

Program Year 2018

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

**OREGON**

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## I. [Introduction](#)

Through WIOA's programs, local civic, business, and workforce development leaders implement 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.

In Oregon, WIOA programs are administered by:

- Title I – Higher Education Coordinating Commission
- Title II – Higher Education Coordinating Commission
- Title III – Oregon Employment Department
- Title IV – Department of Human Services and Oregon Commission for the Blind

(See Appendix I for more information regarding Oregon's WIOA title I and III partners.)

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.

### [WorkSource Oregon](#)

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 all of Oregon's local workforce development boards.

- **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.

## 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.
- Supporting businesses that are investing in their own workforce, in demand, priority sectors, a Business Oregon target industry, or a Talent Plan industry.
- Integration of services between agencies and across public and private partners must remain a priority.
- The Governor's Future Ready Oregon agenda is also guided by her 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;
  - **Connect 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 Talent and Development Board**

The Workforce Talent and Development Board (WTDB) is Oregon's state-level workforce development board, and 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.

### **Workforce and Talent Development Board (WTDB) Vision and Mission**

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.

### Future Ready Oregon

Launched by Governor Kate Brown in February 2018, [Future Ready Oregon](#) helps to close the gap between the skills that Oregon's workers have and the skills Oregon's growing businesses need. Closing this gap will be accomplished through a combination of initiatives and programs that provide skill and job training to youth, expand training opportunities and skill advancement for Oregonians already in the workforce, and identify projects designed to increase the housing supply in rural areas.

### III. Serving Dislocated Workers in Oregon

*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.*

#### Dislocated Worker Grant – Reemployment and System Integration

In 2016, HECC was awarded \$1,010,000 in WIOA funding to administer the Reemployment & System Integration Dislocated Worker Grant (RSI DWG). The purpose of the grant was to provide improved service delivery and employment outcomes and more effectively connect dislocated workers to available services. These strategies assist in the prevention of long-term unemployment, increase early intervention and layoff aversion, and increase access to services through automation and self-service.

Grant activities continued through PY18 and the grant ended September 2019. Projects under this grant included:

- Creation of the Oregon Rapid Response Activity Tracking System, an interactive web-based repository that provides Rapid Response team members across the state access to current information regarding layoff aversion, impending layoffs, rapid response activities, and Trade Petition status and WARNs, regardless of size or geographical location.
- Purchase of a USB Mass Replicator and a quantity of low-capacity USB flash drives, utilizing a technology-based solution to increase the dissemination of, and access to, information and resources for dislocated workers and others. Content pre-loaded onto the drives includes Oregon's Guide for Laid Off Workers, links to WIOA mandated and optional partners websites, and other state and local resources such as, Health Insurance Marketplace, UI Claimant Handbook, Oregon Mortgage Assistance Programs, apprenticeship, college and other training information, WorkSource Oregon center schedules, contact information and more.
- Expansion of the Oregon Career Information System (CIS), an online resource providing localized information about education and labor market opportunities for the state of Oregon. Oregon CIS developed an online editor that allows local offices, as well as state-level administrators, to populate a portion of the dislocated worker's Career Plan with local and state resources.

#### Supporting Rapid Response Activities Across Oregon

Oregon's Dislocated Worker Unit (DWU) provides technical assistance, resources, trainings, and other support to Local Workforce Development Boards, Rapid Response Teams, Laid Off Workers, and other partners across the state. Many of these materials are available on [a webpage](#) that includes:

- Dislocated Worker Program information

- Worker Adjustment and Retraining Notification (WARN) information
- A Guide for Laid Off Workers in Oregon
- Department of Labor and Oregon desk references that provide information relevant to Rapid Response Providers, covering topics such as Transitional Jobs, Incumbent Worker Training, Veterans and Spouses, Work-Based Learning, and more.

The DWU also maintains Oregon's WARN list and the **Oregon Rapid Response Activity Tracking System**, developed to track local rapid response activities across the state and provide newly developed local and statewide reports that include Rapid Response Event and Summary Reports.

#### 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 by the WIOA and Oregon's Governor. Below are a few examples of this important work.*

##### Youth

In PY18, the Higher Education Coordinating Commission's Office of Workforce Investments partnered with the Department of Human Services, to provide 142 TANF youth with work experience opportunities. Youth worked a total of 13,710 hours and were paid over \$176,000 in wages. The types of work performed included food service, landscaping, clerical, retail, customer service, and cashing. Some of the work sites include the Malheur County Fairgrounds, Hermiston Humane Society, Warm Springs Early Childhood Center and Coos County Parks. Youth gained skills including workplace professionalism, teamwork, respect, communication skills, safety, and budgeting.

##### 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](#).

##### Veterans

###### **Jobs for Veterans' State Grant (JVSG) Five Year State Plan**

The Veterans Programs is comprised of three specialized positions: Disabled Veterans' Outreach Program Specialist (DVOP), Local Veterans' Employment Representative (LVER), and Consolidated Position (CONS) staff. Consolidated Positions 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. Department of Labor – Veterans' Employment Training Service (USDOL-VETS). Every five years the State Veterans Programs Coordinator submits a five-year plan outlining how the state will provide Priority of Service to Covered Persons (veterans and eligible spouses), how DVOP and CONS will provide intensive Individualized Career Services, case management to eligible veterans and eligible persons, 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)
- Three Local Veterans' Employment Representatives (LVER), and

- Two Consolidated Positions DVOP/LVER positions (CONS).

The State Veterans Programs Coordinator also submitted additional funding requests for an additional five DVOPs through Interim Grant Funding 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.

#### **PY 2018 Data**

Total Veterans with Significant Barriers to Employment served by DVOPs	1,633
Total Veterans that received at least one employment service by WSO staff	13,360

Additional data for program years 2016 thru 2018 is included in Appendix V.

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
- Partnerships with National Guard and Reserve units
- LVER and CONS increased business outreach, promoting hiring of veterans using WOTC, OJT, GI Bills, Apprenticeships, and USDOL's HIRE Vet Medallion Program.

#### **Technical Performance Narrative (TPN)**

Each fiscal quarter the State Veteran Programs Coordinator submits a TPN to the USDOL-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 and eligible persons.

#### **Quarterly Manager's Report on Veteran Services**

Each DVOP, LVER, and CONS are required to work with their field office managers to submit a quarterly report to the State Veterans Programs Coordinator for review prior to the final submission of the reports to the State DVET. Each DVOP and CONS staff quarterly report outlines the number of veterans that received individual career services, case management enrollments and exits with outcomes, 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 how each office provides Priority of Service to Covered Persons (veterans and eligible spouses), DVOP and CONS 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.

#### **SNAP**

The Supplemental Nutrition Assistance Program (SNAP) is provided to families on public assistance, employed low-income families and individuals, the elderly, and people with disabilities to help them purchase food. In April 2019, 601,486 people in 352,956 households were served through the SNAP

program in Oregon. The average SNAP benefit per household was \$208.35. Oregon's SNAP program operates two programs: STEP and ABAWD.

### **SNAP Training and Employment Program**

The SNAP Training and Employment Program (STEP) provides Oregonian's with employment and training services to help them achieve and maintain their employment goal. The SNAP program is funded through a contract with the Oregon Department of Human Services' Self-Sufficiency Program.

SNAP participants receive a one-on-one orientation to the employment and training services available through WorkSource Oregon, the STEP Provider Network, and other community partners. This orientation provides an overview of the program, its benefits and requirements, so SNAP participants can choose to participate, or not participate, in the STEP program.

Oregon Employment Department (OED) employees serve SNAP participants through a case management model of customer service. This model provides each SNAP participant with a workforce professional who works with the participant and then guides, motivates, and supports them in their process of obtaining employment.

OED employees provide a unique set of services to SNAP participants when they visit WorkSource Centers by assessing a participant's skills, interests, goals, and challenges so that staff can provide the appropriate resources and tools to support the participant. This assessment is captured in the form of an Opportunity Plan. This plan, created by the participant, defines the steps needed for them to achieve their stated employment goal. WorkSource Oregon staff support and document the participant's engagement in services that strengthen the job readiness of the participant by providing job skills assessments, work search preparation, job finding clubs, and job placement services.

### **STEP Outcomes**

- Number of customers who received an Opportunity Plan: 14,667
- Number of customers who obtained employment in subsequent quarters after completing Opportunity Plan: (UI wage match is available for three quarters) 10,755 individuals with Opportunity Plan. 7,827 had a wage match (7,827/10,755) 73% employment rate.
- Wage data for STEP customers who obtained employment. Average wage per hour: \$16.31.

### **STEP Success Stories**

*This is a story about a STEP/NCRC participant that went from drawing unemployment and receiving SNAP benefits to being a CDL truck driver who is no longer in need of SNAP.*

**Carl** came into the WorkSource Office in Lincoln City in November 2018. He had been working as a cabinet maker with a local company. He liked the work, but the hours for the winter were not enough to be able to support himself. He talked about going back to school and getting his Commercial Driver License (CDL) license.

Carl first met with a WIOA representative to get information about assistance available through their program. He then filled out all the necessary paperwork to qualify for funding through the program. After meeting with the local community college representative, Carl was discouraged because of the cost of the program and remaining associated costs after the amount of available WIOA funding was expended. At that time, staff explained the STEP/NCRC program to Carl and informed him that starting in March 2019 he would be eligible as a SNAP recipient for additional funds.

WorkSource Lincoln City was able to assist Carl with his tuition for Tillamook Bay Community College's program. He was then able to complete his CDL in May 2019. Upon graduation from the CDL program, Carl came in to thank the office for their assistance in helping him obtain his CDL. He said that this opportunity changed his life.

A few months later Carl took a full-time trucking job with a logging company based out of Tillamook. He came into the Lincoln City Office in August to say that his job was so much fun he couldn't believe he was getting paid! At that time, he also notified DHS Self Sufficiency programs that he no longer needed SNAP benefits. The opportunity to get this CDL gave this job seeker a new opportunity to pursue a career goal that he had wanted, but was unable to attain without assistance from workforce system partners.

**Gabrielle**, a mother of four, came to WorkSource Klamath to get assistance searching for work. During the Welcome Conversation, staff found out she had always wanted to work in the medical field. The customer had a scattered work history because she was always taking jobs to make ends meet, instead of preparing for a career.

WSO staff referred the customer to the WIOA program partner, and the STEP Career Facilitator at Klamath Community College (KCC) to discuss attending short-term training. The customer enrolled in the Medical Assistant program at KCC. Both the STEP Career Facilitator and a WIOA Employment Counselor worked with her.

The STEP program helped pay for Gabrielle's tuition and fees, and the WIOA program assisted with tools and a uniform for the training. Upon completion of training, Gabrielle worked one-on-one with the WIOA Employment Counselor to fine-tune her résumé and apply for jobs. Shortly after meeting with her employment counselor, the customer was offered a Medical Assistant position at a Heart Clinic, and has been working there for almost six months.

### ABAWD Program

The Able-Bodied Adults without Dependents (ABAWD) program is part of the nation's SNAP program and is designed to assist eligible participants find employment and become self-sufficient. The Supplemental Nutrition Assistance Program (SNAP) is provided to families on public assistance, employed low-income families and individuals, the elderly, and people with disabilities to help them purchase food.

To be eligible for the ABAWD program is a person must:

- Be between the age of 18 and 49,
- Have no dependents,
- Not be disabled, and
- Reside in a participating county in Oregon.

Participating counties include Benton, Clackamas, Clatsop, Deschutes, Jackson, Lane, Linn, Marion, Multnomah, Polk, Tillamook, Washington, and Yamhill. Oregon Department of Human Service (DHS) staff determines eligibility for ABAWDs residing in these counties.

ABAWDs must meet special work requirements in order to maintain their eligibility for food benefits. To be eligible to receive food benefits from DHS, an ABAWD participant generally must conduct at least 80 hours of required program activities per month. Those activities can include participation in qualifying

education and training activities, job search, or job search training activities each month...or comply with a workfare program. Workfare means that ABAWDs can do unpaid work through a special state-approved program.

DHS staff schedules each ABAWD for a one-on-one interview at a WorkSource location. ABAWD customers are connected to an OED Employment Specialist who they can meet with until they eventually leave the program. OED staff provide case management services to ABAWD customers which include one-on-one meetings, assessment of the customer's employment goals, coaching and motivation to encourage the ABAWD customer, and developing a Case Plan to meet the customer's employment objective.

The ABAWD customer reports to the OED Employment Specialist each week to report their required work activities, at which time they may receive financial support services to assist them in reaching their employment goal. ABAWD customers are eligible to receive 90-days of job retention support when their SNAP benefits end, which helps them maintain their employment status.

#### **ABAWD Outcomes**

- Number of customers who received a Case Plan: 5,117
- Number of customers who obtained employment in subsequent quarters after completing Case Plan: UI wage match is available for three quarters for PY2018 (Calendar Year 2018Q3, 2018Q4, 2019Q1). Total customers with Case Plan for the three quarters: 3,869; with UI wage match 2,733, or 71% (2,733/3,869) employment rate in subsequent quarters after completing a Case Plan.
- Wage data for ABAWD customers who obtained employment: Average wage per hour: \$16.09

#### **ABAWD Success Stories**

When **Rachel** came to WorkSource she was very shy and felt insecure because she failed her registered nurse exam once before. She was appreciative of everything WSO did to support her. It was obvious that she felt she was not alone when she left her one-on-one appointments. Rachel was hired as a full-time Registered Nurse in Wilsonville, Oregon. She is receiving \$29.00 per hour. In the one month that WSO has been working with her, the program paid a total \$150.00 for transportation support, \$205.95 for the Registered Nurse Course, and the program also paid for two pair of scrubs. This is a minimal investment for this great opportunity. Today she is beaming with pride and optimistic about her future!

**Jeff** was an older student when he graduated from Portland State University with his Bachelor's degree in Computer Science, and was feeling discouraged when he started at the ABAWD program at WorkSource Southeast Portland. They referred Jeff to at WorkSource Portland Metro North/Northeast Portland, where Jeff was able to improve his interview technique and build his confidence. Coaching Jeff in self-care while job searching was important to his success, and assistance with transportation costs to attend Meet-Ups and interviews helped tremendously. Jeff ended up receiving two job offers to choose from and started working as a software engineer at a major software company in Portland!

#### **Business Services**

The Employment Department's mission is to "Support Business and Promote Employment."

At its core, WorkSource Business Services provides a local labor exchange where businesses can find the workers they need, and job seekers can gain employment.

WorkSource Business Services provides business and industry with customized workforce solutions that prepare and deliver qualified and viable candidates and advances their current workers. Business Services staff play a significant role in connecting employment opportunities to job seekers, and this role is dependent on WSO's efforts to build and maintain successful relationships with businesses. A strong job development approach creates opportunities for our applicants and businesses. Job development services will support targeted population customers as they attain sustainable and meaningful jobs.

To build a successful relationship, WSO staff begins by conducting on-site employer visits prior to the start of a recruitment, then send employers 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.

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.

Aligning business services efforts will ensure that workforce investment activities meet the needs of businesses and support economic growth in each area. Enhanced communication, coordination, and collaboration among businesses, economic development, service providers, business team members, and the local workforce development boards will help leverage and align collective resources.

WSO produces a more effective, demand-driven Business Services model by:

- Building high-functioning Business Services teams,
- Providing a single point of contact for employers to improve communication and coordination of service delivery, to continuously develop a skilled workforce, and
- Ensuring greater support for qualified workers who meet employer's needs.

Incentive programs encourage companies to give opportunities to candidates who may face skill gaps or employment barriers but otherwise have the potential to meet the employer's needs...thereby reducing structural unemployment in the community. Programs include:

- 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 (SCSEP)**, 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.

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

Business Services staff identify and create Job development opportunities for job seekers by focusing first on uncovering the job seeker’s talents, strengths, values, and motives for occupation based decision-making. They look at the hidden opportunities to enhance or expand business and develop creative employment proposals – a value proposition for the employer – in which the job seeker is positioned as a top candidate.

Oregon’s Trade Act program has integrated four positions within Business Services, referred to as Regional Business Services Trade (RBST). These roles help facilitate the re-employment of trade-affected dislocated workers with special emphasis in placement in Target Industry Sectors, as defined by the local Workforce Development Board (WDB). These services include “job-readiness” and job development.

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, Rapid Response team create plans help to avert unemployment or minimize the amount of time Oregonians spend on unemployment insurance, and a Trade Adjustment Assistance petition may be filed.

This model has proven successful in three areas where implemented. This was achieved by:

- Building high-functioning Business Services teams,
- Providing a single point of contact for businesses,
- Improving communication and coordination of service delivery,
- Ensuring greater support for qualified workers who meet employers’ needs, and
- Significantly improving hire results for staff-assisted/enhanced job listings.

This model has received tremendous support and praise from the local WDBs and employers alike.

#### **PY 2018 Business Data**

- Total Business served 9,747
- Total Staff assisted Job Listings 4,976
- Self-Referral Job Listings 245,205
- Downloaded Job Listings from National Labor Exchange 150,805
- Total Staff-Assisted Placements 2,935
- Total Staff-Assisted Placements and Self-Referral Hires 82,050

#### **Migrant Seasonal Farm Worker (MSFW) Program**

The estimated number of MSFWs in the Oregon agriculture sector was 86,389 according to the June 2018 enumeration study by Mallory Rahe, PHD, Oregon State University Extension Service. Domestic MSFW contacts by the SWA outreach staff, in combination with 105 H2A job orders, resulted in a total number of over 23,000 contacts during peak season. Those outreach contacts were primarily during the peak harvesting of Oregon’s fruits, tree nuts, berries, vegetables, melons, potatoes, and the expanding vineyard industry.

Vigorous outreach services to ensure that MSFWs were afforded and informed on their legal protections and the Complaint System was a high priority throughout the PY 18, specifically in Oregon’s seven significant areas that encompasses the highest concentration of migrant and year round seasonal farmworkers. Ninety percent of all complaints by MSFWs were Apparent Violations and were resolved at the local level – which satisfied the MSFW complainants, as they often do not have the time it takes enforcement agencies to resolve cases. Ten per cent or less of MSFW complaints were referred to

Oregon Legal Aid for MSFWs that reside in the local area and are willing to wait out the slow legal system.

Annual monitoring review of the seven designated significant MSFW offices, Ontario/eastern Oregon, Hermiston/Central Oregon, The Dalles/Columbia Gorge, Beaverton/ Western Oregon, Woodburn-Salem/Willamette Valley, and Medford in Southern Oregon was completed. All other non-significant SWA field offices were subjected to ongoing reviews of the service delivery and protections to MSFWs on a regular basis, throughout PY 18.

### Reemployment Services and Eligibility Assessment Program

From July 1, 2018 to June 30, 2019, the Oregon Employment Department 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 for more than five weeks. 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 of reported work search activities. Potential issues detected were referred to UI staff. 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 47,962 initial and subsequent RESEAs for non-UCX claimants, and 269 initial and subsequent RESEAs for UCX claimants.

### Innovation Projects Supported by DOL

Oregon received supplemental funding in 2017 from the U.S. Department of Labor to support several innovation projects completed in 2018:

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

Under Innovation Project A, Oregon Employment Department staff provided just-in-time career services to help remove barriers to employment for RESEA claimants and connect them to employers. Several job referrals were made and staff tracked a number of hires as a direct result of this work. Analysis will occur on the body of work done under Innovation Project A. Staff have a large amount of anecdotal data to suggest providing more focused attention on assistance for removing barriers to employment may be necessary in order for this work to be more successful. This initiative will be reviewed and modifications may be necessary if Oregon decides to move this work effort to a statewide platform.

As part of Innovation Project B, the department delivered seven training sessions (*The Potential Issue Referral Process*) to approximately 300 staff. This training focused on the process of what happens after a potential issue is detected by employment services (ES) staff and referred to UI. By highlighting how this process connects ES and UI, staff were able to see how integrity is maintained within the department and how RESEA claimants are better served because of it.

Work on Innovation Project C led to the development and delivery of eight *RESEA Conversations with Veteran Claimants* training sessions to over 300 staff. The training helped staff develop familiarity with issues that impact veteran job seekers and their transition to civilian life and employment. In turn, staff discussed how to use that knowledge to customize their RESEA conversations and improve the quality of the reemployment plans for veterans.

Feedback from staff and managers on *The Potential Issue Referral Process* and *RESEA Conversations with Veteran Claimants* was overwhelmingly positive. Oregon will be reviewing the material and considering whether both of these should be offered on an annual or semiannual basis.

#### **Connections with Business Services Team**

Specialized business services staff continued their focus of connecting with claimants after completion of their initial or subsequent RESEA interviews regarding job openings with business customers. Charged with creating deeper, more productive ties between the business community and job seekers, the goal of this team is to produce a more effective, demand-driven model by providing a point of contact for employers and support for qualified workers who meet the workforce needs of the business customer. Utilizing custom job matching and leveraging ongoing business relationships, staff helped claimants interview and ultimately accept job offers, some of which offer annual salaries of more than \$100,000.

#### **Universal Access**

##### **Services to Individuals with Limited Language Proficiency**

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

The Oregon Employment Department has updated their Language Assistance policy and procedures. While still in review in PY 18, once finalized it will include clearer directives for managers and staff, including hiring and the use of bilingual staff, telephonic and video interpretation, and translation of vital documents.

##### **Services to Individuals with Disabilities**

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 WorkSource Oregon Centers currently use this service, with additional centers projected to come online in PY 2020. This new tool has significantly improved the agency's ability to communicate with and share information with customers.

The Oregon Employment Department has also integrated the Universal Access Navigator concept to their offices. These staff members, in addition to their regular duties, also provide additional support to customers with disabilities and limited English proficiency. This is based on the 2010 DOL Disability Navigator grant.

##### **Partnerships to Enhance Universal Access**

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.

The Oregon Commission for the Blind is now a partner in the WorkSource Oregon Centers and working with other partners to increase the delivery of services to the blind and low vision community.

An additional partnership with the Oregon Youth Authority (OYA) is in the early stages of development.

## 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

The Workforce and Talent Development Board's (WTDB) first-ever Talent Assessment was developed by ECONorthwest, a Portland-based economic consulting firm, working with Program Policy Insight, LLC (PPI). The Assessment significantly engaged business and industry leaders, builds-upon and adds value to the Oregon Talent Council's Talent Plan and the Oregon Employment Department's Long-Term Projections, and supports a new adult education and training goal for Oregonians working with the Joint Higher Education Coordinating Commission (HECC) and WTDB Work Group. It was approved by the WTDB in September 2018. Read it at [Oregon Talent Assessment, September 2018](#).

### General Fund Investments in Sector Strategies and Work Experience

HECC's Office of Workforce Investment's (OWI) awarded State General Fund grants to all of Oregon's local WDBs to support Industry Engagement and Work Experience initiatives. Specific projects are designed to meet local economic needs, with the following statewide summary:

#### **Industry Engagement Grants**

**\$1,605,000 (statewide)**

Local WDBs lead or participate in the convening, supporting, and sustaining of Next Gen Sector Partnerships, and the implementation of the strategies identified by these partnerships. These funds are to implement at least three projects that support the overall strategies. Recognizing the challenges in initiating and sustaining genuine employer-led Sector Partnerships, these funds may also be used to support other forms of industry engagement that do not meet the formal indicators of a Next Gen Sector Partnership, such as training activities, employer outreach, curriculum development, apprenticeship development, and more, provided they meet an industry need. All activities under this grant must be tied to a demonstrated industry need in a target sector identified by the local WDB in their Industry Engagement Plan.

#### **Work Experience Grants**

**\$4,000,000 (statewide)**

The purpose of this Project is to provide resources to assist local WDBs in coordinating and supporting training and work experience activities for eligible participants. Eligible Participants are defined as individuals who are a minimum of 16 years old and who reside or work in Oregon. Local WDBs Initiative Plans must include all of the following information:

- Number of participants to be served
- Estimated cost per participant
- Population(s) to be served
  - Youth (16-24)
  - Job Seekers
  - Employed Individuals
- Which locally identified sector(s) will be served
- How the plan is integrated with local sector strategies
- Budget

Additionally, each participant must meet one or more of the following criteria:

- Persons on public assistance,
- Persons with disabilities,

- Persons with substance abuse issues,
- Reentry/formerly incarcerated persons,
- Persons of color,
- Veterans,
- Persons with educational deficiencies, as defined locally. LWDB must include the local definition, and
- Other populations as defined in the Initiative Plan

## Other Efforts

### **WIOA Non-Discrimination Plan**

The Higher Education Coordinating Commission and the Oregon Employment Department developed a new Nondiscrimination Plan (NDP), incorporating feedback from staff and workforce partners across the state. The NDP describes what state 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 the Officers in the state .

### **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](http://www.imatchskills.org), [www.qualityinfo.org](http://www.qualityinfo.org), and [www.careerinfonet.org](http://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 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.

## Apprenticeship Program

Registered Apprenticeship is integral to Oregon’s workforce and education system. The registered apprenticeship system consists of multiple stakeholders including the Bureau of Labor and Industries (BOLI), Higher Education Coordinating Commission (HECC), Oregon Employment Department (OED), Oregon Department of Education (ODE), Oregon community colleges, union and non-union training centers, and industry. The state agencies whose work intersects with the registered apprenticeship system have been working together to improve the infrastructure around registered apprenticeship since 2015.

Over the last year, OED and HECC have been working with partner agencies to improve the training WorkSource staff receive on registered apprenticeship. When staff are onboarded, their training now includes a module on the basics of registered apprenticeship and how to help customers seeking apprenticeship opportunities.

There is a large need in Oregon for more publications, resources, and educational materials on registered apprenticeship. The OED is working with BOLI and HECC to develop a training suite for the workforce development system. The agencies are working with a contractor to create multiple explainer videos for job seekers and businesses around registered apprenticeship. The training suite will also include two guides, one on how to create a registered apprenticeship program, and one on how to maintain a registered apprenticeship program. The creation of these guides and training modules are allowing the agencies to create a shared understanding on how to navigate the registered apprenticeship system, which will result in more transparency for customers.

Oregon is also continuing its effort to expand registered apprenticeship into non-traditional industries. The Allied Health Work's medical assistant program expanded into additional counties this year and the manufacturing sector continues to demonstrate its need for registered apprenticeship. Portland Community College started a CNC Operator program this year with help from the state and plans to register a Mechatronics standard next year.

Oregon also funds multiple pre-apprenticeship programs through its American Apprenticeship Initiative and State Apprenticeship Expansion Grants. Impact NW is one program that prepares out of school and low income youth for careers in the manufacturing industry.

### **Apprenticeship Success Stories**

- **Charlie**, a graduate from Impact NW's Winter 2019 cohort has been involved in programming with Impact NW since he was a high school student in their Pathways to Manufacturing Program. After graduating high school Charlie knew he had a passion for working with his hands and learning new technology, but was unsure what career path to pursue. After learning about the Manufacturing Pre-Apprenticeship Program, he opted to join and pursue a career in manufacturing. Upon graduation from the program and with the help of staff, Charlie applied to Precision Castparts and was hired on the same day as his interview in the Medical Division as a Production Grinder. This position offers full benefits and a starting salary of \$18 an hour with the opportunity for further wage and career advancement, including an internal Registered Apprenticeship program. This is Charlie's first experience with full time employment and he reports that he's enjoying his work environment and his efficiency is improving daily. Charlie is proud that he now has the ability to contribute financially to his household and plans to move out of his childhood home to his own apartment.
  
- **East Cascades Works** (EC Works), the local workforce board for Central Oregon, has created a software development apprenticeship program. Because of the industry need for trained software and web developers in Central Oregon, Central Oregon Community College (COCC) has used the current apprentice training as a model to build a coding pathway and technology center. This new tech center is called DevStation. In addition, the partnership with Technology Association of Oregon and Code Fellows (the curriculum that COCC uses for DevStation) has opened potential pathways through the Oregon Department of Education. EC Works is working to build a course offering with local high schools so that students can take Coding 201 and 301 in subsequent years and graduate with coding skills that will count for prior credit and then

move onto a Registered Apprenticeship as a Web Developer or as a Software Developer. As of June 30, 2018, nine apprentices have been registered in the program.

### WorkSource (American Job Center) Data Dashboard

In June of 2018, a small team of Employment Department leadership and technical staff partnered with Oregon's nine field office Area Managers to design an American Job Center (WorkSource Center) data dashboard. The goal of the dashboard is to "tell the story" of the labor market and WIOA program administration surrounding the Oregon Employment Department's 39 field offices and Oregon's nine workforce areas. The WorkSource Dashboard was successfully built in two months and released to field office managers in January 2019.

Technical staff and IT maintain partnership and feedback collection to drive continuous improvement of the Dashboard. One effort involves replicating the Dashboard in Tableau, a data tool providing innovative communication features and graphical visualizations, such as maps. Tableau aligns with the goals of Dashboard to communicate easy-to-understand, valuable, and shareable information about field offices and workforce areas.

#### WorkSource Dashboard – content:

- *Exploratory and Career Services* – This tab compares the monthly number of job seekers by office, area, and statewide. It also breaks out visits into Welcome Conversations, Re-employment Eligibility Assessment (REA) Conversations, and REA 2 Conversations completed.
- *Business Services* – This tab shows the job seeker referral-to-hire ratio; number of listings that resulted in a hire by type; average days to fill a position; number of active job listings; and total hires broken out by demographics such as claimants and veterans.
- *STEP/SNAP* – This tab compares STEP Assessment and Opportunity Plans, STEP Supportive Services, and NCRC STEP Supportive Services by field office, workforce area, and statewide.
- *ABAWD* – This tab compares ABAWD (Able-bodied Adults Without Dependents) funded services and ABAWD Assessments and Case Plans by field office, workforce area, and statewide.
- *Veterans* – This tab compares WorkSource staff referrals to Disabled Veterans Outreach Program (DVOP) staff; referred veterans who received Individual Career Services or Intensive Services; and job seeker breakouts by disability rating.
- *FLC/MSFW* – This tab compares number of Migrant and Seasonal Farmworkers (MSFW), number of MSFW hires, Foreign Labor Certification (FLC) H2A and H2B listings and applications by field office, area, and statewide.

#### WorkSource Dashboard Technical Features:

- Dashboard accessibility via a desktop icon is available to all Employment Department field office and central office staff and managers, which covers several hundred employees across 39 offices
- Dashboard email inbox specifically for feedback and technical assistance
- Drop-downs for quick selections
- Clear, concise graph designs
- Monitoring of staff-views to reflect on Dashboard use and development opportunities

The WorkSource Dashboard aligns with both agency and State strategic planning initiatives. The Dashboard builds understanding and communication between central office and field office WIOA

program administration. This supports the Employment Department's mission of developing and distributing quality workforce information to drive informed decision making. The Dashboard helps staff better understand Oregon's diverse job seekers and businesses by quick access to live data in an understandable presentation. Because the Dashboard is live, trackable, exportable, and constantly evolving, the tool uses modern technology to help WIOA programs in Oregon learn from themselves, and identify successes and opportunities for growth.

#### 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 Snapshot](#)); difficult-to-fill analyses ([Current Workforce Gaps report](#))
- 2018 Benefits Survey – analysis and report on benefits provided by Oregon employers ([Employer Provided Benefits report](#))
- Wage record analyses – analysis of Unemployment Insurance wage records; minimum wage analysis ([Example of wage record analysis report](#))
- Labor Market Information website development ([QualityInfo](#) website), including data tools for career exploration.
- Services to local Workforce Development Boards
- High tech industry analysis ([High Tech article](#))

## 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 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 programming changes to Oregon's electronic customer registration system and a review of the policy draft by stakeholder groups. The draft policy is included in Appendix II.

## Negotiated and Actual Performance Levels for Title I and III Core Programs

## Program Year 2017

Program	Measure	Negotiated Rate	Actual Rate
Adult	Employment Q2	66.0%	70.7%
Adult	Employment Q4	65.0%	71.5%
Adult	Median Earnings	\$5,550	\$6,368
Dislocated Worker	Employment Q2	66.0%	68.6%
Dislocated Worker	Employment Q4	65.0%	68.9%
Dislocated Worker	Median Earnings	\$5,550	\$6,230
Wagner-Peyser	Employment Q2	66.0%	68.6%
Wagner-Peyser	Employment Q4	65.0%	68.0%
Wagner-Peyser	Median Earnings	\$5,550	^6,230
Youth	Employment, Education or Training Placement Rate Q2	73.0%	62.0%
Youth	Employment, Education or Training Placement Rate Q4	59.0%	63.3%
Youth	Median Earnings	None	\$3,385

## Program Year 2018

Program	Measure	Negotiated Rate	Actual Rate
Adult	Employment Q2	70.5%	70.7%
Adult	Employment Q4	68.0%	71.3%
Adult	Median Earnings	\$6,000	\$6,671
Dislocated Worker	Employment Q2	70.5%	72.0%
Dislocated Worker	Employment Q4	68.0%	72.2%
Dislocated Worker	Median Earnings	\$6,000	\$6,960
Wagner-Peyser	Employment Q2	70.5%	68.6%
Wagner-Peyser	Employment Q4	68.0%	69.1%
Wagner-Peyser	Median Earnings	\$6,000	\$6,518
Youth	Employment, Education or Training Placement Rate Q2	62.0%	64.4%
Youth	Employment, Education or Training Placement Rate Q4	59.0%	62.2%
Youth	Median Earnings	0	\$3,604

## Effectiveness in Serving Employers

Oregon continued its two pilot approaches to measure Effectiveness in Serving Employers: *Employer Penetration Rate* and *Repeat Business Customer Rate*. Program Year 2017 and 2018 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.

#### Program Year 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%

#### Program Year 2018

Pilot Approaches	Numerator/Denominator	Rate
Employer Penetration Rate	9,747/152,161	6.4%
Repeat Business Customer Rate	6,213/17,428	35.6%

#### 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.

### 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 2018 (July 2018-June 2019)**

<b>Customer Type</b>	<b>Number Selected</b>	<b>Response Rate</b>
Businesses	5,375	10%
Individuals	123,905	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](http://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 WSO employees to address customer comments and promote new services to which businesses.

**Customer Satisfaction 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 2018, 123,905 job seekers and 5,375 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 2016-18)**



**Evaluation and Related Research Projects**

Oregon’s evaluation studies are designed to promote, establish, and implement methods for continuous improvement in the efficiency and effectiveness of the statewide workforce investment system in improving employability for job seekers and competitiveness for employers.

Evaluation activities include straight-up analysis of current business needs or local area performance, multi-year trend analysis of labor market information, cross-agency reports, near real-time trend reports, and more.

Many of these reports are available at <https://www.qualityinfo.org/pubs>. The topics, scope, and methodologies of these projects vary widely, and are described in detail within the individual reports.

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.qualityinfo.org/pm](http://www.qualityinfo.org/pm)

- PRISM partners are SNAP, TANF, VR, Apprenticeships, ES, UI, Trade Act, and higher education

- There are six performance measures on the PRISM site that evaluate the above programs, and data is from 2013 to present

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.

## VII. [Data Validation](#)

Currently, for Title I programs, Oregon runs two validation reports on locally submitted data, immediately after loading it into 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 for correction. When Oregon's data fails a DOL validation check, state and local IT staff work 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.

Currently, for WIOA title III, Oregon validates a sample of the records prior to submitting to DOL. If the data fails a DOL validation check, state and local IT staff work to correct it.

## VIII. [Waivers](#)

Oregon did not have any waivers granted by the Department of Labor in place for PY 2018.

## IX. [Challenges](#)

### **Eligible Training Prover List**

One challenge is identifying which Eligible Training Provider (ETP) program a WIOA participant is enrolled in. Because Oregon's ETP list is an Excel spreadsheet with no unique ID associated with each program, the local areas have no way to transmit this information to the state. Currently they send the name of the provider with many different spelling variations. We are hopeful that the spreadsheet will be replaced with a web "front-end" and database "back-end" by October 2020. This will enable local areas to send us the ID of the ETP program and greatly enhance our ability to accurately report ETP related data.

### **MOU/IFA Implementation**

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.

Two accomplishments were:

- Local negotiations were more efficient among a large number of partners because roles and responsibilities were better defined and understood, and
- Non-Co-Located Partners (NCLPs) were included in IFAs for the first time.

Some of the challenges encountered include:

- Local determinations of career services costs that are allowable, reasonable, necessary, and allocable to each program partner and the proportionate benefit received by each partner in each WSO Center;
- Differing availability of some budget, service, and performance data among partners creating inconsistencies in data between partners (e.g. the inclusion of indirect cost among some but not all partners); and
- Clear and consistent communication through the IFA process.

Each of these challenges will be addressed by a stakeholder workgroup in PY19.

## Appendices

### 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 administers and supports numerous workforce programs and initiatives, including Employment Services, Trade Act, and MSFW programs.
- 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’s Workforce and Talent Development Board (WTDB)**

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 WTDB 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 WTDB 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 WTDB 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 System Executive Team**

The Workforce System Executive Team (WSET) supports the Workforce and Talent Development Board and other workforce partners to align workforce development, education, and economic development systems as well as implement the Workforce Innovation and Opportunity Act (WIOA).

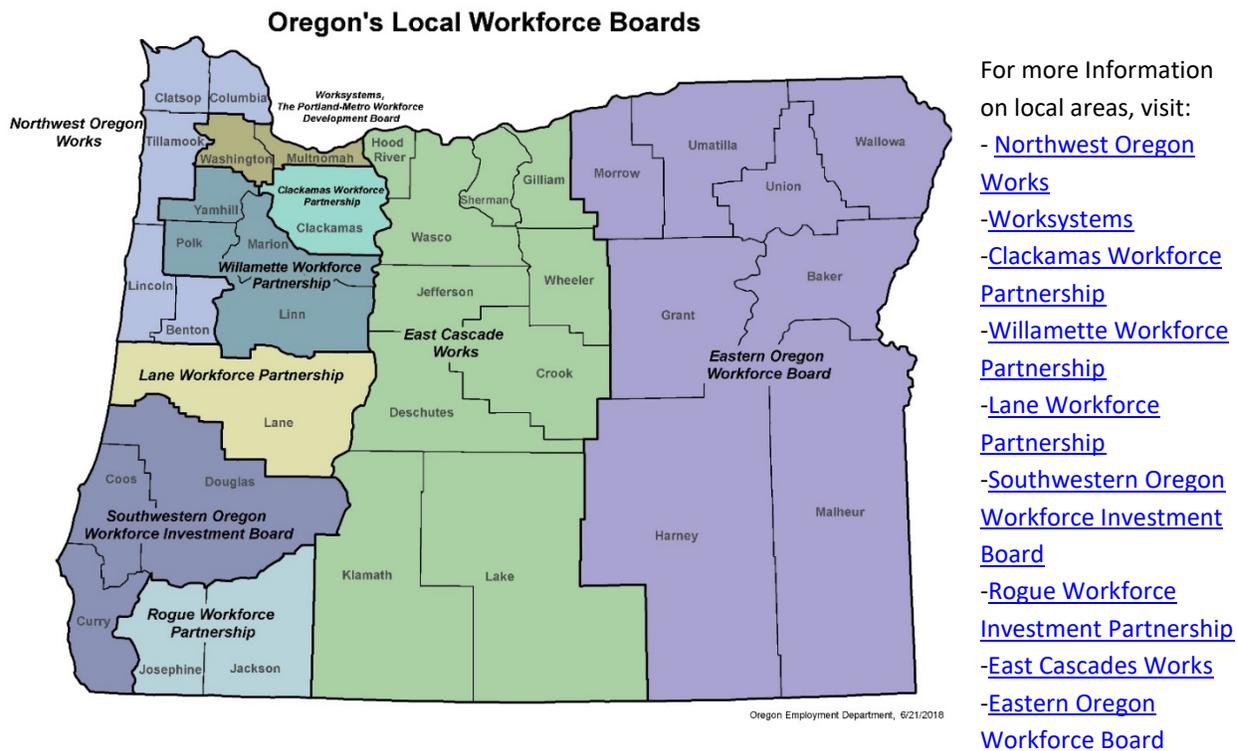
The WSET is responsible for:

- 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.



**OTHER IMPORTANT PARTNERSHIPS**

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)



State of Oregon Workforce Programs

<b>Workforce Talent and Development Board</b> <b>Policy</b>		
<b>Subject: Registration, Eligibility, and Common Exit</b>		
Number/Reference: <i>N/A</i>	Effective Date: <i>X/XX/XXXX</i>	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

DRAFT

Appendix III – Customer Satisfaction Survey Questions

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

**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**

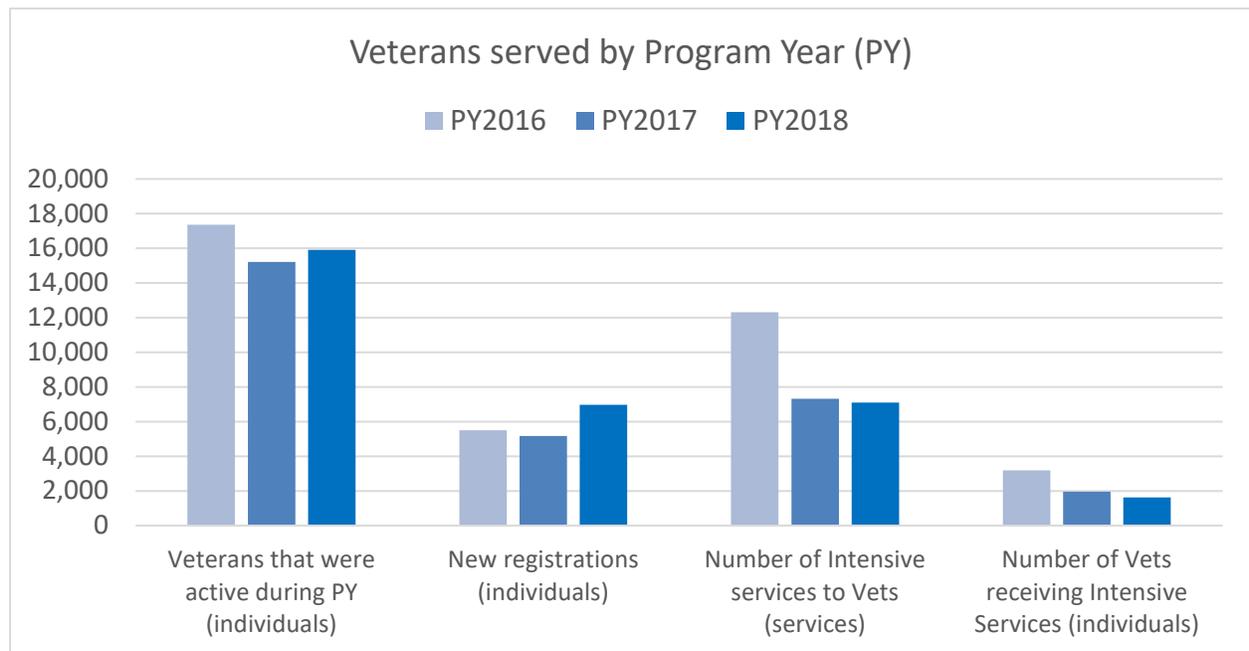
(Asked of Individuals and Businesses)

- 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:

Appendix IV – Veterans Data

Veterans Served PY2016, 2017, 2018 (July-June)

Measure	PY2016	PY2017	PY2018
Veterans that were active during PY (individuals)	17,368	15,216	15,908
New registrations (individuals)	5,503	5,178	6,968
Number of Intensive services to Vets (services)	12,313	7,316	7,105
Number of Vets receiving Intensive Services (individuals)	3,183	1,964	1,633



Veteran Intensive Services	PY2016	PY2017	PY2018
CAREER COUNSELING	5,633	2,199	2,005
COUNSELING/VOCATIONAL GUIDANCE	2,571	2,048	1,970
IEP/IDP	541	867	1,107
IN-DEPTH INTERVIEWING AND EVALUATION	3,522	2,193	2,018
TAP WORKSHOP	46	9	5
<b>Grand Total</b>	<b>12,313</b>	<b>7,316</b>	<b>7,105</b>

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