent workers.

To build a successful relationship, staff begin by conducting on-site employer visits prior to the start of the recruitment, then send qualified candidates in a timely manner. Conducting an onsite visit provides insight into the specific business’ needs, improving the quality of referrals and employment outcomes.

Incentive programs encourage companies to give opportunities to candidates who may face skill gaps or employment barriers that otherwise have the potential to meet the employer’s needs, thereby reducing structural unemployment in the community. Among available programs:

- *The Preferred Worker Program* provides a wage subsidy through the Department of Consumer and Business Services for workers unable to return to regular employment because of on-the-job injuries;
- *The federal Work Opportunity Tax Credit* gives a tax credit to employers who hire individuals from target groups who have significant barriers to employment;
- *Work Share* provides partial unemployment insurance benefits to workers experiencing reduced hours as requested by an employer seeking to avoid a layoff; and
- *The Senior Community Service Employment Program*, managed in some counties by Experience Works or Easter Seals, provides community services and economic self-sufficiency through training and placement in unsubsidized jobs for individuals age 55 and older who have low income and poor employment prospects.

If economic changes bring company or employment sector downturns, Business Services can help to prevent or minimize the impact of layoffs through Rapid Response activities. When local or state management policies identify a mass job dislocation, a Trade Adjustment Assistance petition may be filed, and Rapid Response team create plans help to avert unemployment or minimize the amount of time Oregonians spend on unemployment insurance.

The Public Workforce System and Business Team work in tandem as Business Navigators to best serve the business needs and the communities we serve, to include populations with barriers to work such as Migrant and Seasonal Farmworkers, unemployment insurance claimants, dislocated workers, youth and customers receiving general assistance such as Supplemental Nutrition and Assistance Program benefits.

PY 2017 business data

Total Business served	11,419
Total Staff assisted Job Listing	6,087
Self-Referral Job Listing	2541,043
Nightly downloads of jobs from the National Labor Exchange	161,511
Total Staff-Assisted Placements	4,067
Total Staff-Assisted Placements and Self-Referral Hires	88,301

V. ADDITIONAL PROMISING PRACTICES AND INNOVATIVE APPROACHES

This section contains examples and highlights of efforts to strengthen and support Oregon’s workers and businesses, including work on sector strategies, career pathways, apprenticeship, and more.

TALENT ASSESSMENT

A key component of Oregon’s transition to a new strategic planning cycle is the development of the biennial Talent Assessment. The [Oregon Talent Assessment \(2018\)](#) significantly engages business and industry leaders in the state and provides findings and recommendations related to in-demand occupations and skills, as well as current and future talent needs and gaps, and these findings will be used to inform state policy, funding, and decisions affecting Oregon communities. Some of the key findings include:

- While most Oregon employers do not report widespread gaps in basic skills, about half of employers report a shortage of occupational skills required for specific occupations – with problem-solving and critical thinking at the top of the list.
- Interpersonal skills – also called soft, essential, or social skills – are lacking in the workforce, while growing in importance in the labor market.
- The labor market has been rewarding workers for performing tasks that computers cannot do.
- Demographic changes and increasing automation play leading roles in where the jobs will be. Projections show increased demand for healthcare with an aging population, and automation continuing to erode employment in some fields.
- Oregon shows relatively modest wage growth, even while employers report skill shortages.
- Sizable, traditional working age populations are still without work in Oregon, and almost half have a high school degree or less. Populations that remain outside the labor force late in this economic expansion are obvious candidates for a full suite of skills training, supportive work environments, and job search assistance programs.

The Oregon Talent Assessment was approved by the Workforce and Talent Development Board (WTDB) September 2018, and presented to the [Higher Education Coordinating Commission \(HECC\)](#) in October 2018. It was developed in conjunction with the two boards’ establishing of a [new Oregon educational attainment goal for working age adults](#), approved by the HECC in November. This work will guide the WTDB in providing intentional legislative and policy recommendations to the Governor on state workforce opportunities and investments. Additionally, it helps guide the HECC and higher education institutions in crafting programs, career pathways, and other learning opportunities for students that align with short and long-term workforce needs.

NEXT GEN SECTOR STRATEGIES

Oregon has adopted the [Next Gen Sector Partnership Framework](#) that provides a common set of principles, processes, and criteria for implementation of sector partnerships across the state. The Office of Workforce Investments supports the Next Gen Sector Partnership Framework through both funding and technical assistance. Technical assistance includes meeting facilitation, partnership launch preparation, coaching, sharing research on promising practices and strategies, and establishing a common dashboard of success indicators.

The [HECC Office of Workforce Investments](#) and the WTDB continues to put on statewide trainings and conferences on sector strategies, including a Sector Academy, and most recently, a conference focused on healthcare partnerships and best practices. Statewide events have focused on providing the space to help create partnerships with economic impact, and increasing the depth and breadth of industry engagement. The state technical assistance team continues to support LWDBs to launch effective local sector partnerships across the state. Oregon now has 25 local sector partnerships in industries such as healthcare, manufacturing, technology, and maritime.

APPRENTICESHIP

Oregon has received both rounds of the State Apprenticeship Expansion Grant from the Department of Labor. These grants have created many opportunities to expand apprenticeship opportunities and partnerships.

With these grant funds, Oregon has created two new registered apprenticeship programs.

- [Southwestern Oregon Workforce Investment Board](#), the workforce board for Coos, Curry and Douglas Counties, created the state's first registered apprenticeship healthcare program to address the shortage of skilled Medical Assistants in their area. They have registered their first apprentices in the occupation and are exploring a surgical tech registered apprenticeship program.
- [East Cascades Works](#), the workforce board for the ten counties east of the Cascades Mountain Range, has launched a Software Developer registered apprenticeship program and is exploring registering a standard for a Data Center Technician. This strategy helps address the needs of the Google and Apple data centers in Crook County.

Oregon is also exploring providing childcare assistance to pre-apprentices. Childcare assistance will be directed to assist pre-apprentices to attend training in an approved pre-apprenticeship program. Currently, only registered apprentices can receive childcare assistance through the Employment-Related Day Care program through the Department of Human Services.

Registered Apprenticeship and Workforce System Grants and Partnership Successes

In June 2015, the Apprenticeship and Training Division of the Bureau of Labor and Industries and Oregon Employment Department began a partnership to better collaborate and align shared work. Since then, the partnership has expanded and strengthened to include the Higher Education Coordinating Commission, Oregon Department of Education, and the Department of Human Services, who all are working to support individuals and businesses pursuing registered apprenticeship opportunities. These enhanced partnerships have led to three apprenticeship grants awarded to the State of Oregon and resulted in many successes.

The Registered Apprenticeship System is stronger than ever before:

- The number of apprentices in Oregon has increased by 30%
 - *2,037 new apprentice registrations since December 2015. December 2015 total registrations: 6,878; December 2017 total registrations: 8,915*
- The number of minorities participating in registered apprenticeship has increased by 46%
 - *539 new minority apprentice registrations since December 2015. December 2015 total minority registrations: 1,166; December 2017 total minority registrations: 1,705*

Oregon has three new Registered Apprenticeship Programs in the Advanced Manufacturing Sector:

- [Industrial Fabricator/Welder - Madden Apprenticeship Program](#)
 - Started by Ken Madden of Madden Industrial Craftsman and the chair of Oregon's Workforce Talent and Development Board, this is the first registered apprenticeship program in Oregon to be operated by a leasing agency. The program began registering their first apprentices the week of February 5, 2018.
- [Machinist – Pacific Northwest Machinist Apprenticeship Program](#)
 - This is the first manufacturing registered apprenticeship in Oregon to be started and operated by a group of employers working together. The group uses a competency based apprenticeship model with National Institute of Metalworking Skills (NIMS) credentials. Participating employers include KCR Manufacturing, GrovTec, and Toyo Tanso.
- [Tool & Die Maker – Northwest Stamping and Precision Apprenticeship Program](#)

- This program is run by a small Eugene, Oregon company with 29 employees called Northwest Stamping. The program proves that apprenticeship can be a workforce solution for companies of any size.

Registered Apprenticeship is expanding into the Information Technology Sector:

- Workforce Boards in Lane and Deschutes County are partnering with the Technology Association of Oregon to pilot a new apprenticeship model in Information Technology called Apprenti
 - Lane Workforce Partnership and East Cascades Workforce Board are working with their local Technology Association of Oregon chapters and expect the program to launch in April 2018.

Oregon has five new Pre-Apprenticeship Programs:

- Two new pre-apprenticeship programs in Advanced Manufacturing
 - Impact NW Pathways to Manufacturing
 - Oregon Tradeswomen’s Manufacturing Track
- Three new pre-apprenticeship programs for Youth at:
 - Reynolds Learning Academy
 - St. Helen’s High School
 - North Marion High School.

GENERAL FUND INVESTMENTS IN SECTOR STRATEGIES AND WORK EXPERIENCE

The Oregon legislature has set aside General Fund (GF) revenue for workforce programs provided by local workforce development boards to be distributed or allocated through the HECC Office of Workforce Investments since 2011. The total GF amount was \$2.9 million in 2011-13, \$7.3 million in 2013-15, \$9.0 million in 2015-17, and \$7.6 million in 2017-19. These funds have been used for:

- Work experience programs, primarily through Back to Work Oregon (an on-the-job training program), are currently providing a broader array of work experience programs for 2017-19 including on-the-job training.
- Industry engagement programs and initiatives focused on supporting the implementation of local workforce development board sector strategies. The 2017-19 funding includes more defined deliverables for this funding.
- Local Competitiveness Strategies are flexible funds, but for 2017-19 include more accountability elements.

These funds provide critical investments into local workforce development board programs and demonstrate Oregon’s commitment to supporting Oregon businesses and individuals.

OTHER EFFORTS

WIOA Non-Discrimination Plan

The Higher Education Coordinating Commission and the Oregon Employment Department made significant progress in developing Oregon’s new Nondiscrimination Plan (NDP), incorporating feedback from staff and workforce partners across the state. The final draft is due to DOL this January. The NDP describes what a state’s workforce agencies do to prevent discrimination under Section 188 of the WIOA, what programs and actions are used to this end, and how discrimination complaints are handled. It also explains how the Equal Opportunity Officer responsibilities are managed and identifies whom the Officers in the state are.

Prosperity Planner

[Prosperity Planner](#) is a web-based tool that allows individuals to calculate their own levels of self-sufficiency based on their family size and area of residence. This information is used to test scenarios, such as whether

a career path or specific job will pay enough to cover a family's needs, or how moving to another county might affect a participant's expenses, and can be used in conjunction with other electronic workforce development resources like www.imatchskills.org, www.OLMIS.org and www.careerinfonet.org, to assist in the creation of an individual employment plan. It is used by front-line staff to help customers set realistic career and earning goals, and provides a foundation for basic financial literacy counseling, and a budget tool that helps determine appropriate program financial assistance. For program customers the tool provides accurate cost-of-living and wage information specific to where a person or family resides, builds and tracks household budget, tests and compares different work/training scenarios or see if a person is eligible for a work support and provides links to other resources.

LaunchPath

[LaunchPath](#) is an online tool that has several functions including: connecting educators with employers to simplify setting up internships and other work-based learning opportunities, matching employers with students for internships and jobs and issuing badges for students based on the New World of Work program.

Labor market information activities supported by Wagner-Peyser Act Employment Service section 7(b) funds

- **Job Vacancy** surveys – quarterly and annual surveys and reports (**Quarterly Job Vacancies Snapshot reports**); difficult-to-fill analyses (**Oregon's Current Workforce Gaps report**)
- **2018 Benefits Survey** – analysis and report late 2018 on benefits provided by Oregon employers.
- Wage record analyses – analysis of Unemployment Insurance wage records (**Oregonians @ Work reports**), minimum wage analysis,
- Labor Market Information website development (**QualityInfo.org website**), including data tools for career exploration.
- Services to Local Workforce Development Boards
- **Occupational Prioritization for Training (data tool and spreadsheets)** - developed to inform decision making regarding public investments in training to meet workforce needs. The tool ranks Oregon's high-demand, high-wage occupations using several factors.

VI. PERFORMANCE

Oregon tracks and reports on the required WIOA performance indicators for the Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Employment Service. Additionally, Oregon reports on two Effectiveness in Serving Employers indicators, and conducts Customer Satisfaction and workforce system related surveys and evaluations.

COENROLLMENT AND COMMON EXIT

Customers who access services in Oregon use an electronic customer registration program that collects contact and demographic information, and data regarding the customer's eligibility for WIOA title I or III programs. The streamlined process helps determine if a customer is eligible for more than one WIOA-funded program, facilitating coenrollment and providing access to the greatest variety of services available.

Many performance indicators are calculated after a customer has exited a program and no future services for that customer are planned. In Oregon, local and state data systems record the last a date a customer receives a service, and we determine a common exit date across the following programs: WIOA title I Adult; WIOA title I Dislocated Worker; and Wagner-Peyser (WIOA title III) Employment Services. Oregon's state level common exit policy is currently in draft form, awaiting comment and approval from the Workforce and Talent Development Board. (See Appendix II for draft policy.)

NEGOTIATED PERFORMANCE LEVELS FOR TITLES I AND III CORE PROGRAMS

Program Year 2016			
Program	Measure	Negotiated Rate	Actual Rate
Adult	Employment Rate Q2	66%	N/A
Adult	Employment Rate Q4	65%	N/A
Adult	Median Earnings	\$5,550	N/A
Dislocated Worker	Employment Rate Q2	66%	N/A
Dislocated Worker	Employment Rate Q4	65%	N/A
Dislocated Worker	Median Earnings	\$5,550	N/A
Wagner-Peyser	Employment Rate Q2	66%	N/A
Wagner-Peyser	Employment Rate Q4	65%	N/A
Wagner-Peyser	Median Earnings	\$5,550	N/A

Program Year 2017			
Program	Measure	Negotiated Rate	Actual Rate
Adult	Employment Rate Q2	66%	70.7%
Adult	Employment Rate Q4	65%	71.5%
Adult	Median Earnings	\$5,550	\$6,368
Dislocated Worker	Employment Rate Q2	66%	71.6%
Dislocated Worker	Employment Rate Q4	65%	72.4%
Dislocated Worker	Median Earnings	\$5,550	\$6,615
Wagner-Peyser	Employment Rate Q2	66%	68.6%
Wagner-Peyser	Employment Rate Q4	65%	68.0%
Wagner-Peyser	Median Earnings	\$5,550	\$6,230
Youth	Employment, Education or Training Placement Rate (Q2)	73%	62.0%
Youth	Employment, Education or Training Placement Rate (Q4)	59%	63.3%
Youth	Median Earnings	None	\$3,385

EFFECTIVENESS IN SERVING EMPLOYERS

Oregon has selected two pilot approaches to measure Effectiveness in Serving Employers: *Employer Penetration Rate* and *Repeat Business Customer Rate*. Program Year 2016 and 2017 rates are listed in the tables below. The state also uses a customer satisfaction survey to assess quality of engagement and services to business. The approach used to include survey results are described in the Customer Satisfaction section of this document.

PY 2016

Pilot Approaches	Numerator/Denominator	Rate
Employer Penetration Rate	12,163 / 148,324	8.2%
Repeat Business Customer Rate	7,584 / 17,959	42.2%

PY 2017

Pilot Approaches	Numerator/Denominator	Rate
Employer Penetration Rate	11,419 / 153,577	7.4%
Repeat Business Customer Rate	7,121 / 17,523	40.6%

Employer Penetration Rate (Percentage of employers using services out of all employers in the State)

This approach tracks the percentage of employers who are using the core program services out of all employers represented in an area or State served by the public workforce system (i.e., employers served).

Repeat Business Customers (Percentage of repeat employers using services within the previous three years)

This approach tracks the percentage of employers who receive services that use core program services more than once.

Anomalies and Continuing Analysis

During our research, Oregon discovered several areas where state-generated data and trends did not align with federal data, somewhat complicating the process of determining performance targets. We continue to explore the reasons/causes and look forward to joint efforts with the Department of Labor in discovering the reasons for any anomalies. A summary is included below:

- Oregon applied the methodology described in TEGL 5-17, but could not get state and federal Literacy/Numeracy numbers to “match.”
- State and federal Placement in Employment or Education did not match. Oregon believes this may be because federal calculations include individuals who do not provide an SSN; Oregon excludes these individuals.
- Oregon was unable to duplicate how DOL calculated the credential rates in the negotiating tool.
- WIOA title II, Adult Education and Family Literacy program – the indicator for measurable skill gains is to be negotiated separately with the US Department of Education.

CUSTOMER SATISFACTION

Methodology

The Customer Satisfaction Survey is part of Oregon’s workforce performance measurement system. The Oregon Employment Department administers monthly surveys to measure the satisfaction of businesses and individuals who have received workforce system services. The Customer Satisfaction Survey was designed as an integrated customer survey that meets legislative reporting requirements and workforce policy needs, while also providing actionable information for program managers. Business customer satisfaction measures can be aggregated by workforce development areas and a report period (program year, month, or quarter). In addition, individual customer satisfaction measures can also be aggregated by demographics.

The Customer Satisfaction Survey also gathers data on several satisfaction drivers, including six Key Performance Measure (KPM) questions that are required by the Oregon State Legislature for both individual and business customers. (See Appendix III for survey questions.)

Selection process

The **Business** survey includes employers who closed a WorkSource Oregon job listing during the previous month. Business can be selected for the survey only once per program year.

The **Individual** survey includes two customer groups: (1) Job Seekers, i.e., customers who registered in the WorkSource Oregon Management Information System (WOMIS) during the previous calendar month; and

(2) Unemployment Insurance Claimants, i.e., customers who filed an initial claim for Unemployment Insurance benefits during the previous calendar month.

Customer Satisfaction Outreach PY 2017 (July 2017-June 2018)

<u>Customer Type</u>	<u>Number Selected</u>	<u>Response Rate</u>
Businesses	6,249	10%
Individuals	141,889	10%

Every month, participating programs provide a contact list of customers who meet the criteria for inclusion in that month’s survey audience. These customers receive an email invitation to complete the survey using a web-based survey platform. Individual Survey is available in English and Spanish. The Business survey is available in English. Survey responses are matched with other customer information contained in the contact lists. The resulting data is the basis for the customer satisfaction performance measures, which are published on the Performance Measures page of the QualityInfo.org website, available to the public.

Customer response rate for both individual and business customers has been around ten percent for the past three years. Oregon is working on updating selection criteria for business customers to increase survey population and number of responses.

Customer Satisfaction Feedback

Customers can also provide qualitative feedback through comments by answering questions; “If you were in charge of the Employment Department, what one thing would you change or add?” and “Could we have done anything to better help you? If so, please list your idea(s) in the space provided.”

These comments are sent to management team every month, after survey responses are processed. The customer comments reports, one for individuals and one for business responses, provide management with greater detail about customer experience. The reports include customer ID, workforce area, and a location of the American Job Center where the service was delivered. Management can also lookup staff that served the customer using state’s labor exchange system.

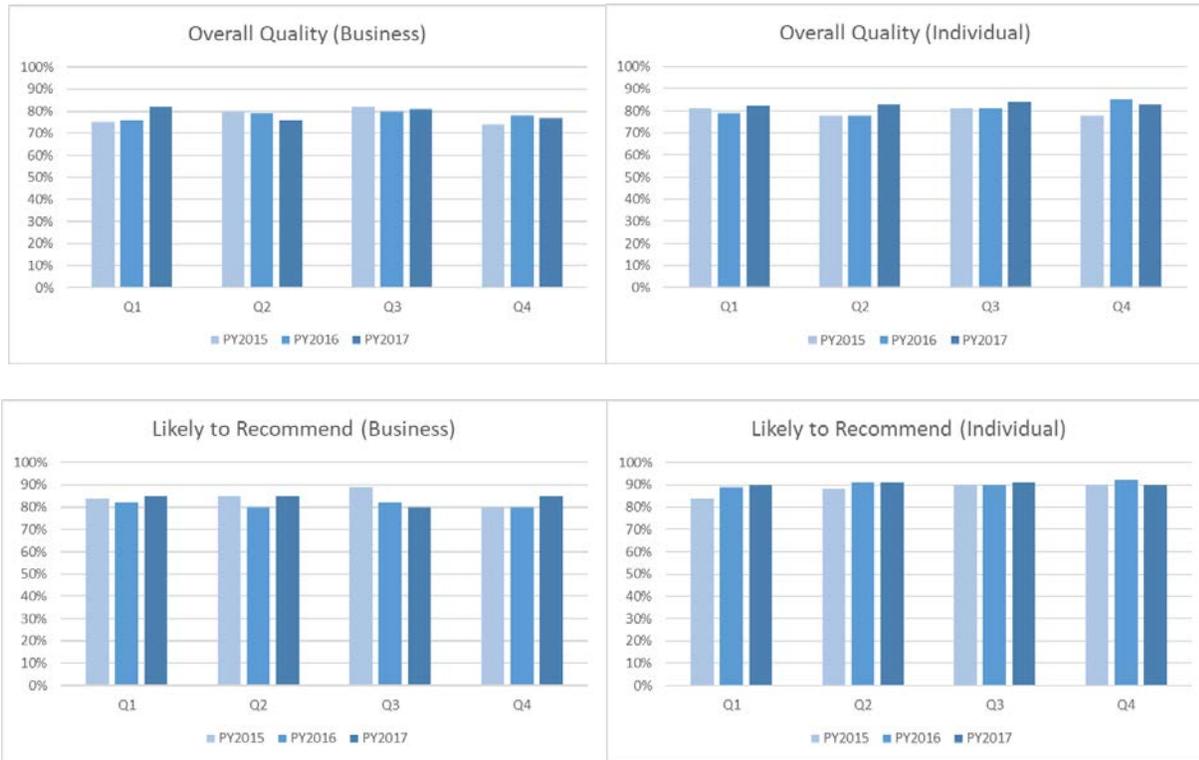
Oregon business services developed a process where comments from businesses are sent to American Job Centers that are assigned to the business location. AJC staff read the comments and follow-up with each business. At the end of the month, AJC staff send back customer comments report with the result of their follow-up to the business service manager. Staff follow-up allows staff to address customer comments and promote additional services which business might not know about.

Results

The two key indicators of customer satisfaction performance for both individuals and businesses customers is *Overall Quality* and *Likely to Recommend* questions, measured as the percentage of survey respondents who rated the quality of services they received as excellent or good.

Individual and business customers have consistently ranked the two indicators as “excellent” or “good” above 75 percent. Customer satisfaction results are representative of the entire population of customers because of the broad selection criteria used in surveying customers. In PY 2017, 141,889 job seekers and 6,249 business were provided with customer satisfaction outreach.

Key customer satisfaction indicators excellent or good responses as a percent of total responses (Three-year comparison, PY 2015-17)



VII. DATA VALIDATION

Currently, Oregon runs two validation reports on locally submitted data, immediately after loading it in the state management information system. One is a summary and the other is a list of every validation error. Critical errors – which would trigger a reject when submitted to DOL – are sent back to the sender.

When Oregon’s data fails a DOL validation check, state and local IT staff work together to correct it.

Additionally, during Oregon’s yearly onsite monitoring visits of our WIOA title I subrecipients, monitoring teams review participant data, case notes, and financial documents to compare with electronic data entry results.

VIII. WAIVERS

Oregon did not have any waivers granted by the Department of Labor in place for PY 2017.

IX. CHALLENGES

The most significant challenge Oregon has experienced during the implementation of the WIOA is the restructuring of Memorandums of Understanding (MOUs), including the development of Infrastructure Funding Agreements (IFAs).

MOU/IFA IMPLEMENTATION

Some of the issues included:

- Local determinations of costs that are allowable, reasonable, necessary, and allocable to each program partner and the proportionate benefit received by each partner;
- Local negotiations among a large number of partners especially where some partners had not been previously included;
- Limited availability of some budget, service, and performance data; and
- State determinations of the legal sufficiency particularly for Infrastructure Funding Agreements, among other challenges.

Local workforce development boards continue to work collaboratively with partners, and the HECC Office of Workforce Investments continues to provide technical assistance toward increasingly effective MOUs, IFAs, and cost sharing agreements.

Recognition and gratitude goes to the OED, WTDB, LWDBs, and all WSO partners (agencies, organizations, and individuals) that provided information for this report. Oregon 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.

APPENDICES

Appendix I - OREGON'S WIOA TITLE I AND III PARTNERS

Appendix II - OREGON'S REGISTRATION AND COMMON EXIT POLICY (DRAFT)

Appendix III - CUSTOMER SATISFACTION SURVEY QUESTIONS

Appendix IV - INDEX

Appendix I - OREGON'S WIOA TITLE I AND III PARTNERS

Higher Education Coordinating Commission (HECC) Agency

The State of Oregon's Higher Education Coordinating Commission (HECC) envisions a future in which all Oregonians—and especially those whom our systems have underserved and marginalized—benefit from the transformational power of high-quality postsecondary education and training. The HECC's eight (8) offices include the Office of Workforce Investments (OWI), which administers WIOA title I funded and other state funded programs and initiatives.

- The **Office of Workforce Investments (OWI)** is responsible for convening partnerships in the workforce system, supporting and providing technical assistance to the Oregon's Workforce and Talent Development Board (WTDB) and Local Workforce Development Boards, and implementing the Governor's vision and the WTDB strategic plan. The OWI is a collaboration with the Oregon Employment Department and includes the Workforce Innovation and Opportunity Act (WIOA) Youth, Adult, Dislocated Worker, and Federal Discretionary grants.

Oregon Employment Department (OED)

The Employment Department strives to promote employment of Oregonians through developing a diversified, multi-skilled workforce, and providing support during periods of unemployment. Through 47 offices across the state, the department serves job seekers and employers by helping workers find suitable employment; providing qualified applicants for employers; supplying statewide and local labor market information; and providing unemployment insurance benefits to workers temporarily unemployed through no fault of their own.

- OED's **Workforce Operations** division supports numerous workforce programs and initiatives, including Employment Services, Trade Act, and MSFW programs.

STATE WORKFORCE DEVELOPMENT BOARD

Workforce Talent and Development Board

The Oregon Workforce Talent and Development Board (WTDB) is the overall advisory board to the Governor on workforce matters, including developing a strategic plan for [Oregon's Workforce Development System](#). Appointed by the Governor under the Workforce Innovation and Opportunity Act, the WTDB is made up of leaders representing private business, labor, community-based organizations, Oregon legislature, local government, and state agencies. The majority of the 34-member board represents business.

Vision

A strong state economy and prosperous communities are fueled by skilled workers, quality jobs, and thriving businesses.

Mission

The Workforce Talent and Development Board advises the Governor on workforce policy and plans, and contributes to the economic success of Oregon by:

- Aligning state workforce policy and resources with education and economic development;
- Promoting a proactive, flexible and innovative talent development system; and,

- Holding the workforce system accountable for results to ensure Oregonians develop the skills they need to sustain rewarding careers and businesses have the talent they need to be competitive.

The Role of the State in the Workforce Development System

Oregon Workforce and Talent Development Board

The State Workforce and Talent Development Board is the place where worker representatives, education, and business jointly meet to discuss the future needs of workers and businesses to close the skills gap in Oregon.

The Board is made up of a majority of private sector business members and also includes organized labor, local elected officials, state legislators, agency partners and community based organizations.

The Board advises the Governor on workforce policy and plans, and contributes to the economic success of Oregon by:

- Aligning state workforce policy and resources with education and economic development;
- Promoting a proactive, flexible, and innovative talent development system.

The Board is responsible for:

- Assisting the governor in the development and implementation of a Unified State Plan. This plan envisions a strong state economy and prosperous communities, fueled by skilled workers, quality jobs and thriving businesses and is aligned to the Governor's goals.
- Holding the workforce system accountable for results to ensure Oregonians develop the skills they need to sustain rewarding careers and businesses have the talent they need to be competitive.
- Reviewing and monitoring system performance and alignment in accordance with the state plan.
- Collecting best practices and members are champions of those practices, sharing information both in the state and nationally.
- Utilizing the expertise of members in areas such as advances in technology to improve service delivery and support skill development.
- Analyzing data from a variety of sources to make recommendations of policy and funding priorities.

Workforce Cabinet

The Workforce Cabinet is comprised of Agency Directors and Program Leaders of the core workforce programs and other key system partners. The Cabinet provides policy direction and leadership in the implementation of the Workforce Innovation and Opportunity Act, Governor's priorities such as Future Ready Oregon and Workforce System Coordination.

Workforce System Executive Team

The Workforce System Executive Team (WSET) supports the Workforce and Talent Development Board and the Workforce Cabinet to implement the alignment of workforce development, education, and economic development systems as well as the implementation of the Workforce Innovation and Opportunity Act (WIOA). The WSET is responsible for:

- Meeting the WIOA emphasis on coordination and alignment of workforce development services, through provisions such as a required Unified State Plan for core programs and a common set of performance indicators across most programs authorized by WIOA.
- Providing robust, validated data to inform strategy, operations, evaluation, and continuous improvement.
- Developing success metrics for system goals and strategies.
- Committing agency staff for cross agency project work and alignment priorities.

- Supporting local integrated service delivery, providing consistent guidance across the state and coordinating with the Oregon Workforce Partnership on statewide work.
- Implementing Governor and Workforce Cabinet priorities and goals.

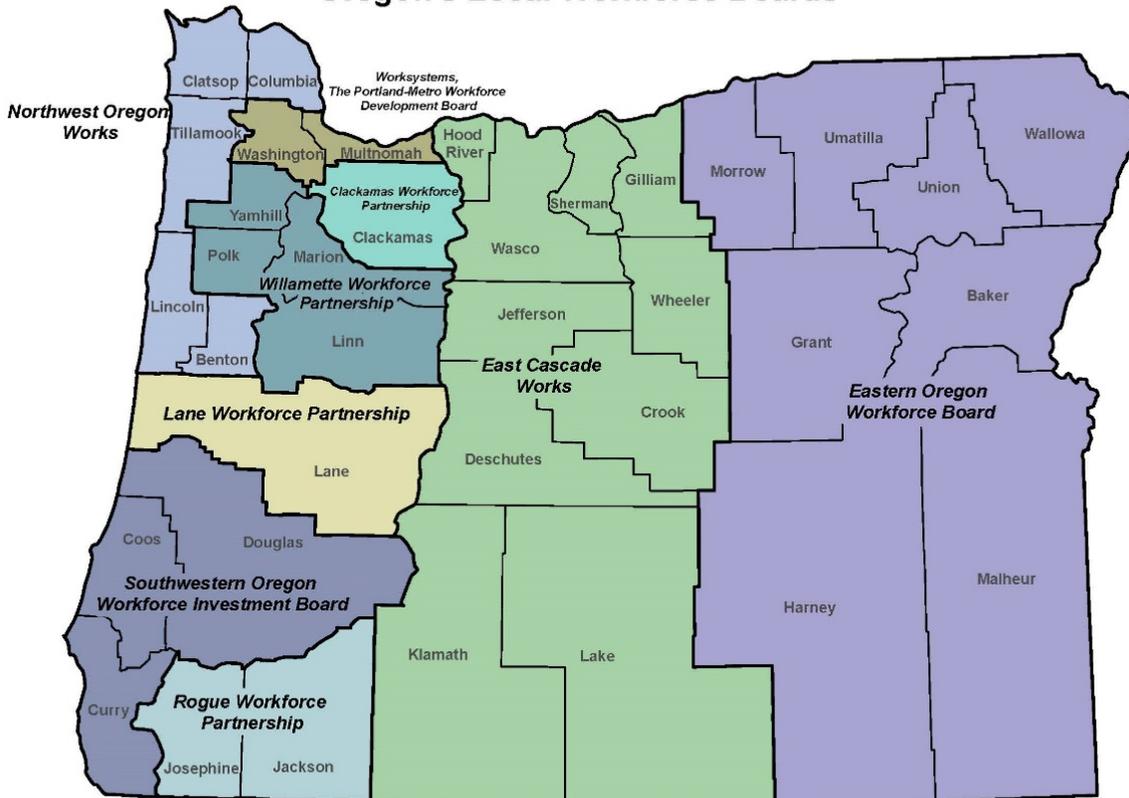
LOCAL WORKFORCE DEVELOPMENT BOARDS

Local Workforce Development Boards are a group of community leaders appointed by local elected officials and charged with planning and oversight responsibilities for workforce programs and services in their area. These boards are made up of individuals representing business, education, economic development, organized labor, community-based organizations, state agencies, and local government.

Oregon has nine Local Workforce Areas to support locally-driven decisions and programs. These Boards play multiple roles in their communities:

- Convener: Bringing together business, labor, education, and economic development to focus on workforce issues and promote strategic alignment.
- Workforce Analyst: Developing, disseminating, and assisting with the analysis of current labor market and economic information and trends in industry sectors in partnership with the Oregon Employment Department Research Division.
- Broker: Bringing together community stakeholders to solve common problems; aligning systems and strategies; forging new relationships between business and education.
- Community Voice: Articulating the issues for the needs of a skilled workforce. Demonstrating and speaking to the effectiveness of training programs.
- Capacity Builder / Investor: Enhancing the region’s ability to meet the workforce needs of local employers through the utilization of federal and state funds.

Oregon's Local Workforce Boards



For more information on local areas, visit:

- [Northwest Oregon Works](#)
- [Worksystems](#)
- [Clackamas Workforce Partnership](#)
- [Willamette Workforce Partnership](#)
- [Lane Workforce Partnership](#)
- [Southwestern Oregon Workforce Investment Board](#)
- [Rogue Workforce Partnership](#)
- [East Cascades Works](#)
- [Eastern Oregon Workforce Board](#)

OTHER IMPORTANT PARTNERSHIPS

Oregon has an integrated one-stop service delivery built on a standardized model to provide a flexible, unified workforce education and training system that consistently exceeds customer expectations.

[WorkSource Oregon \(WSO\)](#) is a network of public and private partners who work together to effectively respond to workforce challenges through high-quality services to individuals and businesses, resulting in job attainment, retention and advancement. Partners include all state agencies that administer the WIOA required core programs and the OWP.

- **WorkSource Oregon Operational Standards**

The operation of the centers is governed by the [WorkSource Oregon Operational Standards](#), which provide the minimum-level content/services(s) required to be available at all WSO centers/AJCs in Oregon as we work toward development of a seamless customer-facing service delivery system. The Standards include roles and responsibilities for workforce system partners as well as guidance on system requirements and services.

- **One-Stop Operator**

A third party that focuses on coordination and quality assurance, ensuring the WorkSource Oregon Operational Standards are implemented in each local area.

The [Oregon Workforce Partnership \(OWP\)](#) is comprised of leaders from Oregon's nine Local Workforce Development Boards. Each local workforce area is designated by the Governor. Chief Local Elected Officials from each local area identify organizations to serve as the Local Workforce Development Boards.

OWP provides leadership that promotes and advances Oregon's workforce system. They envision that Oregon's workforce system ensures all Oregonians possess the talent needed for communities to thrive and prosper.

Where there is statewide impact, OWP works in alignment with the Governor's priorities, including Future Ready Oregon.

Appendix II - OREGON'S REGISTRATION AND COMMON EXIT POLICY (DRAFT)



Workforce Talent and Development Board Policy		
Subject: Registration, Eligibility, and Common Exit		
Number/Reference: N/A	Effective Date: 07/01/2018	Revision #

Purpose

To establish the state policy regarding the participation, eligibility, and common exit standards for the Workforce Innovation and Opportunity Act (WIOA) Title I adult and dislocated worker programs, and the Title III Wagner-Peyser and Trade Act programs.

Policy

The state has established a standard for paperless WIOA Title I adult and dislocated worker programs registration, eligibility determination, and initial program participation based on self-attestation and implemented through the WorkSource Oregon Management Information System (WOMIS) Customer Registration program. The Higher Education Coordinating Commission (HECC) Office of Workforce Investments (OWI) relies on the electronic registration data recorded in WOMIS to determine eligibility for the WIOA Title I adult and dislocated worker programs.

The WOMIS Customer Registration program must be utilized in all WorkSource Oregon (WSO) locations to collect registrant identification, demographic, and eligibility data, and to determine WIOA Title I adult and dislocated worker program eligibility. This policy also applies to registrants for WIOA-funded National Dislocated Worker Grants and additional assistance projects.

Adult and dislocated worker registrants must self-attest to the truth and accuracy of the data they provide in the WOMIS Customer Registration program, and the WSO staff must examine an eligible registrant's acceptable document(s) to attest that the registrant's date of birth on the document(s) matches the date of the date of birth recorded in the WOMIS Customer Registration program. Verification of the date of birth and name will be accomplished through the staff attestation mechanism in the WOMIS Customer Registration program including entering the type of document used to verify date of birth and any identifying numbers, such as driver's license number, or other uniquely identifiable information on the document.

Local WIOA Title I adult and dislocated worker program providers must establish appropriate written procedures that meet the requirements of this policy.

Program participation begins on the first day, following a determination of eligibility (if required), that the individual receives a program-funded service, either in a physical location or remotely through electronic technologies, including staff-assisted or self-service activities.

The common date of participation for reporting on each program is the earliest date of

service across all programs.

A qualifying service or activity in any one program extends participation across all programs that share a common date of participation.

A common exit occurs when a participant, enrolled in multiple partner programs, has not received services from any Department of Labor (DOL) administered program in which the participant is enrolled, to which the common exit policy applies, for at least 90 days, and no future services are planned.

Oregon's common exit policy requires that a participant is only exited when all the criteria for exit are met for the WIOA Title I adult and dislocated worker programs.

State data systems will apply the common exit standard for Adult, dislocated worker, youth, Wagner-Peyser, and Trade Act program participant records.

References

WIOA Public Law 113-128

20 CFR Part 677

Training Employment Guidance Letter WIOA No. 10-16, Change 1

Appendix III - CUSTOMER SATISFACTION SURVEY QUESTIONS

Customer Satisfaction Survey Questions

Individuals	Businesses
<ul style="list-style-type: none">▪ How do you rate your first impression of the workforce system provider that served you? ▪ Do you feel the services provided helped (or will help) you find a job? ▪ If one of your best friends were looking for a job in the future, how likely would you be to recommend our services?	<ul style="list-style-type: none">▪ As a result of the services you received, did you hire one or more new employee(s)? ▪ How satisfied were you with the person(s) you hired? ▪ If you have job openings in the future, how likely is it that you would list your job openings with us? ▪ How likely would you be to recommend our services to your fellow business owners?

Legislative Key Performance Measures

(Asked of Individuals and Businesses)

- How do you rate the timeliness of the services provided by Oregon's workforce system?
- How do you rate our ability to provide services correctly the first time?
- How do you rate the helpfulness of staff?
- How do you rate the knowledge and expertise of staff?
- How do you rate the availability of information?
- How do you rate the overall quality of the services provided?

Customer Comments

(Asked of Individuals and Businesses)

- If you were in charge of the Employment Department, what one thing would you change or add?
- Could we have done anything to better help you? If so, please list your idea(s) in the space provided:

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