
**Workforce Investment Act (WIA)
Annual Report Narrative**

OREGON

Program Year 2012



WORKSOURCE

OREGON

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WORKSOURCE OREGON (WSO)

In Oregon, the state workforce development agencies and community partners have moved to a unified, simplified approach in delivering services to job seekers and employers through the implementation of the federal Workforce Investment Act. This statewide network of public and private partners and services is collectively referred to as WorkSource Oregon (WSO).

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

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

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

More than five years ago, WorkSource Oregon initiated a strategy to increase focus on integrated service delivery and cross-program strategies. This report looks at data and recent results from those efforts through Program Year 2012 (07/01/12-06/30/13).

Implementing an integrated service delivery system requires a new cross-program service delivery and data-sharing model. The infrastructure for this model comprises a combination of process, policy, and technological changes – all while keeping customer needs, program goals, and compliance issues in mind, amidst an environment of declining resources and funding.

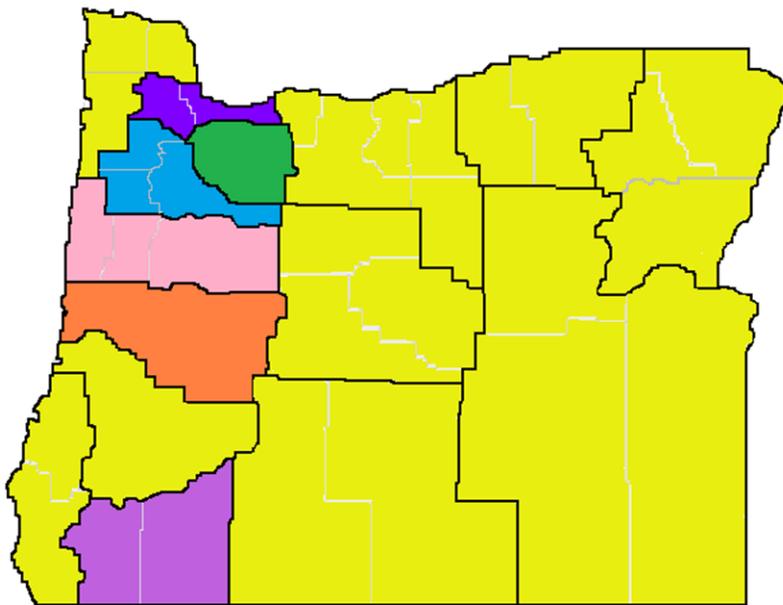
Innovating and integrating service delivery includes:

- Focusing on greater collocation of programs and services – for a more comprehensive approach to serving the needs of WSO customers and moving beyond partnership and collocation to multi-disciplinary service integration
- Enhancing our use of technology – to expand access and increase the efficiency of service delivery, tracking and reporting
- Establishing integrated service minimums that are expected in all local areas – supported by Local Workforce Investment Boards and the partners they convene

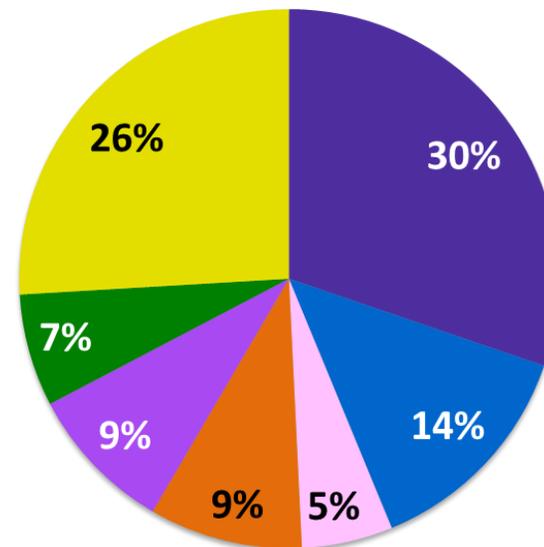
Geographic Distribution of Customers

Oregon has seven Local Workforce Investment Areas (LWIAs), each with its own local board that oversees Workforce Investment Act services provided in their local areas. These local workforce investment boards coordinate program delivery and services to job seekers and business customers through the network of WorkSource Oregon centers. Here are the seven areas, the counties they serve, and the percentage of participants in each.

Local Workforce Investment Boards – Oregon 2013



Participants by Local Workforce Area



| | | | |
|---|--|--|---|
|  | Oregon Workforce Alliance/ The Oregon Consortium |  | Workforce Investment Council of Clackamas County |
|  | Workforce Investment Board for Multnomah and Washington Counties and the City of Portland/ Worksystems, Inc. | | |
|  | Job Growers Incorporated |  | Linn, Benton, Lincoln Workforce Investment Board/ Community Services Consortium |
|  | Lane Workforce Partnership |  | Rogue Workforce Partnership/ The Job Council |

INTEGRATED SERVICES AND CROSS-PROGRAM STRATEGIES: Serving Job Seekers, Employers, and Stakeholders

Integrated service delivery systematically improves the coordination of Workforce Investment Act (WIA) and Wagner-Peyser (W-P) funded services to achieve improved customer outcomes and more efficient and effective customer service. Improved coordination also leverages the funding of other partnering programs located in or collaborating with the WSO one-stop service centers.

These efforts in system and service integration are supported by participating workforce partners:

- The Oregon Workforce Investment Board (OWIB)
- Local Workforce Investment Boards (LWIBs)
- The Oregon Employment Department (OED)
- The Oregon Department of Community Colleges and Workforce Development (CCWD)

One of the foundational principles of Integrated Service Delivery (ISD) is the removal of barriers to serving customers. Oregon's Common Registration process resulted in more customers being determined eligible to receive services and resources from more programs, and created a shared "pool" of customers between multiple programs.

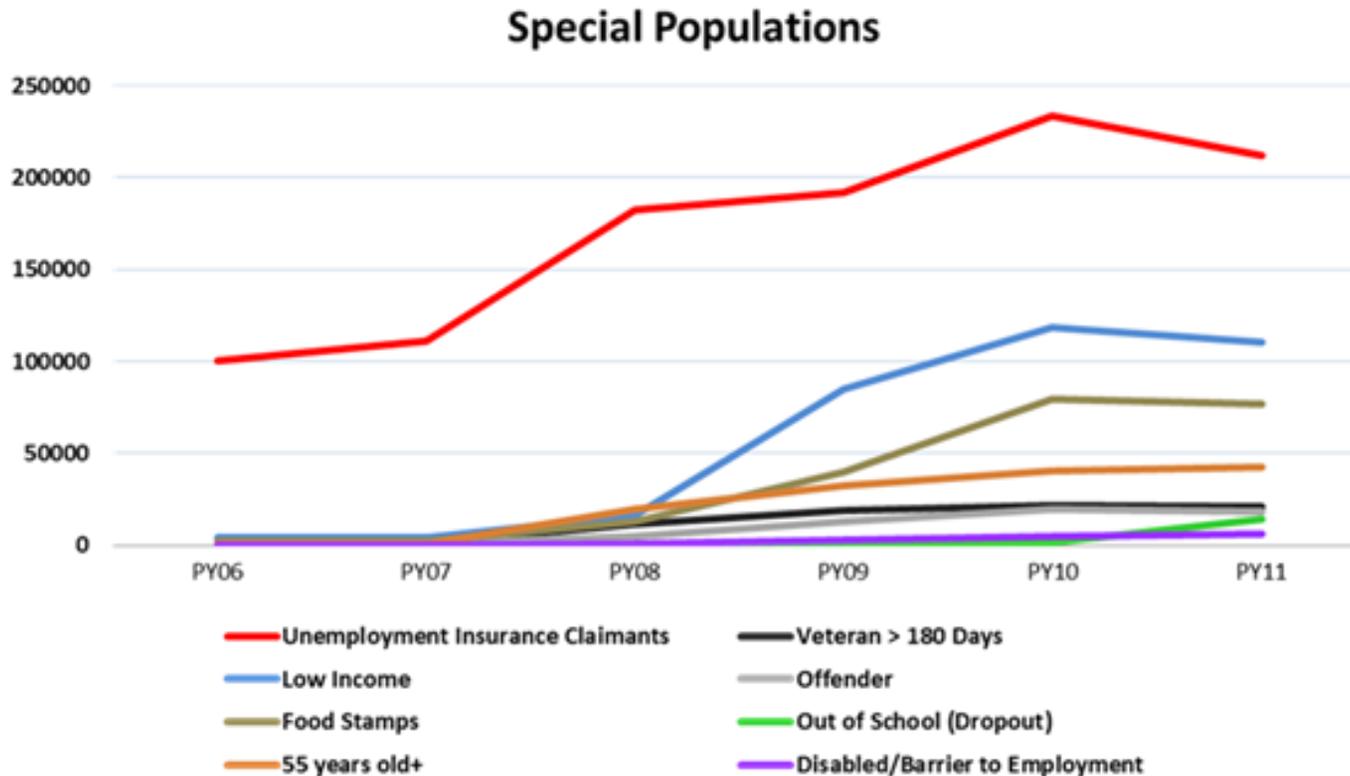
Since PY 2008, Oregon's continuing efforts to integrate service delivery have focused on creating a common customer between program areas, specifically WIA Title IB and Wagner-Peyser Employment Services. To that end, many elements of customer registration and program eligibility determination have been (re)designed to ensure that every customer has access to as many available resources as he or she is eligible to receive.

Additionally, Oregon is continuing its efforts to align services across programs. This includes developing standardized names and common definitions for services and activities and designing integrated service performance goals based on that work. To date, WIA Title IB Adult and Dislocated Worker programs have completed these efforts, and work continues on Wagner-Peyser Employment Services, Trade Act Services, Veterans Services, and WIA Youth Services and Activities.

Shared customers mean more services to those who need them

Many Oregonians face multiple barriers to employment. Whether economic, educational, physical, or some combination, these barriers can limit an individual's ability to become self-sufficient. Integrated services open the door to a wide variety of tools to help these individuals knock down barriers to employment.

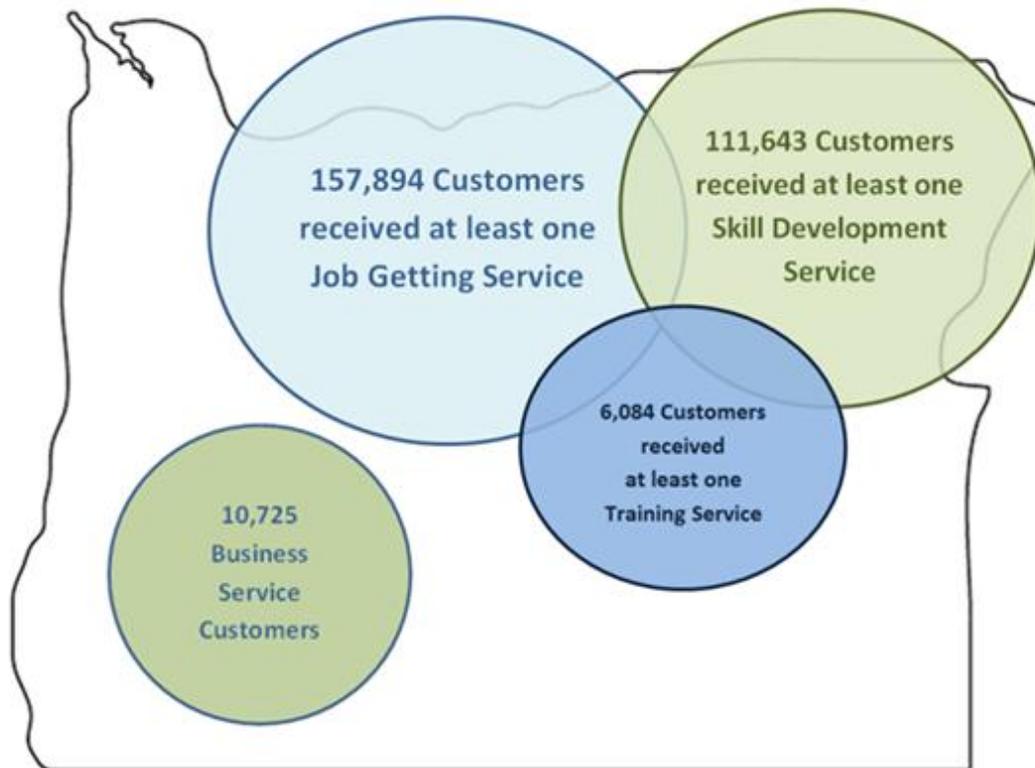
Integrated service delivery and common registration began in Program Year 2008. This graph illustrates the increase in the number of WorkSource Oregon customers* in specific demographic groups who are being served by multiple programs.



**Note that each of the categories is distinct and individual customers may be included in multiple categories. All categories except "Unemployment Insurance Claimants" are based on customer self-identification/attestation.*

WorkSource Oregon Services Received

Today, WSO staff are serving more Oregonians, in more ways, than ever before. Services are delivered in 47 WSO affiliated facilities across the state. A variety of services are offered, including skill training resources, workshops, and tools designed to help Oregonians find a new or better job in today's competitive job market.



The numbers on this map represent “unduplicated” service counts – i.e., a customer is counted only *once* in each category, regardless of the number of services they receive. Individual customers may be included in more than one category.

Combining categories and multiple services received by the same customer, WorkSource Oregon delivered over

750,000

Job Getting, Skill Development, and Training services in PY 2011.

Integrated Services Means Higher Job Placement

By offering a full menu of integrated services, WorkSource Oregon is able to address multiple needs of the job seeker. A large measure of effectiveness in the Workforce Investment Act and Wagner-Peyser programs is employment and job retention. Results of this more integrated approach to service delivery and job placement include:

- **93%** of customers that received a Skill Development or Training service also received assistance in finding work
- **81%** of WIA participants who entered employment have retained employment six months later

State and Local Area Support of Integration and Cross-program Strategies

System innovation requires the development of governance and accountability structures that will inspire continuous improvement and focus on results. Oregon's integrated model of service delivery is supported by state policies and administrative systems through the issuance of WSO Joint Policies – an innovative process that uses a single guidance document for multiple programs or partners. Currently, WSO Joint Policies include the following topics:

- Compass Policy for Alignment and Integration
- Confidentiality and Access to Information and Data
- Data Validation and Documentation Requirements
- Eligibility (WIA Title I-B, Dislocated Worker, and Wagner-Peyser Act)
- Integration Performance Measures
- Joint Policy Development and Issuance
- Menu of Resources
- Priority of Service for Veterans
- Program Participation and Exit
- Standardized Skill Assessment

A complete list of WSO Joint Policies can be found at http://www.worksourceoregon.org/state-workforce-board/about-oregons-workforce-investment-board/rules-and-policies/cat_view/315-integration-public/317-policies-procedures-public?limitstart=0

To facilitate effective two-way communication with Local Workforce Investment Areas at the practitioner level, Oregon has formed the WIA State and Local Area Advisory Workgroup, which provides a team approach for discussing and providing WIA program feedback on:

- Policy and Procedures
- Integrated Service Delivery
- Data Management and Reporting
- Program Eligibility
- Related Compliance Issues

Going forward, the state and local delivery systems will continue their commitment to sustaining and strengthening the Integrated Service Delivery model and expanding it to include other federal, state, and local programs and partners.

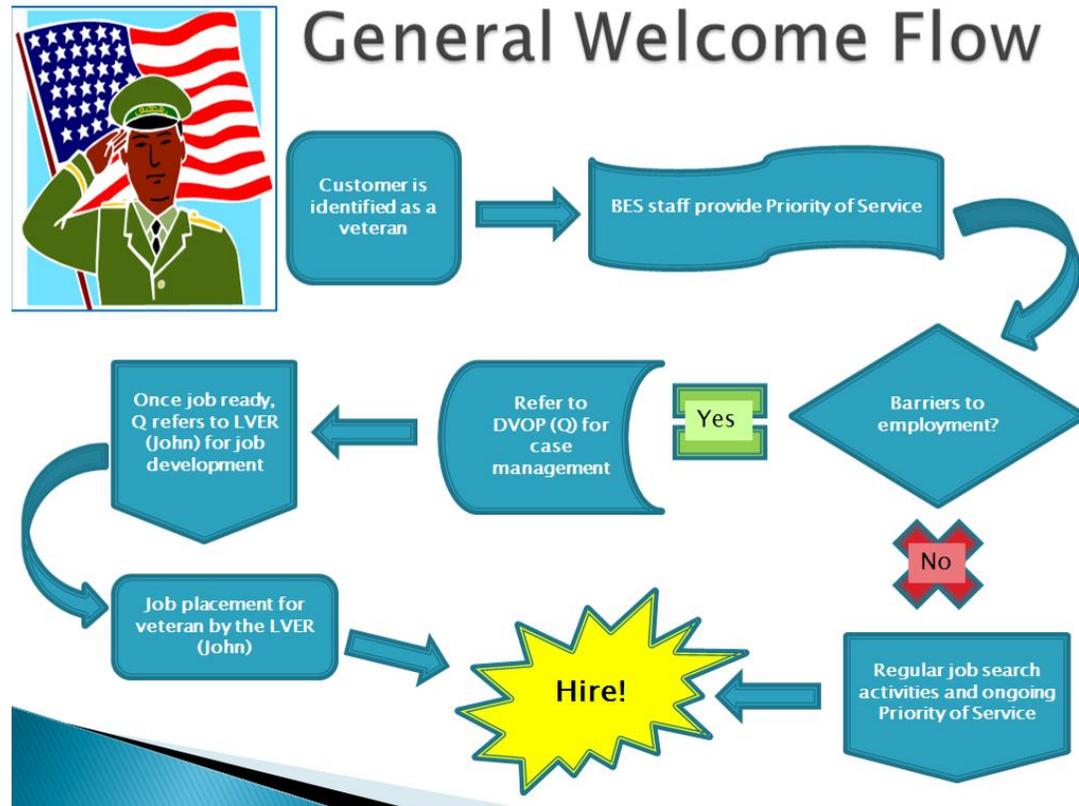
Serving Veterans

During Program Year 2012, the Oregon Employment Department's Veterans' Program initiated several activities expanding services to Veterans including activities related to the national Veterans Opportunity to Work (VOW) Act:

Priority of Service: This requirement for Priority of Service was originally mandated by Public Law 107-288, the Jobs for Veterans Act, enacted in November 2002. Priority of Service means that veterans and eligible persons "move to the front of the line" for training and employment services provided under the Workforce Investment Act. During this year, the Oregon Employment Department and the Oregon Department of Community Colleges and Workforce Development jointly developed and distributed a new Statewide Policy that directed state and local workforce areas to develop specific procedures for implementing Priority of Service.

All of the WorkSource Oregon offices have visible signage that alerts veterans that they have priority in service provision. WorkSource Oregon local offices created customer work flows that provided for ways to identify veterans at the point of entry to aid in making services to the veterans a priority. One office even created a special resource room just for veterans. Central office staff monitor the field offices to ensure that all efforts are made to implement the Priority of Service provision.

This graphic illustrates the general/typical service "flow" for a veteran at a WSO location.



Oregon's *Priority of Service for Veteran's* policy can be found at http://www.worksourceoregon.org/state-workforce-board/about-oregons-workforce-investment-board/rules-and-policies/cat_view/315-integration-public/317-policies-procedures-public?limitstart=0

Gold Card Program: In 2011, President Obama announced a comprehensive program to lower veteran unemployment and ensure service members leave the military "career ready". This plan included the availability of a "Gold Card" for Post 9-11 era veterans. The program is provided at all WorkSource Oregon offices and allows these veterans to receive enhanced job seeker services including case management for six months, skills assessment, career guidance, and job search assistance and other intensive services. All WorkSource Oregon Veteran's Representatives received training through DOL webinars and at a statewide training conference.

OED and CCWD staff continue to work together to develop strategies to implement, monitor, and improve the program throughout the WorkSource Oregon offices. WorkSource Oregon staff continue to ensure that veterans are apprised of the Program and receive the services they need. The offices also monitor the progress of individual veterans through the iMatchSkills® program. The OED provides a monthly progress report to the DOL on new veterans enrolled in the program and the services they have received. This remains an ongoing project for WorkSource offices.

THE UNITED STATES DEPARTMENT OF LABOR

GOLD CARD

SERVICES FOR POST 9/11 ERA VETERANS

The One Stop Career Centers are ready to provide you intensive services for up to a six month period through an exciting array of career and supportive services to include:

- Case management
- Skills assessment and interest surveys
- Career guidance
- Job search assistance

★ ★ ★

HOW TO ACCESS GOLD CARD SERVICES?

- Information about Gold Card Services can be found at www.dol.gov/vets/goldcard.html.
- Locate your nearest One Stop Career Center by going to America's Service Locator www.servicelocator.org or by calling Toll-Free 1-877-US2-JOBS (1-877-872-5627) TTY: 1-877-889-5627.
- Once a One-Stop Career Center has been located, go there and present this Card.
- Information about other services and benefits can be found at www.ebenefits.va.gov/ and www.nationalresourcedirectory.org.

Eligible Veterans will receive priority of service in all Department of Labor funded employment and training programs

DEPARTMENT OF LABOR
UNITED STATES OF AMERICA
November, 2011

Military Partnerships: The Veterans' Program continues its close collaboration with military and veteran organizations to reach out to veterans and employers with the goal of improving veteran's job prospects. The OED, Oregon Military



2013 Hiring Our Heroes Regional Veterans Event – Oregon and SW Washington
Veteran's Memorial Coliseum
 1401 N. Wheeler, Portland, OR 97227
 November 14th, 2013

HIRING FAIR: 10:00 AM-2:00 PM
EMPLOYMENT WORKSHOP: 9:00 AM

This Call of Duty Endowment/American Legion co-sponsored hiring event is being conducted by the U.S. Chamber of Commerce Foundation, the Department of Labor Veterans' Employment and Training Service (DOL VETS), the Oregon and Washington Committees for the Employer Support of the Guard and Reserve (ESGR), the U.S. Department of Veterans Affairs, WorkSource Oregon, WorkSource Washington, NBC News, and other local partners.

| | |
|--|--|
| EMPLOYERS Must register for FREE at HOH.Greatjob.net | JOB SEEKERS Register for FREE at HOH.Greatjob.net <small>to guarantee admission. Walk-ins welcome but space not guaranteed.</small> |
|--|--|

A workshop for veterans and other military job seekers that focuses on resume writing, tips for successfully navigating hiring fairs, military skill translation, and interviewing will start at 9:00 am in The Fountain Room. To register for the Hiring Our Heroes Employment Workshop, visit hohworks.eventbrite.com/

For registration questions, please contact us at hiringourheroes@uschamber.com or call 202-463-5807.



HIRINGOURHEROES.ORG

monster | Military.com is the official online partner for Hiring Our Heroes | Find Hiring Our Heroes online: [f](#) [t](#) [in](#) [+](#)

Department, the Employer Services for the Guard and Reserve (ESGR), the Department of Defense (Yellow Ribbon Reintegration Program), and the USDOL meet monthly to jointly plan for activities and programs for both exiting National Guard and Reserve Members (Army and Air) as well as other veterans. These programs include career and job fairs, outreach to military installations, and promoting employment to individual businesses and business organizations.

Other Veteran Program Services: The Oregon Employment Department receives a grant from the US DOLVETS to provide employment and training services by Disabled Veteran Outreach Program (DVOP) specialists and Local Veteran Employment Representatives (LVERs).

The DVOPs provide intensive services to individual veterans, including comprehensive assessments, in-depth interviewing, group and individual career coaching, short-term pre-vocational services, and development of an individual employment plan (IEP). These intensive services are provided to veterans who have significant barriers to employment to assist them with achieving or retaining employment.

LVERs contact individual businesses and business organizations to promote opportunities for employment for veterans as well as cultivate job development opportunities for veterans. LVERs work closely with the Oregon Employer Council, local Societies of Human Resources Management (SHRMs) and individual large businesses (i.e. NIKE, INTEL, Columbia Sportswear, etc.) to encourage recruitment and retention of veterans.

Performance Metrics: The Oregon Employment Department annually negotiates performance outcomes for Veteran Services with the US Department of Labor, Veterans Employment and Training Services (DOLVETS). These measures track several outcomes for veterans; entered employment rates, employment retention rates, and average wages. New outcome measures were added for Program Year (PY) 2013. They include “Intensive Services Provided to Individuals by DVOPs” and “Total Veterans and Eligible Persons Served by DVOP”. These measures were included as part of a new policy requirement instituted by the DOLVETS.

The following table provides the results of the latest Performance Measures (Q3 2012) compared to the Negotiated Measures. Of these measures, 11 of 12 meet or exceed the Expected Outcomes.

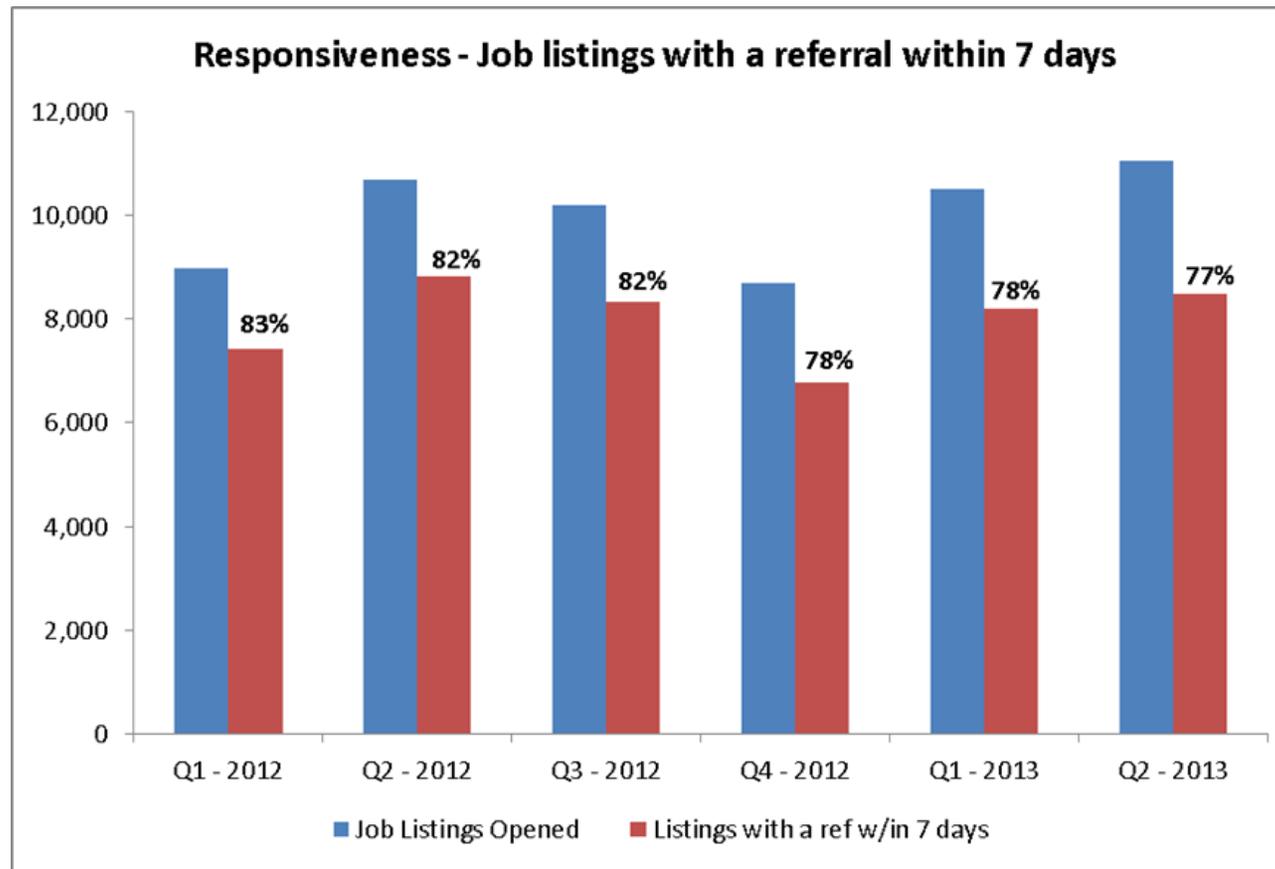
| Performance Targets for Jobs for Veterans State Grant Funded Staff | | |
|---|----------------|--------------------------|
| DVOP: | 3d Q 12 | PY11 Oregon Goals |
| Disabled Veterans EER* | 43% | 40% |
| Disabled Veterans ERR** | 78% | 77% |
| LVER: | | |
| Recently Separated Veterans EER | 45% | 42% |
| Recently Separated Veterans ERR | 76% | 79% |
| DVOP/LVER Consolidated: | | |
| Veterans EER - Weighted | 51% | 46% |
| Veterans ERR | 79% | 79% |
| Veterans Average Earnings (AE) | \$14,821 | \$14,000 |
| Performance Targets for One-Stop Services for Veterans | | |
| One-Stop Services for Veterans | 3d Q 12 | PY11 Oregon Goals |
| Veterans Entered Employment Rate (EER) | 48% | 44% |
| Veterans Employment Retention Rate (ERR) | 80 % | 80% |
| Veterans Average Earnings (AE) | \$15,741 | \$14,000 |
| Disabled Veterans EER | 44% | 42% |
| Disabled Veterans ERR | 81% | 78% |
| Disabled Veterans AE | \$16,808 | \$13,000 |



Serving Business – Responsiveness

In today's fast-paced business environment, the faster WSO can provide employers with quality, qualified applicants, the better it is for the business – and the job seeker.

WorkSource Oregon's Integrated Service Performance Goals include several measures focused on services to businesses, including measuring the timely referral of applicants to open job listings. The chart below shows both the number of job listings opened (per calendar quarter), and the percent and number of those listings to which a referral was made within seven days.



Note: The vertical axis includes numerical values for comparison purposes.

While percentages have decreased slightly, overall quantities have increased.

Serving Business – Exclusive Recruitment

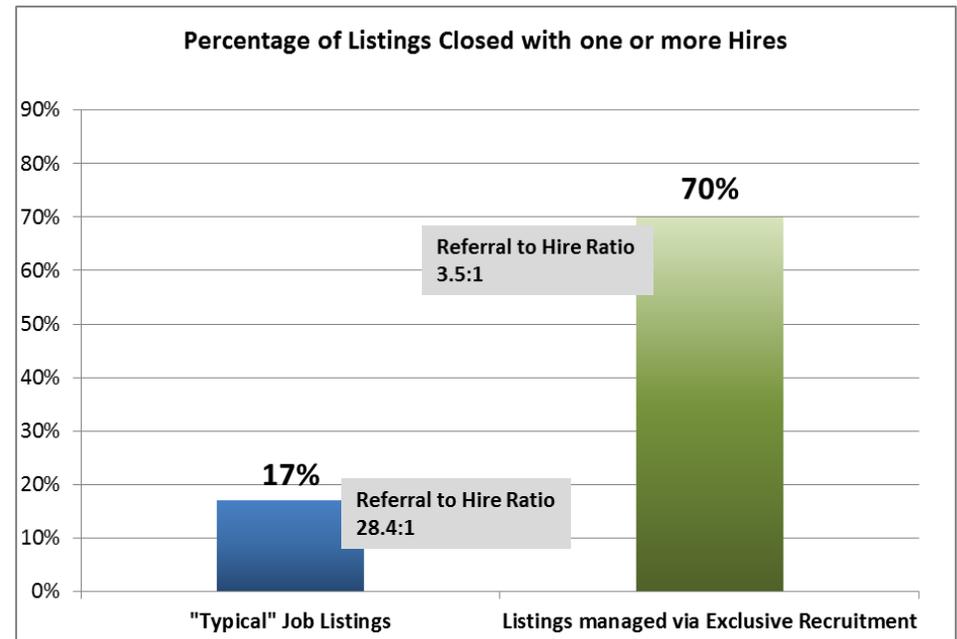
The Oregon Employment Department's mission is to "Support Business and Promote Employment". To achieve this goal, it is important to measure and evaluate how quickly and effectively OED can connect employers to job seekers and fill their openings.

The Exclusive Recruitment Model focuses on strengthening and maintaining existing employer relationships, rather than securing more job listings. The model's purpose is to better assist those businesses that currently use OED's services, so that they will tell other employers about the great help they received. Word-of-mouth advertising is one of the best ways to increase the demand for the services we offer.

Exclusive Recruitment makes a promise to the employer that only a small number of qualified candidates will be referred, which helps promote the perception that WSO is more than just a place to list jobs. The goal of this effort is to "guarantee" to the employer that every referral made would be a job seeker that the employer would be comfortable hiring. In return for this level of service, the employer must also commit to posting their position only with the Oregon Employment Department and refer all potential candidates to their local WorkSource office for screening.

In order for this method of serving employers to be successful, a team effort is required; the entire staff in a One Stop Center must work together to help job seekers become job ready.

OED's goal is to expand this model and its successes across all of Oregon's One Stop centers.



This chart compares the results for "typical" OED job listings to those listings that are managed using the Exclusive Recruitment model.

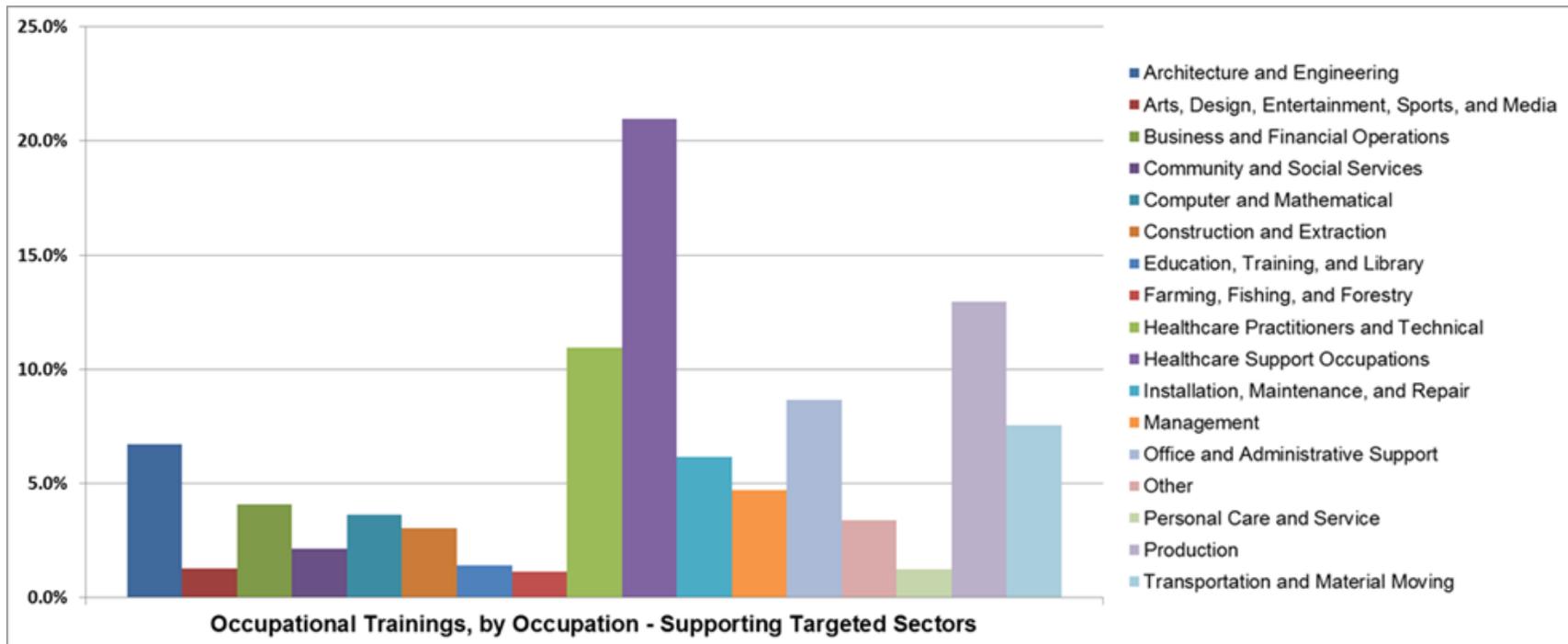
Note that the Exclusive Recruitment model has both a **lower** referral to hire ratio and a **higher** percentage of listings closed with one or more hires.

Exclusive Recruitment looks like a win/win scenario for businesses and job seekers alike!

Occupational Trainings by Occupation

Occupational training helps businesses by elevating the abilities of their workers so they are better able to compete in the global economy. Occupational Skills Training is a specific subset of training services – it does not include internships, short-term vocational or pre-vocational services, basic computer literacy and other skill development services.

As work continues, WSO hopes that ongoing efforts to align the data that tracks services by *occupation* and the data that tracks services by *industry* will result in better tools and analysis to support the targeted sectors identified in the Oregon state plan.



What does this chart show? *Of the customers who received occupational training services over the past program year, the percentage of total customers who were trained in a specific occupational field.*

National Career Readiness Certificate (NCRC) and Certified Work Ready Communities (CWRC)

Oregon's Governor has identified the NCRC as one of his administration's key workforce development strategies. The program has evolved from a regional pilot phase in 2009-10 to its current phase of statewide implementation in 2011-12. Currently, CCWD is collaborating with the seven LWIBs who have convened local partners, including OED, community colleges, and economic development organizations, to deliver NCRC testing in each workforce region. WorkSource Oregon centers have been designated as the primary "front door" to the NCRC program for employers and job seekers.

The NCRC is now the key foundational piece of Oregon's Certified Work Ready Communities Initiative, and is a key component of the OWIB strategic plan. Counties began the CWRC certification process in January 2013. CCWD is the lead agency at the state level, and Oregon's seven LWIBs operationalize the initiative and convene numerous partners locally to achieve certification. These partners include OED, DHS, local economic development, K-12, community colleges, and business.

Implementing the NCRC and CWRC initiatives has resulted in:

- More than **27000 certificates awarded to job seekers**
- Receipt of approximately **1200 Letters of Support from Oregon employers**
- Establishment of a CWRC Sub-Committee of OWIB comprised of private and public sector leaders to guide the growth of CWRC and NCRC
- Improved, more robust and user friendly website including promotional & training materials

The NCRC is also part of the **Back to Work Oregon** program, designed to help recovering Oregon companies fill more job vacancies while helping Oregonians get back to work sooner – addressing both the needs of businesses for skilled workers and the needs of Oregonians to have job-specific, certified, transportable skills. CCWD oversees and manages the program from the state level, and Oregon's seven LWIBs operate the program locally.

The Back to Work Oregon program consists of two components:

- On the Job Training (OJT) – a "hire-first" program that reimburses a company for the cost of training a new employee. A rigorous training plan is put into place by the company, which leads to employee retention of that job. The employee becomes a taxpayer by drawing a paycheck during training and beyond.

- NCRC – demonstrates that an individual has the foundational skills necessary to succeed in the training plan and on the job, while providing the individual with a portable credential for future career growth.

The Back to Work Oregon program was resourced with a \$3.4 million investment from Oregon’s general fund to place **663 Oregonians into long-term jobs**; Local Workforce Investment Boards matched the investment ...putting an **additional 662 unemployed Oregonians back to work** using local federal and non-federal resources.

For more information about the NCRC in Oregon, including press releases and success stories, visit www.OregonNCRC.org.



State Energy Sector Partnerships (SESP)

The State Energy Sector Partnership (SESP), also known as the Governor's Green Jobs Council DOL grant, has ended. The state of Oregon SESP (sub)contracts with program providers throughout the state ended on June 30, 2013, and cohorts have completed training.

The grant allowed for planning on a statewide level of how workforce and training could assist with growing green jobs in Oregon. Oregon **enrolled 1,528 people into green sector training, which was 22% over goal.**

During the time the grant was in effect, relationships were forged between training providers, businesses, and workforce staff, who have a sustainable plan now that the grant has ended. Oregon is now working towards the goals of the SESP sustainability plan submitted in December (2012) and conversations continue concerning green business structure in the state of Oregon.

Outcome numbers are still being submitted but, to date, of the 1,528 total enrolled participants:

- 1592 portable industry credentials or certificates were awarded
- 1517 individuals entered training
- **1186 have completed training**

Additionally, of the 1186 that have completed training

- **768 individuals have entered unsubsidized employment**, and
- 555 individuals have entered some type of training related employment – with over **72% of these retaining their positions over the past two quarters.**

A green jobs related publication, *Green Jobs in Oregon: Industries, Occupations, Training, Wages, and Projections* is available at:

<http://www.qualityinfo.org/pubs/green/greening.pdf>

Social Media and Online Presence

As part of the efforts to share and publicize these successes, WSO partners are using innovative communication tools including project-specific websites, dedicated YouTube channels, and other social media and electronic delivery methods. Throughout this report you will find links to related reports, online videos and testimonials, and other WorkSource Oregon accomplishments.

Facebook, YouTube, and Twitter

WSO has its own Facebook page, YouTube channel, and Twitter feed, used to announce Job Fairs, Employer Recruitments, Veterans' events, new job listings and other information.

For more information: <http://www.facebook.com/worksourceoregon?sk=wall>

PERFORMANCE

CCWD has a long history of working with and supporting local efforts to meet and exceed state, federal or local performance measures. Performance measures are an integral part of CCWD's work and are incorporated into the services provided through community colleges, the federal WIA Title IB and Title II programs, and Carl D. Perkins Vocational and Technical Education programs.

Federal performance measures include the US Office of Management and Budget common measures that now affect WIA Title IB, WIA Title II, and Carl D. Perkins programs.

Oregon met or exceeded all WIA performance targets for PY 2012, and submitted WIA performance tables to DOL/ETA in fall 2013.

Cross-program Measures and Reporting

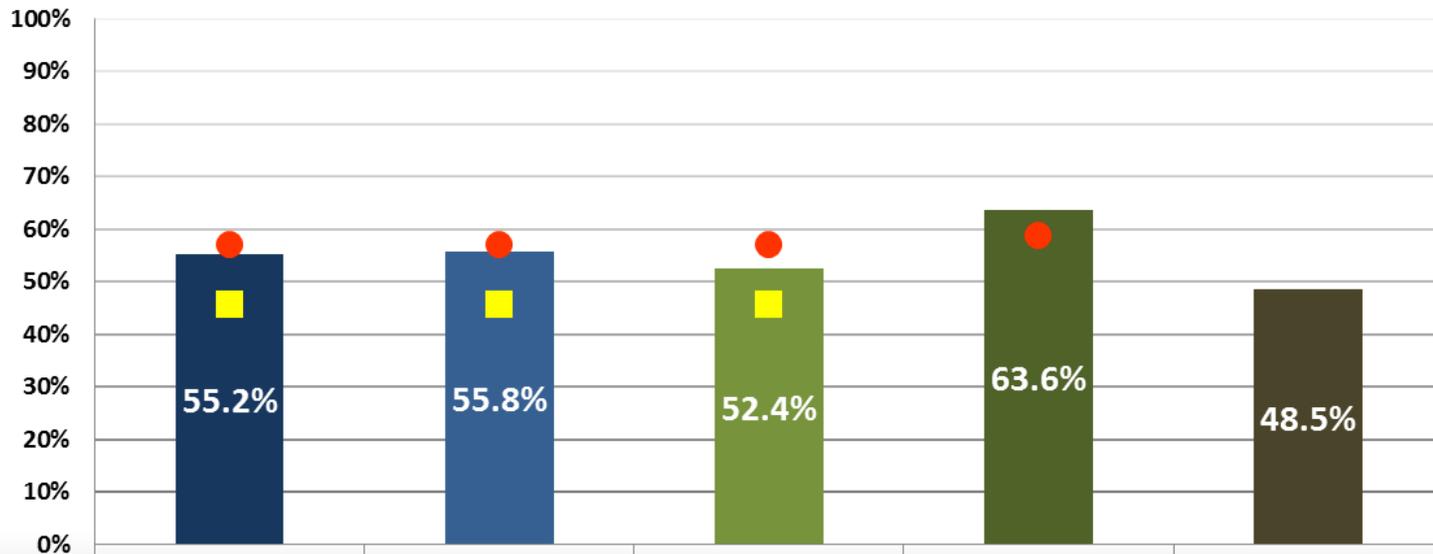
Oregon's emphasis on creating a "shared customer" across programs and integrating service delivery has had numerous effects on service tracking and performance reporting. Most notable are:

- An overwhelming increase in the number of customers served by multiple programs – which affects percentage-based performance
- The negotiation between state and federal agencies of shared performance targets between WIA Title IB and Wagner-Peyser employment services – while each program cohort will have different total denominators, the target number(s) for Entered Employment, Employment Retention, and Average Earnings will be the same for WIA Adults and Dislocated Workers and Wagner-Peyser customers
- Creation of a cross-program performance report that includes the measures and programs in the preceding bullet, plus performance results for Trade Act, Veterans and WIA Youth participants

Charts on the following pages illustrate our cross-program reporting and include PY 2012 performance targets and results by program.

Each of the first three charts displays an individual performance measure across all programs to which it applies; the final chart displays all performance measures that apply to the WIA Youth program.

PY 2012 Entered Employment Rate by Program



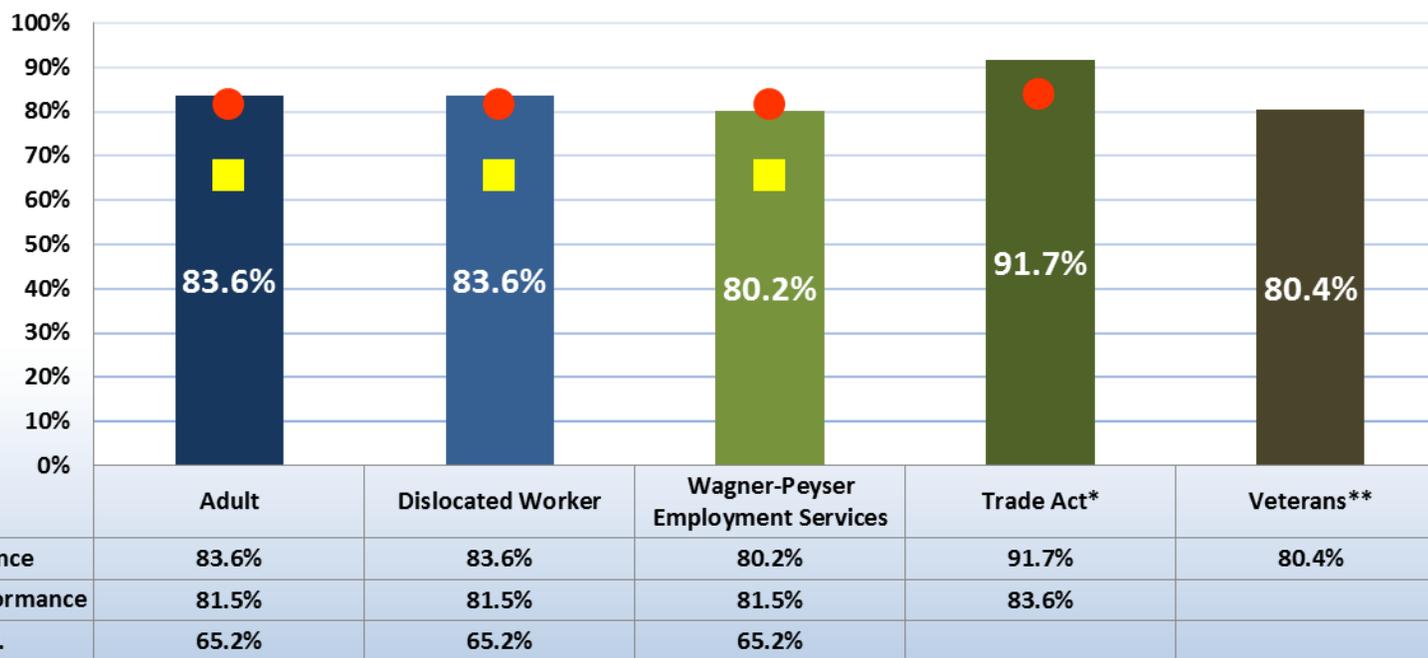
| | Adult | Dislocated Worker | Wagner-Peyser Employment Services | Trade Act* | Veterans** |
|------------------------|-------|-------------------|-----------------------------------|------------|------------|
| Actual Performance | 55.2% | 55.8% | 52.4% | 63.6% | 48.5% |
| Negotiated Performance | 57.0% | 57.0% | 57.0% | 58.9% | |
| 80% of Neg. Perf. | 45.6% | 45.6% | 45.6% | | |

Negotiated Performance: The rate negotiated with U.S. DOL. All programs except Veterans' qualify as meeting performance if the actual rate is within 80% of the negotiated rate.

*Trade Act performance levels are for the reporting period ending December 31, 2012. Performance levels for the reporting period ending March 31, 2013 are not available as of this publication. *Note:* Trade Act does not have the 80% performance threshold that is available to WIA and W-P.

** Negotiated performance levels for Veterans' programs have not been established for this reporting period.

PY 2012 Employment Retention Rate by Program



Negotiated Performance: The rate negotiated with U.S. DOL. All programs except Veterans' qualify as meeting performance if the actual rate is within 80% of the negotiated rate.

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PY 2012 Average Earnings by Program



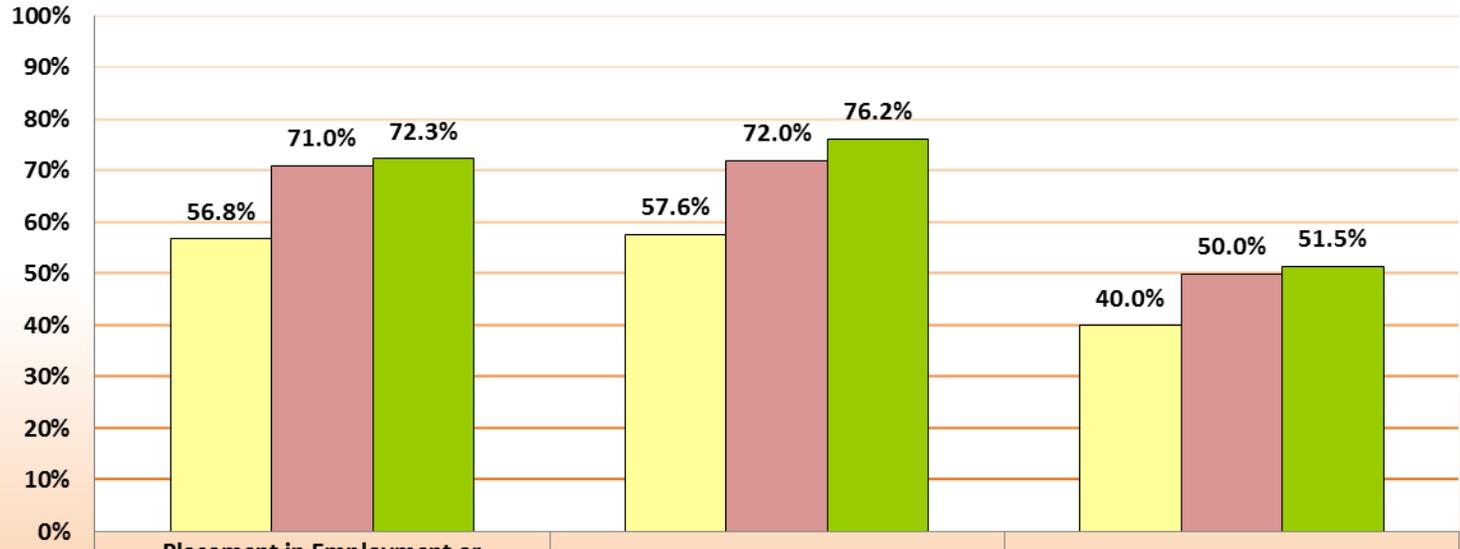
| | Adult | Dislocated Worker | Wagner-Peyser Employment Services | Trade Act* | Veterans** |
|--------------------------|-------------|-------------------|-----------------------------------|-------------|-------------|
| ■ Actual Performance | \$13,822.00 | \$14,143.00 | \$13,414.00 | \$13,660.00 | \$15,741.00 |
| ● Negotiated Performance | \$13,750.00 | \$13,750.00 | \$13,750.00 | \$13,660.00 | |
| ■ 80% of Neg. Perf. | \$11,000.00 | \$11,000.00 | \$11,000.00 | | |

Negotiated Performance: The rate negotiated with U.S. DOL. All programs except Veterans' qualify as meeting performance if the actual rate is within 80% of the negotiated rate.

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** Negotiated performance levels for Veterans' programs have not been established for this reporting period.

PY 2012 WIA Youth Program Performance (Ages 14-21)



| | Placement in Employment or Education | Attainment of a Degree or Certificate | Literacy and Numeracy Gains |
|------------------------|--------------------------------------|---------------------------------------|-----------------------------|
| 80% of Neg. Perf. | 56.8% | 57.6% | 40.0% |
| Negotiated Performance | 71.0% | 72.0% | 50.0% |
| Actual Performance | 72.3% | 76.2% | 51.5% |

Negotiated Performance: The rate negotiated with U.S. DOL. All programs except Veterans' qualify as meeting performance if the actual rate is within 80% of the negotiated rate.

This chart layout differs from the preceding pages in that all measures for the WIA Youth program are displayed on a single chart.

Satisfaction Surveys

Oregon conducts two primary customer satisfaction surveys of job seekers and businesses that use WSO services. These surveys provide an opportunity to rate the overall quality of provided services. Each survey considers six factors: timeliness, ability to provide services correctly the first time, helpfulness, knowledge and expertise of staff, availability of information, and overall quality of services.

The **Customer/Job Seeker Satisfaction Survey** is automated and sent by email to participants who have completed the “Welcome Process” within the previous 30 days and provided an email address during registration. The survey is distributed monthly to approximately 9,000 participants with a response rate of just over 14 percent. The total number of respondents for PY 2012 was 15,430.

| % Good or Excellent | Question |
|---------------------|---|
| 86.9% | How do you rate the timeliness of the services provided by WorkSource Oregon? |
| 86.2% | How do you rate the ability of WorkSource Oregon to provide services correctly the first time? |
| 87.7% | How do you rate the helpfulness of WorkSource Oregon employees? |
| 86.1% | How do you rate the knowledge and expertise of WorkSource Oregon employees? |
| 84.3% | How do you rate the availability of information at WorkSource Oregon? |
| 85.2% | How do you rate the overall quality of services provided by WorkSource Oregon? |

The **Business Satisfaction Survey** is conducted by telephone and employers are contacted after they close a job listing. The survey is conducted using a convenience sampling method. In PY 2012 nearly 500 surveys were conducted. The number of attempted surveys and response rate are not currently tracked. OED is in the process of automating this survey with a planned release date of January 2014.

| % Good or Excellent | Question |
|---------------------|---|
| 96.7% | How do you rate the timeliness of the services provided by WorkSource Oregon? |
| 96.7% | How do you rate the ability of WorkSource Oregon to provide services correctly the first time? |
| 98.8% | How do you rate the helpfulness of WorkSource Oregon employees? |
| 97.0% | How do you rate the knowledge and expertise of WorkSource Oregon employees? |
| 96.5% | How do you rate the availability of information at WorkSource Oregon? |
| 96.4% | How do you rate the overall quality of services provided by WorkSource Oregon? |

PROGRAM EVALUATION

Oregon continues to evaluate the impacts of the workforce system. Initiatives include a renewed interest in further developing Oregon's long-standing system wide performance measurement system and data warehousing, continued emphasis on WIA performance analysis and improvement, increased efforts to implement the WIA common measures, and an initiative by the OWIB to track the implementation of its strategic plan.

The state has undertaken or plans to undertake the following efforts in the area of program evaluation:

Transforming Oregon's Workforce System

In June 2012, the Oregon Workforce Investment Board, (OWIB) adopted a 10-year plan, *Oregon at Work*. Today, state agencies that administer workforce programs are working together with the OWIB, the Governor's Office, and the Department of Administrative Services (DAS) to better align and integrate the workforce system to deliver on the Governor's charge. View the 10-year plan here: [WS025_0812.pdf](#)

Oregon Governor John Kitzhaber's vision is that:

Oregon has a diverse and dynamic economy that provides jobs and prosperity for all Oregonians.

In June 2013, Governor Kitzhaber issued an executive order directing the re-chartering of state and local workforce investment boards. In addition, the executive order directs state agencies with workforce development programs to work together and develop a plan to better align state services in support of the re-chartered boards. View the executive order here: http://www.oregon.gov/gov/docs/executive_orders/eo_13-08.pdf

These alignment efforts will involve extensive program evaluation, stakeholder input, and strategic planning and implementation activities. The full extent of recommended and approved changes is not known at this time, but a framework for redesign should be in place by fall 2014. An update on these transformational efforts is planned for the PY 2013 WIA Annual Report Narrative.

Other Evaluation Efforts

- 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. Performance Reporting Information System (PRISM), Oregon's cross-system outcomes accountability system, gathers demographic data on customers served by nearly all workforce partners, assuring that any particular customer group can be broken out, whether a by racial/ethnic minority status, age group, or educational attainment level. These system-wide performance data are available at www.prism.state.or.us.
- Oregon is increasing the emphasis on developing the "next generation" data system. Efforts include connecting with a planned data warehouse for Oregon's K-20 education system, a desire for more flexible reporting on system wide data, and warehousing data for the reporting of common measures for federal compliance.
- Annual quality assurance reviews address multiple aspects of program compliance and program improvement.
- Oregon's Labor Market Information System (OLMIS) continues to be responsive to state and local Workforce Investment Board needs by supplying information and analysis that assists with evaluation initiatives. Recent studies have included job and industry growth analysis, industry cluster analysis, studies of the occupational needs and growth of various industries and industry groupings, prioritization of occupations for training, green jobs surveys, employer vacancy surveys, and local/regional profiles; all of these assist in the evaluation of the effectiveness of workforce programs in the state and in developing more targeted and effective programming. OLMIS reports can be found at: <http://www.qualityinfo.org/olmisj/OlmisZine?zineid=00000013>

Finally, it must be noted that although program evaluation is required, the loss of the statewide activities funds will not allow Oregon to continue to carry out any form of robust program evaluation in the future.

Cost of workforce investment activities relative to the effect of the activities on the performance of participants.

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

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

Information on participants in the workforce investment system

Participant information for PY 2012 was provided in the WIA Title IB Annual Report Form (ETA 9091).

UNIFORM REPORTING

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

Although our common customer registration process enrolls customers in all of the W-P and WIA Adult programs for which they are eligible, both W-P and WIA services are still tracked separately.

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

Implementing and enhancing WOMIS requires ongoing analysis and research, extensive information technology programming and coding, statewide hardware and software changes, and continuing fine-tuning, enhancements, and troubleshooting.

User groups made up of state and local staff continue to monitor the MIS elements for consistency and needed changes. In addition to WOMIS, each Local Workforce Investment Area (LWIA) must use a management information system to record, track, and report on customer data for individuals participating in WIA-funded services and activities.

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

Discussions between CCWD and OWP spotlighted the benefits of a single statewide WIA customer tracking system. The OWP selected a system that they feel meets their individual and collective business need(s), and all LWIAs use a single MIS system statewide (I-Trac).

Customer demographic and service data is consolidated and checked for errors at the state level before being reported to DOL. At the state level, MIS elements are being reported uniformly, and Oregon's goal is standardization of reporting elements at the local level as well.

WAIVERS

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

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

and

Waiver to exempt the state from providing local incentive grants.

Oregon did not fund LWIA performance incentive grants, or additional assistance to local areas that have a high concentration of eligible youth, for PY 2012, due to reductions in federal funding. It is difficult to quantify exactly how the lack of these funds has affected local programs, staff, and customers, but undoubtedly local area flexibility and opportunities have been diminished.

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

The simplified performance management and reporting across systems allowed by this waiver has been instrumental in developing a fully integrated workforce system as the service delivery system now has the same outcome measures regardless of the agency and funding source. The simplification has reduced the administrative burden, freeing up funding

to serve more participants. The ability for the system to focus on common measures has allowed local boards to hold providers accountable to more relevant and easily understandable measures. It has also simplified the job of the line workers allowing them to serve Oregonians more effectively.

Waiver to permit local areas to use a portion of local Adult and Dislocated Worker funds for Incumbent Worker Training. The LWIA that comprises Polk, Marion and Yamhill counties has put this flexibility to good use, as illustrated by the following comments:

The Mid-Willamette High Performance Consortium began in 2006 to support the implementation of lean in manufacturing businesses throughout the region. The consortium's efforts have expanded to support any type of business that can benefit from lean training, although the focus remains manufacturing. The consortium meets quarterly and arranges a calendar of trainings, learning tours, set-up reduction exercises, lean certification workshops and forums with LEAN experts such as the Oregon Manufacturing Extension Partnership, Gary Conner, Mike Hoseus and Mike Rother.

Without the waiver to use Adult/Dislocated Worker funds for Incumbent Worker Training, the High Performance Consortium sponsored by Job Growers Incorporated (JGI) might not be in existence today.

The funds helped JGI keep up a schedule of consortium-sponsored learning tours and trainings that benefited area businesses, helped them weather the recession, and kept the High Performance Consortium sustained into the present. Because of the waiver and the ability to sustain the Consortium, [JGI was] able to apply for and receive a "Make it in America" grant that will help us further sustain and grow the Consortium.

Since January 1, 2012, here is how businesses have been helped to train and retain a skilled workforce:

- **26 trainings and workshops** were held
 - They were attended by **374 employees** from many area businesses
 - 12 of them were "set-up reductions" or "lean learning" tours, where the principles of lean manufacturing were put to work to help the host business improve production processes
- Other workshops and trainings included:
 - Handling and Recycling Dangerous Waste
 - Coaching Employees
 - Introduction to Conflict Resolution

-
- Motivating Employees in Difficult Times
 - Seven area businesses were able to complete extensive training projects that included a weeklong LEAN training with Oregon LEAN guru Gary Conner – training in reducing and eliminating waste, and supervisory training.

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

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

If the WIA is reauthorized, Oregon expects proposed changes to provide states with more flexibility to develop systems of more utility to states’ individual situations. Oregon’s stringent consumer protection laws for education programs make the quality assurance goal of the ETPL unnecessary and duplicative. In addition, the flexibility allowed through this waiver has helped Oregon develop career pathways programs that not only are nationally recognized but also provide WIA participants and other students, particularly working students, with options they would not otherwise have had.

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

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

Additional agency and organization information

Oregon Department of Community Colleges and Workforce Development (CCWD)

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

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

Oregon Employment Department (OED)

The mission of the Employment Department is to promote employment of Oregonians through developing a diversified, multi-skilled workforce, and providing support during periods of unemployment.

<http://www.oregon.gov/EMPLOY/pages/index.aspx>

Its mission is to:

- Support economic stability for Oregonians and communities during times of unemployment through the payment of unemployment benefits.
- Serve businesses by recruiting and referring the best-qualified applicants to jobs, and provide resources to diverse job seekers in support of their employment needs.
- Develop and distribute quality workforce and economic information to promote informed decision making.

The Oregon Workforce Investment Board (OWIB)

The Oregon Workforce Investment Board is the overall advisory board to the Governor on workforce matters. The OWIB is made up of leaders representing private sector businesses, labor, state, local governments, and government agencies. A majority of the nearly 40 members represent the private sector. One of the chief duties of the OWIB is to assist the Governor by developing a five-year strategic plan for Oregon's comprehensive workforce system.

<http://www.worksourceoregon.org/state-workforce-board/about-oregons-workforce-investment-board>

Oregon Workforce Partnership (OWP)

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

Through OWP, the LWIBs work together to:

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

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

Find OWP and WSO success stories at: http://oregonwfpartnership.org/?page_id=6

Find interviews and testimonials from businesses that have benefitted from a relationship with OWP and WorkSource Oregon at OWP's YouTube channel: <http://www.youtube.com/user/betterskillsforOR?feature=mhee>

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



WORKSOURCE

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Oregon Department of Community Colleges and Workforce Development

<http://www.oregon.gov/CCWD/>



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