



Strategic Plan

2014 – 2019

Support Business – Promote Employment

What is in this document?

The following pages contain the mission, guiding principles, goals, and objectives for the Oregon Employment Department over the next five years: 2014 to 2019. An action plan containing activities, timelines, and results is also included.

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Introduction

The Oregon Employment Department (OED) is focused on helping Oregonians find meaningful employment that meets the needs of businesses in today's economy.

Whether providing support during periods of unemployment, assisting job seekers with skill development and job searches, providing customized recruiting services for employers, or developing quality labor market information for workforce and economic decision making, OED is committed to delivering solutions.

OED is a key partner in Oregon's workforce system. Together with other state agencies and Local Workforce Investment Boards, OED provides services to job seekers, employers, and a range of other customers.

Oregon's Workforce Today

Oregon's economic situation improved in 2013 as employers began adding jobs at the fastest rate since the housing boom fueled job growth in 2006. Oregon's job growth is now faster than the nation and most other states. Continued job growth has helped lower the unemployment rate below the state's historical average.

The recovery has not been even across the state with much of the job growth concentrated in the Portland area, the Willamette Valley, and along the Columbia Gorge. Many rural areas of the state continue to have high unemployment and little job growth. Unemployment rates are higher than the statewide average in the southern, central and eastern regions of the state, while job growth continues to be slow along the coast and in Eastern Oregon.

Many Oregonians struggle to find meaningful employment even as the job situation improves. This is particularly true among targeted job seeker populations. Unemployment rates are higher for some of Oregon's communities of color. For example, racial minorities face unemployment rates that are much higher than the overall rate.

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The large number of long-term unemployed Oregonians is another example of the uneven recovery. Although the number of short-term unemployed is back down to levels seen prior to the recession, the number who have been unemployed for longer than six months remains high. As of early 2014, more than 44,000 Oregonians were long-term unemployed. People unemployed for a long period have an especially difficult time finding work.

The number of people who are under-employed increased during the recession and continues to remain high, even as the unemployment rate falls. Nearly 100,000 Oregonians have part-time jobs but would rather be working full time. Their hours have been cut or they settled for a part-time schedule. Although they are working, their job situations are less than ideal.

Despite the apparent surplus of workers, some businesses report difficulty filling their open positions. Oregon employers recently reported that about half of their vacancies were difficult to fill. The most common reasons given were the lack of qualified candidates, lack of applicants, unfavorable working conditions, low wages, and lack of work experience.

Among the changes in today's labor market, two of the biggest demographic trends shaping Oregon's future labor force are the aging of the workforce and the falling participation of younger workers. The aging Baby Boom generation has shifted one-third of the population into the 55 years and older age group. Some older workers will stay in the labor force longer than previous generations, but many will retire as soon as their household budgets allow, taking their valuable knowledge and skills with them. Employers will need to find suitable workers with the right combination of experience and skills to replace these retirees. That may be a challenge for employers.

Fewer young people are participating in the labor force as they focus more on educational attainment as well as extra-curricular activities, and

face increased competition for the jobs traditionally held by young people. The result is low labor force participation and high unemployment among youth, which means fewer are gaining the valuable work experience and developing the key workforce skills valued by employers.

Responding to Oregon's Workforce Challenges

During the recession and early stages of the recovery, OED's primary focus was on promoting economic stability through timely and accurate payment of unemployment benefits. As the recovery continues and the new shape of the labor market continues to emerge, OED has developed a renewed emphasis on helping Oregonians with reemployment activity, in order to improve opportunities for economic prosperity while supporting the needs of businesses in today's economy.

In this dynamic context, the state of Oregon has taken the challenge to improve the workforce system through redefining how services are provided to Oregonians. Three major Oregon initiatives provide a foundation for this redesign of Oregon's workforce system (see appendix for details):

- Oregon's 10-Year Plan: Rebuilding Oregon's House is a strategic plan for state government services with defined outcomes for delivering programs and services efficiently with available resources. The strategic priorities OED has a part in are:
 - Jobs and Innovation: Oregon has a diverse and dynamic economy that provides jobs and prosperity for all Oregonians.
 - Education: Every Oregonian has the knowledge, skills, and credentials to succeed in life, with the result of achieving the state's education goal of "40-40-20" by the year 2025.

- In June 2012, the Oregon Workforce Investment Board released Oregon’s Workforce Development Strategic Plan 2012-2022. Goals of the plan are to ensure:
 - Oregonians have the skills they need to fill current and emerging high-wage, high-demand jobs.
 - Employers have the skilled workforce they need to remain competitive and contribute to local prosperity.
 - The workforce system is aligned, provides integrated services and makes efficient and effective use of resources to achieve better outcomes for business and job seekers.
- In June 2013, Governor John Kitzhaber issued Executive Order 13-08, Chartering Partnerships for Job Growth and Talent Development. The executive order directs the re-chartering of state and Local Workforce Investment Boards. In addition, it 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.

Together with these Oregon initiatives, the guidance of OED stakeholders will help determine priorities for how OED conducts business and delivers services (Figure 1, next page). OED and Oregon’s workforce system partners must provide quality, equitable treatment to Oregonians while assisting targeted populations that face additional challenges in pursuing opportunities in the workforce. OED and the workforce system will also encourage job and economic growth by supporting locally defined targeted industries and sectors.

OED now has an opportunity to strengthen its support of the state workforce system and deliver increased long-term value to stakeholders. OED’s program areas of Unemployment Insurance (UI), Business and Employment Services (B&ES), Workforce and Economic Research, and Policy, Innovation, and Evaluation, along with essential department support services, need to provide coordinated solutions and services to Oregonians to deliver on OED’s mission to “Support Business – Promote Employment.”

Support Business Promote Employment



Figure 1

Oregon Employment Department Stakeholders	
<p>Customers</p> <ul style="list-style-type: none"> • Employers/Business <ul style="list-style-type: none"> ○ Targeted Industries/Sectors • Job Seekers <ul style="list-style-type: none"> ○ Examples of Targeted Job Seeker Populations <ul style="list-style-type: none"> ▪ Individuals living at or below the poverty line ▪ Long-term unemployed ▪ Chronically unemployed ▪ Chronically under-employed ▪ Individuals experiencing disabilities ▪ Individuals with intellectual and developmental disabilities ▪ Individuals with a history of criminal convictions ▪ Communities of color ▪ Immigrants ▪ Older workers ▪ Youth ▪ Veterans ▪ Migrant & seasonal farm workers ▪ Locally-identified key populations 	<p>Partners</p> <ul style="list-style-type: none"> • Local Workforce Investment Boards (LWIBs) and their contractors • Local Elected Officials • Oregon Workforce Partnership (OWP) • Education Providers <ul style="list-style-type: none"> ○ K-12 ○ Community Colleges • State Agencies <ul style="list-style-type: none"> ○ Department of Human Services (DHS) ○ Oregon Commission for the Blind • Interagency Compliance Network (ICN) <ul style="list-style-type: none"> ○ Department of Revenue (DOR) ○ Department of Consumer and Business Services (DCBS) ○ Department of Justice (DOJ) ○ Construction Contractors Board (CCB) ○ Landscape Contractors Board (LCB) ○ Bureau of Labor and Industries (BOLI)
<p>Policy Makers</p> <ul style="list-style-type: none"> • Legislature • Governor’s Office • Oregon Workforce Investment Board (OWIB) • Federal Government 	<p>Advisors</p> <ul style="list-style-type: none"> • Employment Department Advisory Council • Oregon Workforce Investment Board (OWIB) <i>as a workforce advisor to OED, Community Colleges & Workforce Development (CCWD), and Department of Human Services (DHS)</i>

Strategic Plan

The Five-Year Strategic Plan (2014-2019) is a framework to guide the investments, operations, and outcomes of the Oregon Employment Department (OED).

OED has tended to operate on a programmatic approach with each division treating customers separately. This creates frustration for the customer while delaying and degrading service delivery. Going forward, OED will shift away from operating primarily within program silos and transaction-based activities to a solutions and service focus for all customers, job seekers, and employers.

Guiding Principles

How OED behaves and conducts business is crucial to the success of the department and of the entire workforce system. Working with customers, partners, stakeholders, and advisors, OED commits to the following guiding principles:

Openness, trust, and integrity – Set high ethical and professional standards at all times. Build and maintain relationships based on honesty, respect, fairness, and a commitment to open dialogue and transparency.

Quality with agility – Be passionate about delivering quality information and service. Strive to replicate success, learn from mistakes, and actively pursue creative approaches that lead to continuous improvement and innovation. Be flexible and nimble, responding quickly to changing economic needs.

Delighting the customer – Identify the needs of Oregonians and provide uncompromising service with efficiency, accountability, and a helpful attitude. Find what we can do to overcome barriers and help our customers, rather than focusing on what cannot be done. Remember that coworkers are customers too.

Teamwork with responsibility – Encourage individual ownership and effort, but work as a team, valuing the expertise, insights, individuality, and contribution of all colleagues. Understand that we are funded by taxpayers and have a relentless responsibility to provide value to Oregonians every day.

Humor, fulfillment, and inclusion – Cultivate a safe, healthy, family-friendly work environment that encourages personal growth and provides opportunities for everyone to succeed. Embrace humor as a vital part of workplace culture, and honor the desire to do meaningful and satisfying work. Allow the diversity of our staff, customers, and stakeholders to enhance the service we provide to the people of Oregon.

Five-Year Goals and Objectives

OED's strategic plan supports five primary goals and corresponds to the department's guiding principles. Each goal has a set of discrete objectives. Activities, timelines, and measurable results can be found in the action plan following this section.

Support Business Promote Employment



GOAL 1: Provide an effective unemployment insurance (UI) system for workers, businesses, and communities.

OBJECTIVES:

- 1.1 Improve customer service to people seeking UI benefits, and to employers.
- 1.2 Increase the integrity of benefit payments and tax collection.
- 1.3 Improve communications with the public.
- 1.4 Improve return to work efforts by guiding UI claimants to resources across the workforce system and WorkSource Oregon, a collaborative effort of Oregon's Local Workforce Investment Boards (LWIBs) and OED.
- 1.5 Modernize UI division business services and technology infrastructure.

GOAL 2: Connect businesses and job seekers, through WorkSource Oregon, to foster a vibrant economy in Oregon.

OBJECTIVES:

- 2.1. Connect employers with skilled workers on a timely basis.
- 2.2. Provide job seekers with access to a variety of tools to help increase their skill sets.
- 2.3. Provide targeted populations of job seekers with enhanced services to become more employable.
- 2.4. Support key industry sectors so they can grow and thrive.
- 2.5. Optimize services for all customers across WorkSource Oregon by aligning state and local efforts and adhering to WorkSource Oregon operational standards.

GOAL 3: Collaborate with the Department of Community Colleges and Workforce Development to transform Oregon's talent development system.

OBJECTIVES:

- 3.1 Implement the federal Workforce Innovation and Opportunity Act (WIOA).
- 3.2 Provide resources and expertise to support the Oregon Workforce Investment Board (OWIB) in redefining and strengthening its mission.

- 3.3 Research, develop, and implement innovative and best practices.

- 3.4 Implement and manage Oregon's workforce performance management system.

GOAL 4: Collect labor market data and provide analysis that informs the decisions of the workforce system, including OED, businesses, educators, job seekers, and families.

OBJECTIVES:

- 4.1 Support the identification, implementation, and operation of Oregon's future workforce areas and Local Workforce Investment Boards (LWIBs).
- 4.2 Develop, analyze, and publish the workforce system performance measures and related information needed by Oregon policy makers.
- 4.3 Give OED, OWIB, and LWIBs the information, analysis, and support they need to make good, data-based decisions.
- 4.4 Help young people and their parents, teachers, and counselors better understand workforce trends and the needs of businesses.

GOAL 5: Strengthen OED's performance through adopting efficient and innovative business practices and inspiring staff to strive for exceptional customer service.

OBJECTIVES:

- 5.1 Improve performance and continuity among OED employees through skill development and succession planning.
- 5.2 Assist in achieving strategic goals through communication and outreach, both internally and externally.
- 5.3 Improve support services and create transparency in business operations for all program areas.
- 5.4 Rejuvenate the department through streamlining business operations, transforming customer service, and maximizing technology infrastructure.

Action Plan

Goal 1: Provide an effective unemployment insurance (UI) system for workers, businesses, and communities.		
Objectives	Timeline	Measures/Results
1.1 Improve customer service to people seeking UI benefits, and to employers.		
1.1.1 Process more initial claims automatically without manual staff intervention.	<i>Begin:</i> March 2015 <i>Complete:</i> December 2016	Move from 0% to 40% of initial claims processed automatically, without staff intervention.
1.1.2 Revise staffing models to account for seasonal, weekly, and daily workload fluctuations to reduce how long UI claimants and employers have to wait for work to be processed.	<i>Begin:</i> August 2015 <i>Complete:</i> December 2016	<ol style="list-style-type: none"> 90% of inbound calls to UI call center are on hold for five minutes or less. Move from 75% to 85% of new employer registrations processed within 90 days.
1.1.3 Streamline the processes for addressing UI benefit eligibility issues to increase efficiency and resolve issues more quickly.	<i>Begin:</i> March 2015 <i>Complete:</i> October 2016	Meet the federal standard for timeliness (85%) for all types of decisions.
1.1.4 Implement standardized, regular process that provides more consistent, timely notice to employers of potential tax account credits.	<i>Begin:</i> August 2014 <i>Complete:</i> March 2015	95% of employers are notified of potential tax account credits within six months of OED identifying potential tax credits.
1.2 Increase the integrity of benefit payments and tax collection.		
1.2.1 Expand Treasury Offset Program (TOP) to include additional types of UI debts (<i>debts are some delinquent UI taxes and overpayments caused by people not accurately reporting their earnings</i>) that can be recouped by offsetting against federal income tax refunds (<i>pending legislative approval in 2015</i>).	<i>Begin:</i> August 2014 <i>Complete:</i> June 2016	Add two types of UI debts to Treasury Offset Program.
1.2.2 Issue administrative decisions that include multiple topics, rather than issuing multiple separate decisions, so people are less confused about which decision to appeal.	<i>Begin:</i> August 2014 <i>Complete:</i> December 2016	<ol style="list-style-type: none"> Reduce the rate of late hearing requests from 14% to 8%. Reduce the appeal rate of administrative decisions from 17% to 14%.
1.2.3 Design and begin implementing pilot project to improve information provided to seasonal and part-time workers regarding benefit eligibility, and help workers understand how eligibility rules apply.	<i>Begin:</i> March 2015 <i>Complete:</i> June 2016	Reduce overpayments to seasonal and part-time workers by 25%.

1.2.4	Promptly contact employers who are late with payroll reports or UI tax payments.	<i>Begin:</i> September 2014 <i>Complete:</i> December 2015	95% of employers are contacted within 30 days of delinquency regarding tax payments or reports.
1.3 Improve communications with the public.			
1.3.1	Update and simplify letters, forms, and other standard documents to improve clarity and reduce technical language.	<i>Begin:</i> September 2014 <i>Complete:</i> December 2015	Every document that is distributed to over 10% of the customer base is revised.
1.3.2	Establish and use secure email communications with UI claimants and employers. Reduce paper communication responses by using secure email.	<i>Begin:</i> August 2014 <i>Complete:</i> December 2015	<ol style="list-style-type: none"> 1. Reduce paper communications to employers regarding UI tax by 50%. 2. Reduce paper communications with UI claimants by 75%.
1.3.3	Update UI claimant handbook and publish electronically with web-based tool that allows easy and quick search. Provide electronic version of handbook to 95% of UI claimants.	<i>Begin:</i> August 2014 <i>Complete:</i> September 2015	Reduce inquiry calls regarding UI claimant handbook and related information by 50%.
1.3.4	Create videos to explain parts of the UI process to the public. Publish videos online and in multiple languages.	<i>Begin:</i> August 2014 <i>Complete:</i> September 2015	Produce and publish 10 videos.
1.3.5	Update Interagency Compliance Network (ICN, a multi-agency group focused on consistent employment relationship laws and practices) web site. 1.3.5.1 Publish information to help employers understand worker classification standards. 1.3.5.2 Publish redacted versions of UI Tax related hearing decisions.	<i>Begin:</i> November 2014 <i>Complete:</i> December 2015	Increase web traffic to ICN website by 100%.
1.3.6	Deliver formal presentations of UI information to business groups and organizations including issues faced by businesses.	<i>Begin:</i> January 2015 <i>Complete:</i> December 2016	<ol style="list-style-type: none"> 1. Deliver presentations to 25 business groups or organizations annually. 2. At least 85% of attendees rate the presentations as being helpful or very helpful.
1.4 Improve return to work efforts by guiding UI claimants to resources across the workforce system and WorkSource Oregon, a collaborative effort of Oregon's Local Workforce Investment Boards (LWIBs) and OED.			
1.4.1	Expand UI claimant participation with WorkSource Oregon services including reemployment activities and work-readiness preparation.	<i>Begin:</i> October 2014 <i>Complete:</i> Ongoing	Using WorkSource Oregon services, UI claimants return to work sooner and reduce amount of benefits paid due to claiming benefits for shorter periods of time. Establish baseline and measure quarterly.

1.4.2	Expand participation in the Self Employment Assistance Program (SEAP).	<i>Begin:</i> September 2014 <i>Complete:</i> December 2018	Move from 0.41% to 1.25% of people filing claims participating in the SEAP.
1.4.3	Expand participation in the Work Share program to help employers avoid layoffs.	<i>Begin:</i> September 2014 <i>Complete:</i> December 2018	Move from 1.8% to 2% of people filing claims participating in the Work Share program.
1.4.4	Expand cross-training of UI and Business and Employment Specialist (B&ES) staff to better target reemployment services to UI claimants.	<i>Begin:</i> September 2014 <i>Complete:</i> December 2015	All Business and Employment Specialist (B&ES) staff, in the UI division and WorkSource Oregon, are cross-trained.
1.4.5	Promote the National Career Readiness Certificate (NCRC) with UI claimants.	<i>Begin:</i> August 2014 <i>Complete:</i> December 2016	Increase percentage of UI claimants receiving NCRC from 1.3% to 10%.
1.5 Modernize UI division business services and technology infrastructure.			
1.5.1	Use Lean (practices focused on value creation for the end customer by achieving process improvements) to make UI work processes more efficient and effective.	<i>Begin:</i> August 2014 <i>Complete:</i> Ongoing	90% of UI division employees understand Lean principles and participate in Lean process improvement.
1.5.2	Establish review of UI policy by working with OWIB and Employment Department Advisory Council to develop framework for reviewing UI policy with appropriate stakeholders.	<i>Begin:</i> July 2015 <i>Complete:</i> June 2016	Convene first meeting of UI policy review group.
1.5.3	Develop long-term modernization plan to update business practices and technology used to deliver UI services.	<i>Begin:</i> September 2014 <i>Complete:</i> Ongoing	<i>To be determined based on OED Information Technology Services strategic objective regarding enterprise architecture.</i>
1.5.4	Enhance internal analysis, coordination, and oversight of the operations of the UI division.	<i>Begin:</i> August 2014 <i>Complete:</i> Ongoing	<ol style="list-style-type: none"> 1. UI policies, legislation, rules, and practices that have impact throughout the UI system are handled by single UI policy work unit. 2. Documented procedures and functions are developed and implemented for single UI policy work unit.



tions are guided by WorkSource Oregon operators (named by LWIBs) under operating agreements

WorkSource Oregon is a collaborative effort of Oregon’s Local Workforce Investment Boards (LWIBs) and OED to provide one-stop career services in local areas. Its func-

between LWIBs and OED. These goals represent the shared aspirations of the partners.

It is the intention of the partners that this section of OED’s strategic plan should interlock seamlessly with each Local Workforce Investment Board’s strategic plan. The local strategic plans may expand upon various components and strategies of WorkSource Oregon unique to the various regions.

Goal 2: Connect businesses and job seekers, through WorkSource Oregon, to foster a vibrant economy in Oregon.		
Objectives	Timeline	Measure/Result
2.1 Connect employers with skilled workers on a timely basis.		
2.1.1 Prioritize services to address locally defined target sectors and target populations.	<i>Begin:</i> January 2015 <i>Complete:</i> July 2017	1. Establish baseline of services and resources by June 2015. 2. Increase services and/or resources designated to targeted sectors by 10% annually. 3. Increase services and/or resources designated to target job seeker populations by 10% annually.
2.1.2 Provide employers customized WorkSource Oregon business services to access screened and qualified candidates with verified skills.	<i>Begin:</i> August 2014 <i>Complete:</i> July 2017	Annually fill 8,500 positions using customized WorkSource Oregon business services.
2.1.3 Increase number of employers who endorse the National Career Readiness Certificate (NCRC) with letters of support.	<i>Begin:</i> August 2014 <i>Complete:</i> July 2017	Move from 1,800 to 5,000 employers who provide letters of support for the NCRC.
2.1.4 Link employers to work-ready job candidates.	<i>Begin:</i> August 2014 <i>Complete:</i> July 2017	Fill 20,000 jobs with work-ready job candidates.
2.1.5 Increase satisfaction among businesses using WorkSource Oregon.	<i>Begin:</i> August 2014 <i>Complete:</i> July 2017	90% of surveyed employers are satisfied with WorkSource Oregon services.
2.2 Provide job seekers with access to a variety of tools to help increase their skill sets.		
2.2.1 Expose job seekers to multiple online job search systems.	<i>Begin:</i> September 2014 <i>Complete:</i> July 2015	95% of job seekers receive personalized services to support job search.

2.2.2	Assist job seekers by identifying and providing access to talent development and skill training opportunities.	<i>Begin:</i> September 2014 <i>Complete:</i> July 2017	100% of job seekers who register with WorkSource Oregon receive information about talent development and skill training opportunities.
2.2.3	Verify job seeker workplace skills through award of NCRCs and other locally recommended tools.	<i>Begin:</i> August 2014 <i>Complete:</i> July 2017	20,000 job seekers earn NCRC and other work-ready certification.
2.3 Provide targeted populations of job seekers with enhanced services to become more employable.			
2.3.1	Increase use of federal Work Opportunity Tax Credit (WOTC), including timely processing of applications.	<i>Begin:</i> August 2014 <i>Complete:</i> July 2016	1. Process each application within 10 days of receipt. 2. Annually increase WOTC applications by 5%.
2.3.2	Develop job seeker talent through skills review practice and remediation, to support high achievement on NCRC certification and assist individuals to attain their career goals.	<i>Begin:</i> August 2014 <i>Complete:</i> Ongoing	Annually, 2,000 job seekers in targeted populations (see Figure 1, page 5) receive silver or higher level NCRC certification.
2.3.3	Educate unemployment insurance (UI) claimants about labor market and WorkSource Oregon resources and how they relate to UI requirements.	<i>Begin:</i> August 2014 <i>Complete:</i> Ongoing	100% of UI claimants who register with WorkSource Oregon receive information on their labor market and WorkSource Oregon resources.
2.4 Support key industry sectors so they can grow and thrive.			
2.4.1	Promote work-based training, including apprenticeship and on the job training to key industry sector employers.	<i>Begin:</i> August 2014 <i>Complete:</i> July 2017	Coach staff on how to integrate work-based training options for employers and job seekers.
2.4.2	Assist employers to increase the skills of their existing workers.	<i>Begin:</i> January 2016 <i>Complete:</i> July 2016	Increase employer access to skill training resources through WorkSource Oregon business services.
2.4.3	Help targeted sector employers access larger pools of job seekers with necessary skills.	<i>Begin:</i> July 2015 <i>Complete:</i> July 2017	1,500 job candidates with validated skills hired by targeted sector employers.
2.5 Optimize services for all customers across WorkSource Oregon by aligning state and local efforts and adhering to WorkSource Oregon operational standards.			
2.5.1	Develop and implement consistent branding of WorkSource Oregon throughout the state.	<i>Begin:</i> August 2014 <i>Complete:</i> June 2017	100% of WorkSource Oregon one-stop centers use standardized WorkSource Oregon branding.

2.5.2 Co-locate and integrate WorkSource Oregon centers with LWIB contractors, DHS, and other partners.	<i>Begin:</i> August 2014 <i>Complete:</i> June 2017	100% of WorkSource Oregon centers are integrated with OED and LWIB contractors.
2.5.3 Improve customer flow, provide welcoming environment, connection to technology infrastructure, and better service access in all WorkSource Oregon offices.	<i>Begin:</i> August 2014 <i>Complete:</i> July 2017	85% of WorkSource Oregon one-stop centers' facilities are upgraded to provide better service access.
2.5.4 OED and LWIB contractor staff (as well as other partners) are educated in the workforce system and performance measures to embrace the unique nature of the WorkSource Oregon partnership.	<i>Begin:</i> August 2014 <i>Complete:</i> July 2016	All WorkSource Oregon staff understand OWIB and LWIB priorities.

Goal 3: Collaborate with the Department of Community Colleges and Workforce Development to transform Oregon's talent development system.

Objectives	Timeline	Measures/Results
3.1 Implement the federal Workforce Innovation and Opportunity Act (WIOA) (see appendix for details).		
<p>3.1.1 Under the Oregon Workforce Investment Board's (OWIB) leadership, OED, DHS and CCWD will provide staffing and support for the talent development system in Oregon.</p> <p>3.1.1.1 With OWIB's guidance, assemble all partners including employers, OED, CCWD, DHS, Commission for the Blind, LWIBs, Community Colleges, Vocational Rehabilitation, Adult Basic Skills programs, economic development organizations, and related partners to create a common understanding of the Strategic Unified Plan and joint system measures.</p> <p>3.1.1.2 Lead the formation of a statewide workforce development plan that meets the WIOA requirements as a Strategic Unified Plan.</p>	<p><i>Begin:</i> January 2015</p> <p><i>Complete:</i> June 2016</p>	<p>Completed statewide workforce development plan that provides foundation for partner strategic plans.</p>
<p>3.1.2 Write, distribute, and train on new state policy guidance reflecting WIOA (<i>following Federal guidance issued in January 2015</i>) by working with required partners to develop policies that support system changes.</p>	<p><i>Begin:</i> January 2015</p> <p><i>Complete:</i> December 2015</p>	<p>Implement state WIOA policies including training for all staff on new state policies that support system changes.</p>
<p>3.1.3 Provide technical assistance to LWIBs regarding new roles and responsibilities for boards, including role of the one-stop operator and service provision changes.</p>	<p><i>Begin:</i> June 2014</p> <p><i>Complete:</i> June 2015</p>	<p>WIOA implementation operational across the state in local areas.</p>
3.2 Provide resources and expertise to support the Oregon Workforce Investment Board (OWIB) in redefining and strengthening its mission.		
<p>3.2.1 Support and lead board development and transformation by providing member education, clarifying sphere of influence, and implementing governance and accountability mechanisms including committee structure and functions.</p>	<p><i>Begin:</i> July 2014</p> <p><i>Complete:</i> Ongoing</p>	<p>Provide training of all OWIB members to help members critically review workforce proposals, budgets, and performance and make recommendations to the system and to the governor about improvements.</p>
<p>3.2.2 Support industry sector strategies by establishing a state sector strategies framework and supporting LWIBs that develop local strategies meeting business needs in target industries.</p>	<p><i>Begin:</i> July 2014</p> <p><i>Complete:</i> Ongoing</p>	<p>All LWIB WIOA strategic plans identify at least two Industry sector strategies.</p>
<p>3.2.3 Create and improve work ready communities throughout Oregon.</p>	<p><i>Begin:</i> January 2014</p> <p><i>Complete:</i> June 2019</p>	<p>Certify all counties as Certified Work Ready Communities by ACT and the Governor.</p>

3.2.4	Implement system innovations for targeted populations, specifically persons with disabilities, persons living at or below the poverty line, and the chronically un/underemployed to receive improved services.	<i>Begin:</i> January 2014 <i>Complete:</i> June 2019	Establish, in partnership with LWIBs, a process and scorecard to prioritize strategies and innovations to maximize results.
3.2.5	Explore additional training delivery models including non-traditional apprenticeships.	<i>Begin:</i> July 2015 <i>Complete:</i> July 2017	Convene LWIBS, Bureau of Labor & Industries (BOLI), and other partners to assess local needs and develop plans of action.
3.2.6	Expand work-based learning models including the Back to Work Oregon (BTWO) program.	<i>Begin:</i> July 2015 <i>Complete:</i> June 2017	<ol style="list-style-type: none"> 1. Annually, increase BTWO by 650 new participants. 2. Add a new work-based learning model and make available for LWIBs to pilot.
3.2.7	Research pay for success/performance based training models for usefulness.	<i>Begin:</i> January 2015 <i>Complete:</i> July 2015	Complete research for training models. Conduct a pilot project with one LWIB (<i>if deemed appropriate</i>).
3.2.8	Support the creation of new workforce investment boards in addition to chartering and certification of all workforce investment boards.	<i>Begin:</i> March 2013 <i>Complete:</i> July 2015	Local Workforce Investment Board strategic plans and charters approved by OWIB and the Governor.
3.3 Research, develop, and implement innovative and best practices.			
3.3.1	Create and implement a process to identify, analyze, and test innovative service delivery models including using qualitative and quantitative information.	<i>Begin:</i> January 2014 <i>Complete:</i> December 2015	Use process to improve service delivery within the Oregon workforce system.
3.3.2	Create Local Strategic Investment Fund to support locally driven industry sector strategies and connectivity to serving special populations.	<i>Begin:</i> June 2014 <i>Complete:</i> September 2015	<ol style="list-style-type: none"> 1. Obtain one-time funds limitation from Legislature. 2. Demonstrate increased training and overall benefit for special populations and locally defined industries. 3. Secure long-term support and investment.
3.3.3	Create a robust monitoring system to reflect the needs of Oregon's redesigned workforce system.	<i>Begin:</i> December 2014 <i>Complete:</i> July 2017	Joint department monitoring teams and policies in place that focus on interdisciplinary fiscal and program compliance.
3.3.4	Explore with partners ways to minimize infrastructure costs at WorkSource Oregon one-stop centers.	<i>Begin:</i> July 2015 <i>Complete:</i> July 2016	Increase training investments to maximize existing federal resources with other funds.
3.3.5	Increase training programs across the state by sharing training models across the system, and encouraging LWIBs to increase investments in training by setting training targets in plan updates.	<i>Begin:</i> January 2015 <i>Complete:</i> July 2017	Number of individuals enrolled in training increases by 10% annually.

<p>3.3.6 Institute long-term financial planning for the workforce system that includes policy and evaluation capacities.</p>	<p><i>Begin:</i> January 2015 <i>Complete:</i> July 2017</p>	<ol style="list-style-type: none"> 1. Develop plan that includes sustainability, new funding, and grants to supplement federal and state investments. 2. Develop and implement plans for staffing and operations based on projected changes in the economy.
<p>3.4 Implement and manage Oregon’s workforce performance management system.</p>		
<p>3.4.1 Work collaboratively with the Workforce and Economic Research division to develop a continuous improvement/program management system that takes full advantage of the new performance measures.</p>	<p><i>Begin:</i> January 2014 <i>Complete:</i> July 2017</p>	<p>Implement a performance –based program management system.</p>
<p>3.4.2 Develop and deploy a performance management system for OWIB and LWIBs including program improvement, policy making, and accountability.</p>	<p><i>Begin:</i> September 2014 <i>Complete:</i> Ongoing</p>	<p>Operationalize and utilize the performance management system to make OWIB and department level program and policy decisions.</p>

Goal 4: Collect labor market data and provide analysis that informs the decisions of the workforce system, including OED, businesses, educators, job seekers, and families.

Objectives	Timeline	Measure/Result
4.1 Support the identification, implementation, and operation of Oregon’s future workforce areas and Local Workforce Investment Boards (LWIBs).		
4.1.1 Continue providing data and expertise as Oregon’s new workforce areas are considered and finalized.	<i>Begin:</i> June 2013 <i>Complete:</i> October 2014	Finalize the identification and implementation of Oregon’s new workforce areas.
4.1.2 Develop and implement a Workforce and Economic Research division staffing plan that best serves the new LWIB designations.	<i>Begin:</i> July 2014 <i>Complete:</i> December 2016	1. Identify and assign staff to LWIBs and locate staff in LWIB offices at least three days per week. 2. Modify staff’s work station locations to reflect LWIB locations.
4.1.3 Develop, adjust, and adapt data for the new LWIB areas.	<i>Begin:</i> October 2014 <i>Complete:</i> July 2015	Revise and adapt all existing regional workforce data to the new LWIB geographic areas.
4.1.4 Modify the Research division’s QualityInfo.org web site and all other products/publications to mirror the geographic definitions of the new LWIB areas.	<i>Begin:</i> October 2014 <i>Complete:</i> July 2015	Replicate the new LWIB definitions on QualityInfo.org and all products/publications.
4.2 Develop, analyze, and publish the workforce system performance measures and related information needed by Oregon policy makers.		
4.2.1 Identify and define the workforce system performance measures.	<i>Begin:</i> July 2013 <i>Complete:</i> December 2014	Workforce system performance measures have been finalized by work groups and approved by OWIB.
4.2.2 Develop the IT data sharing and analysis systems, including the connections to education data, needed to support the new performance measures.	<i>Begin:</i> July 2014 <i>Complete:</i> October 2014	IT staff from all workforce partner agencies have agreed on data structure and data sharing protocols.
4.2.3 Develop a performance measures dashboard for use by the Oregon Workforce Investment Board (OWIB) and by LWIBs, state agencies, the Governor’s Office, and others.	<i>Begin:</i> July 2014 <i>Complete:</i> July 2015	Present live, real data workforce system performance measures dashboard at OWIB meetings.
4.2.4 Develop a web-based tool to allow customers to conduct customized, ad hoc queries of performance measures data by program, geography, demographics, and for various time periods.	<i>Begin:</i> January 2015 <i>Complete:</i> July 2016	Deploy fully functional performance measures section of QualityInfo.org .
4.2.5 Work collaboratively with OED, workforce system, OWIB, and LWIB leadership to develop a continuous improvement/program management system that takes full advantage of the new performance measures.	<i>Begin:</i> April 2014 <i>Complete:</i> July 2016	Implement fully functional continuous improvement/program management system.

4.3 Give OED, OWIB, and LWIBs the information, analysis, and support they need to make good, data-based decisions.		
4.3.1 Integrate Research staff and information more fully into OED planning, decision-making, and program operation.	<i>Begin:</i> July 2014 <i>Complete:</i> July 2015	Start all OED policy discussions with a specific and focused discussion of available and needed data and analysis.
4.3.2 Locate OED out-stationed Research staff (regional economists and workforce analysts) in LWIB, Regional Solutions Team, or other appropriate office locations.	<i>Begin:</i> March 2014 <i>Complete:</i> December 2016	Review location of all out-stationed Research staff. Place these staff in the best possible, most customer-focused workforce system or economic development offices.
4.3.3 Increase the role of out-stationed Research staff in LWIB activities, not just by providing more information and analysis, but by being integrated into LWIB projects, activities, priorities, and decision-making.	<i>Begin:</i> July 2014 <i>Complete:</i> December 2016	Fully involve all out-stationed Research staff in LWIB projects, activities, etc. <i>Measure based on conversations with or surveys of LWIB directors and relevant Research staff.</i>
4.3.4 Engage in existing and new sector strategies efforts, providing information and analysis to improve the selection of targeted sectors, subsequent analyses of and service to those sectors, and templates to help LWIBs better use and understand available data.	<i>Begin:</i> July 2014 <i>Complete:</i> July 2016	Fully involve Research staff expertise and analysis in the selection and implementation of all sector strategies. <i>Measure based on conversation with or surveys of LWIB directors and relevant Research staff.</i>
4.3.5 Seek opportunities for further collaboration with state and LWIBs, including, but not limited to, serving on task forces and developing joint reports.	<i>Begin:</i> July 2014 <i>Complete:</i> Ongoing	Increase Research staff involvement in OWIB and LWIB activities.
4.4 Help young people and their parents, teachers, and counselors better understand workforce trends and the needs of businesses.		
4.4.1 Form a joint state workforce-local workforce-education work group to identify and define ways in which Research staff might help bridge the information gap between businesses and education, particularly high schools.	<i>Begin:</i> July 2014 <i>Complete:</i> October 2014	Produce a report outlining options and recommendations for different approaches to accomplishing this objective.
4.4.2 Work with LWIBs and out-stationed Research staff to experiment and analyze the success of various approaches recommended by the work group.	<i>Begin:</i> January 2015 <i>Complete:</i> June 2016	1. Research staff makes a specific number of contacts with high school customers during the period January 2015-June 2015 and July 2015-June 2016. <i>Actual levels will be determined once 4.4.1 is complete.</i> 2. Lead staff produce a report outlining different approaches tried; strengths and weaknesses of each; notable successes to date; and recommendations for future implementation and improvement.
4.4.3 Identify and implement the approaches that most successfully meet the stated objective. Allow for variances across different geographic areas, different school types and sizes.	<i>Begin:</i> July 2016 <i>Complete:</i> June 2019	Research staff make a specific number of contacts with high school customers each year. <i>The actual level will be determined once activities 4.4.1 and 4.4.2 are complete.</i>

Goal 5: Strengthen OED’s performance through adopting efficient and innovative business practices and inspiring staff to strive for exceptional customer service.

Objectives	Timeline	Measure/Result
5.1 Improve performance and continuity among OED employees through skill development and succession planning.		
5.1.1 Improve employee performance by providing competency-based training programs.	<i>Begin:</i> August 2014 <i>Complete:</i> June 2019	Develop a baseline for staff competency. Increase number of competencies successfully demonstrated by staff by 5% each year.
5.1.2 Develop and implement employee-focused learning opportunities to improve job performance.	<i>Begin:</i> August 2014 <i>Complete:</i> July 2015	Deliver employee training as part of a learning system and tie to skill certifications/credentials.
5.1.3 Support mid-level managers with leadership skill development and team management skills to help bridge the gap between staff and executives.	<i>Begin:</i> August 2014 <i>Complete:</i> July 2015	Develop and deliver full-spectrum leadership and management training program including introduction to management, advanced leadership, and executive development.
5.1.4 Create succession planning through leadership development, including leadership training.	<i>Begin:</i> January 2015 <i>Complete:</i> July 2016	Increase the pool of qualified internal candidates for department positions.
5.1.5 Design and manage an effective employee performance appraisal system.	<i>Begin:</i> January 2014 <i>Complete:</i> July 2016	Identify high performing employees for future opportunities.
5.2 Assist in achieving strategic goals through communication and outreach, both internally and externally.		
5.2.1 Develop OED communications plan for internal and external customers.	<i>Begin:</i> October 2014 <i>Complete:</i> December 2014	Implement and manage OED communications plan.
5.2.2 Work with state and local partners to develop key workforce system messages and communication strategies for external audiences.	<i>Begin:</i> October, 2014 <i>Complete:</i> January 2015	State and local partners agree and implement unified communications approach for the workforce system.
5.2.3 Develop WorkSource Oregon (WSO) brand attributes in conjunction with OWP and LWIBs.	<i>Begin:</i> October 2014 <i>Complete:</i> July 2016	Common look and feel for WSO identification and communication that promotes brand recognition

5.3 Improve support services and create transparency in business operations for all program areas.		
5.3.1 Develop division strategic plans that recognize how to support OED operations. 5.3.1.1 Finance 5.3.1.2 Information Technology Services 5.3.1.3 Human Resources 5.3.1.4 Customer Access and Program Effectiveness (CAPE)	<i>Begin:</i> October 2014 <i>Complete:</i> Ongoing	1. Implement and manage to service level agreements with business divisions. 2. Integrate support services with business divisions to provide greater collaboration on business operations. 3. Use Lean principles (practices focused on value creation for the end customer by achieving process improvements) for continuous improvement.
5.3.2 Ensure facilities management aligns to strategic department business initiatives by implementing timely operational changes.	<i>Begin:</i> October 2014 <i>Complete:</i> Ongoing	Business operations and facilities are operational and accessible to staff, partners, and the public during normal business hours.
5.4 Rejuvenate the department through streamlining business operations, transforming customer service, and maximizing technology infrastructure.		
5.4.1 Review OED policies, best practices, and resources for operational alignment and accessibility.	<i>Begin:</i> January 2015 <i>Complete:</i> December 2017	Staff can efficiently execute standard business operational processes.
5.4.2 Apply Lean analysis (practices focused on value creation for the end customer by achieving process improvements) throughout OED to support modernization efforts over the next 5 years.	<i>Begin:</i> November 2014 <i>Complete:</i> June 2019	Provide direct or brokered support for at least three Lean projects annually.

Appendix

Resources referenced for this plan development:

10-year Plan for Oregon: Rebuilding Oregon's House
<http://www.oregon.gov/COO/Ten/Pages/index.aspx>

Oregon's Workforce Development Strategic Plan 2012-2022, Oregon Workforce Investment Board (OWIB)
http://www.oregon.gov/COO/Documents/WS025_0812.pdf

Executive Order 13-08 – Chartering Partnerships for Job Growth and Talent Development
http://www.oregon.gov/gov/docs/executive_orders/eo_13-08.pdf

Workforce Innovation and Opportunity Act
<http://www.doleta.gov/wioa/>

Workforce and Economic Research Articles consulted:

Key Workforce Challenges: Younger Workers Damaged by Recession, September 2013
<http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00008140>

Oregon's Minimum Wage will Rise to \$9.10 Per Hour, January 2014
<http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00007830>

Population Growth Rate Increases in Oregon for Second Straight Year, January 2014
<http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00009020>

Population Growth Faster Among Minority Groups, March 2014
<http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00009093>

Key Workforce Challenges: Business Struggle to Find Skilled Workers, March 2014
<http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00008285>

Key Workforce Challenges: More Severe in Oregon's Rural Areas, May 2014
<http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00008442>

Oregon's Labor Force Participation Rate Continued to Fall in 2013, May 2014
<http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00009150#seg0005>

Key Workforce Challenges: Aging Workforce and Looming Retirements, June 2014
<http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00008236>

Endangered: Youth in the Labor Force, June 2014
<http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00009233>

Almost Half of Oregon's Job Vacancies are Difficult to Fill, July 2014
<http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00008850>



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