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## INTRODUCTION

### **Governor's Kitzhaber's Vision for Jobs and Innovation**

#### **Goal: *Getting Oregonians Back to Work***

*"We need more than an economic recovery to improve the lives of Oregonians for the long term. 'Recovery' implies going back to doing things the way we did in the past -- we need economic reinvention."*

-- Governor Kitzhaber, speaking at "Gateway to the Globe," April 26, 2012

#### **Since the Governor took office:**

- Oregon's unemployment rate has dropped to its lowest level in three years.
- More than 25,000 new jobs have been created.
- Oregon passed a balanced state budget, closing a \$3.5 billion budget gap.
- Oregon's credit rating has improved to AA+.

But the Governor won't stop until he's built an enduring prosperity that reaches all Oregonians, in every county.

**Objective 1:** Continue supporting policies that have helped Oregon become one of the top 10 states to do business in, and continue leveraging our global competitive advantage for industries like advanced manufacturing, clean and high technology, forestry products, and apparel.

**Objective 2:** Prepare Oregon's workforce for the 21st century economy – providing job training to today's workers and ensuring early success in school for tomorrow's innovators, inventors, and employees.

**Objective 3:** Provide profound cost advantages by updating old, out-of-date systems such as health care, driving down the cost of doing business for Oregon's small and large businesses alike.

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**Objective 4:** Allow the state to work as a business accelerator and barrier buster with streamlined regulations and local collaborative approaches to economic development. As the effects of a recession have affected our state, our country, and the globe, it is critical that this vision becomes a reality for Oregon. Having a highly skilled workforce means Oregon businesses have a competitive edge and Oregon workers have stable jobs.

### **Oregon's Workforce System**

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.

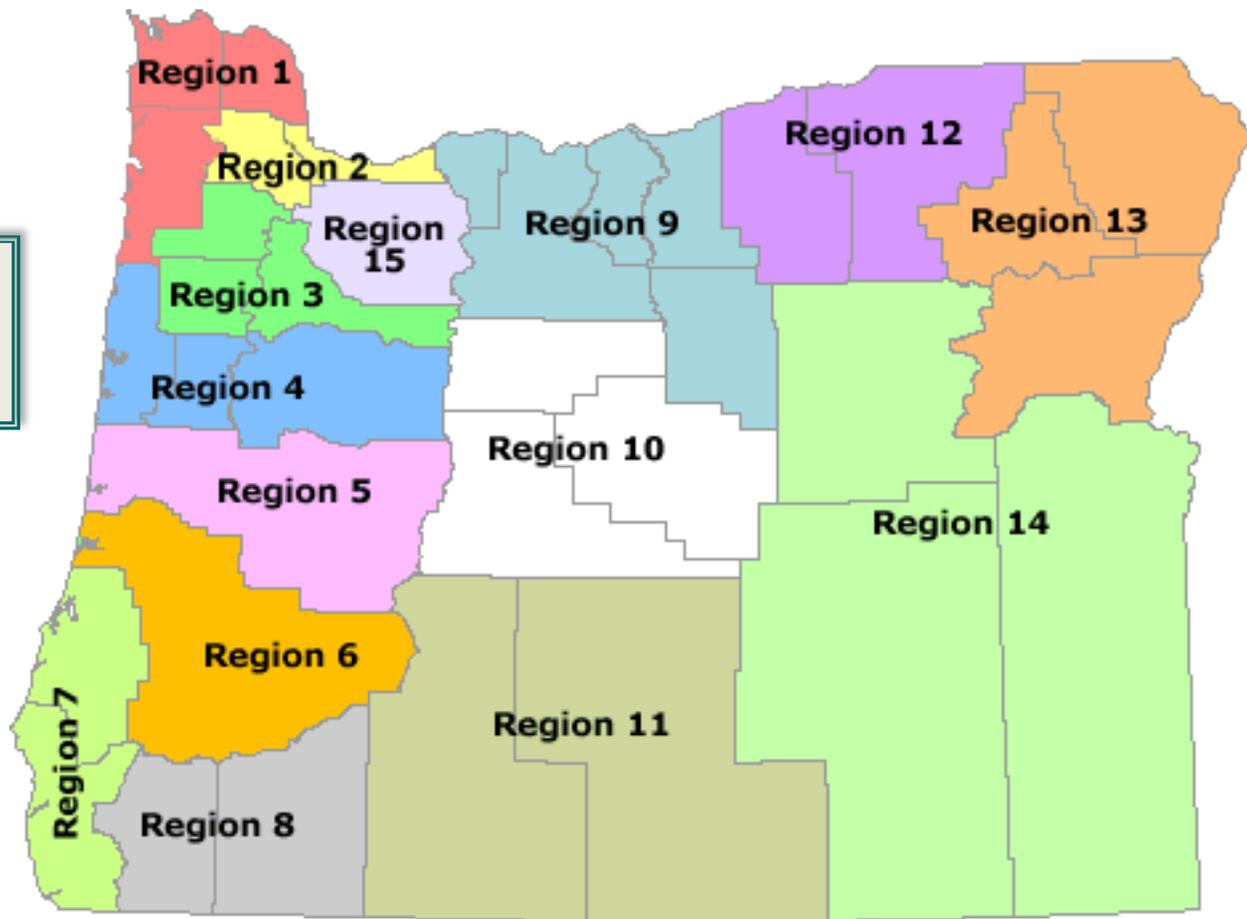
Oregon's workforce system serves Oregon workers by:

- helping people 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. This statewide network of public and private partners and services is collectively referred to as WorkSource Oregon.

Customers can access services at WorkSource Oregon Centers, community college campuses, via the Internet, and at many other locations.

**OREGON'S 15  
WORKFORCE REGIONS**



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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 (WIA).

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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. This statewide network of public and private partners and services is collectively referred to as WorkSource Oregon (WSO).

WorkSource Oregon matches businesses and workers with the resources they need to succeed, stimulating job growth and talent development. WSO connects Oregonians with agencies, businesses, education, training, jobs, childcare, and a wide range of related services.

*WorkSource Oregon:*

- Provides businesses with skilled workers, making hiring and training as streamlined as possible;
- Helps job seekers find jobs through skill assessment, skill matching, job search assistance, training and support services;
- Collaboratively leverages resources to align initiatives in the education, workforce and economic development arenas;
- Provides leadership to shape the education programs and workforce services that benefit individuals, businesses, and communities in Oregon;
- Broadens public access to skills, knowledge, and career opportunities;
- Fosters innovation in instruction, delivery, data collection and dissemination; and,

- 
- Meets public stewardship and accountability expectations to federal, state, and local funders and partners.

Although success is measured through effectiveness and performance using aggregate data composed of many individual results, behind each number is the face of an Oregonian.

Throughout this report are quotes that illustrate the effectiveness of WorkSource Oregon and the ways in which Oregon’s workforce system touches the lives of real Oregonians. These are only a few quotes that capture the challenges and successes that occur every day at WSO centers, community colleges, partner sites, and businesses across the state.

## ALIGNMENT, INTEGRATION, AND INNOVATION

*“Integration will enhance the use of limited and declining funding through a more efficient use of resources and an elimination of program duplication and requirements. Integration will systematically improve the coordination of Workforce Investment Act and Wagner-Peyser Act funded services to achieve improved customer outcomes and more efficient and effective customer service.”*

- Compass Policy for Alignment and Integration

A collaborative approach to the delivery of technical assistance, training and capacity building to support state workforce development partners is also occurring among state agencies.

Implementing an integrated service delivery system involves the design of a new service delivery model and the creation of a data-sharing infrastructure. These efforts in system and service integration affect the participating workforce partners – Local Workforce Investment Boards (LWIBs), the Oregon Employment Department (OED), and the Oregon Department of Community Colleges and Workforce Development (CCWD) – by:

- 
- Moving beyond partnership and colocation to multi-disciplinary service integration
  - Establishing integrated service minimums that are expected in all local areas
  - Requiring that LWIBs convene the partners and are accountable for the development of an integrated service delivery system with OED and the LWIB

Integrated service delivery leverages funds through integrated programming, which enhances the use of limited and declining funding through a more efficient use of resources and a reduction of program duplication and requirements. It 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. It also leverages the funding of other partnering programs located in or collaborating with the WSO one-stop service centers.

Oregon's integrated model of service delivery is fully supported by state policies and administrative systems. System innovation requires the development of governance and accountability structures that will inspire continuous improvement and focus on results. Specific procedures and operations to support alignment include:

- WIA Eligibility Determination logic has been implemented at registration (Joint Communication #1-09).
- WIA eligibility documentation and WIA participant records have been further coordinated (WSO Joint Policies: 01-10, 02-10, 03-10).
- The WorkSource Oregon Management Information System (WOMIS) was launched in 2011 to provide a standard participant MIS system among all workforce programs.
- In 2011-12 a workgroup of WIA staff from both local and state levels drafted a new Service and Activity Code policy that aligns service tracking across the state. This policy includes:
  - WIA self-service and informational Core services/activities that can be tracked per participant and do not result in inclusion in WIA performance calculations;
  - WIA staff assisted Core services/ activities that can be tracked per participant and do result in inclusion in WIA performance calculations;

- 
- agreement that the Debrief activity, by design and as delivered, is a staff assisted activity that should result in a participant's inclusion in WIA performance calculations.
  - In January 2012 *WSO Joint Policy 01-12 - Data Validation and Documentation Requirements* was finalized and approved.
  - In March 2012, the WSO Joint Policy on Common Enrollments and Exits, and Inclusion in Workforce Investment Act Title IB and Wagner-Peyser Performance Measures was drafted Approval is pending.

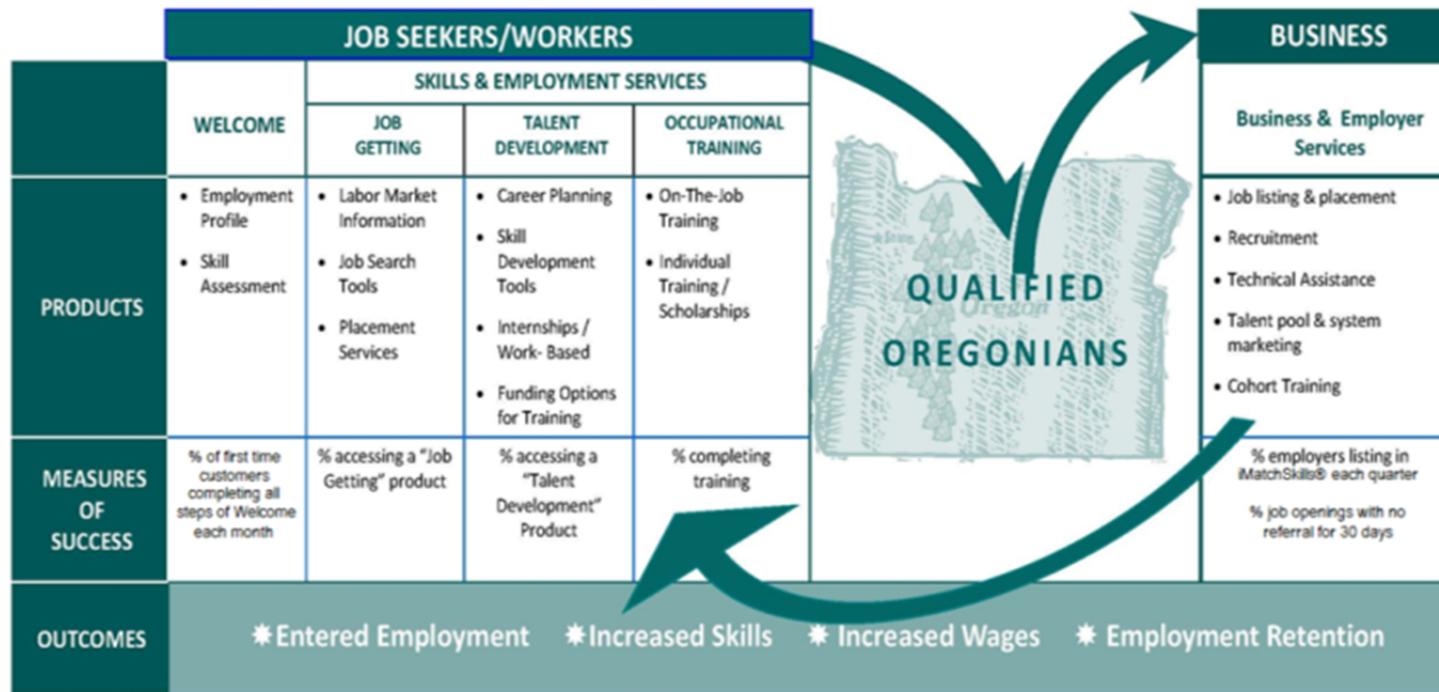
Innovation in service delivery also includes greater colocation of programs and services for a more comprehensive approach to serving the needs of WSO customers and enhanced use of technology to expand access and increase the efficiency of service delivery.

*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.*



**WORKSOURCE OREGON**  
 "Oregon's Public Workforce System"

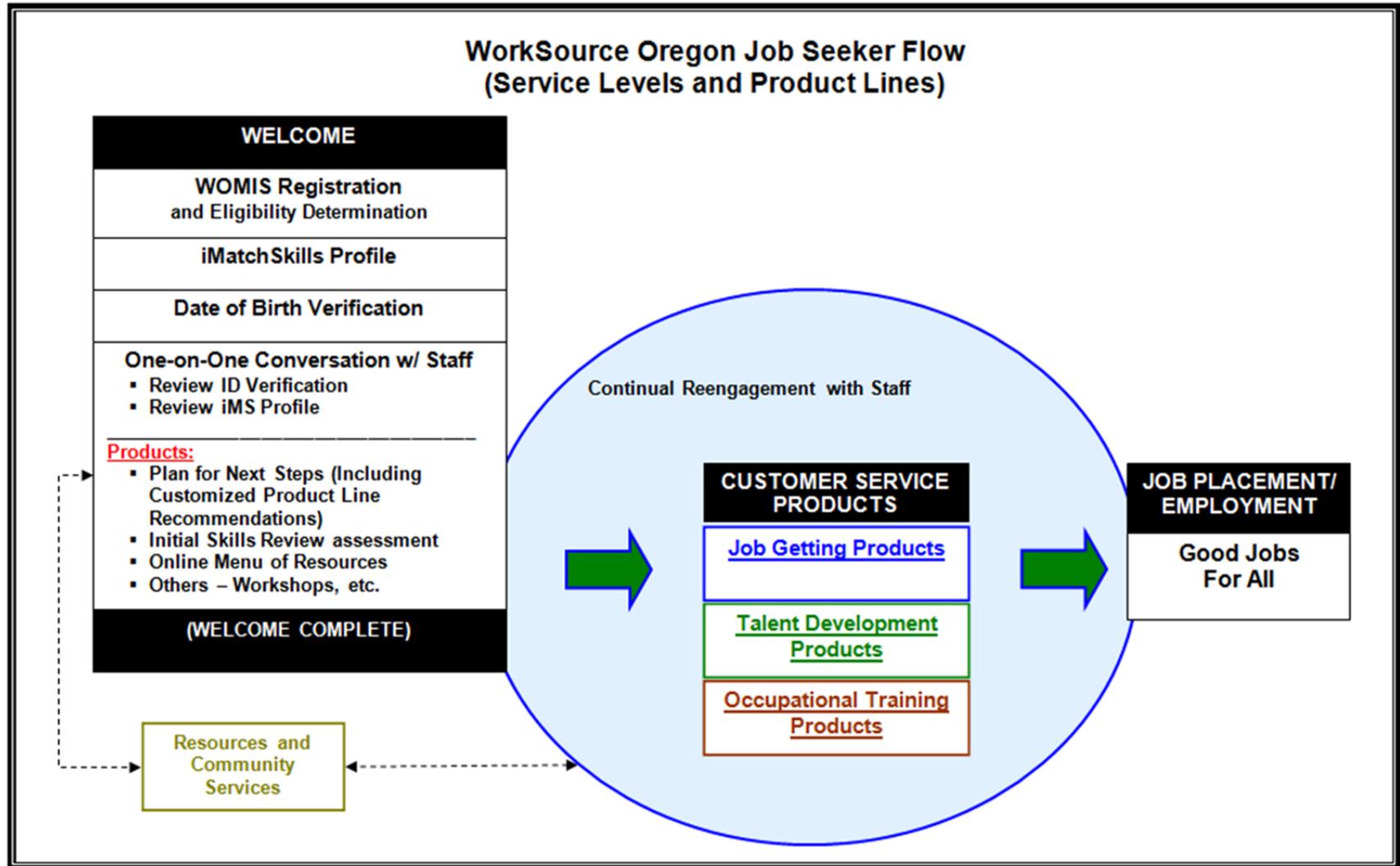
280,000 PEOPLE SERVED



Representatives from CCWD, OED, and LWIBs comprise the Integration Leadership Team. The Integration Leadership Team, informed by workgroups and other stakeholders, helps guide and align policy and procedure in the integrated service delivery environment. In early 2010, the Integration Leadership Team created this high-level vision graphic of the relationship between WorkSource Oregon and Oregon's job seeking and business customers. The Integration Leadership Team presented this graphic to field staff along with an implementation plan to guide Oregon's ongoing strategic efforts and influence Oregon's "Measures of Success."



## WorkSource Oregon Job Seeker Flow (Service Levels and Product Lines)



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## STRATEGIC PLANNING

In December 2011, Oregon's Governor delivered a powerful charge to the Oregon Workforce Investment Board (OWIB), *"Transform the workforce development system to achieve better outcomes for Oregon's businesses and for all Oregonians who can and want to work."*

Oregon Governor John Kitzhaber's vision :

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

In response, and in order to achieve the Governor's vision, the OWIB developed Oregon's new workforce strategic plan, *Oregon at Work*. This plan identifies three overarching goals that will lead to achievement of the Governor's vision:

- 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 businesses and job seekers.

Based on the Governor's charge, the OWIB set a vision and set of outcomes to drive workforce development over the next 10 years. The Board's Strategic Planning Committee, the Governor's Workforce Policy Cabinet, Local Workforce Investment Board (LWIB) directors, and key strategic partners in education and economic development then developed the strategic framework of the plan and ensure the plan supports and aligns with the statewide priorities and objectives.

"This is the plan to meet this challenge. From its focus on integrating state agency work plans, through development of compacts between LWIBs and the OWIB, and culminating in a short list of achievable outcomes, this plan provides a powerful strategy..."

– Rosie Pryor, OWIB Board Chair

At the local level, the *Oregon at Work* plan does not seek to direct how specific programs should be managed. Instead, it looks at the system as a whole and provides both state and local agencies with guidance, policy frameworks, and tools to achieve success in a dynamic new economy. The OWIB recognizes that the most effective solutions will be developed in response to the needs of local economies by those working in local communities. This puts decision-making at the level closest to the customer.

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The Oregon Workforce Investment Board's Workforce Strategic Plan for 2012-2022 *Oregon at Work* provides a call to action for transformational change in Oregon's workforce development system - from a number of stand-alone programs and agencies to a highly aligned and integrated system. The complete strategic plan is available at <http://www.worksourceoregon.org/strategic-plan-2012-2022>.

### **UNIQUE PROGRAMS AND RECENT ACCOMPLISHMENTS: SERVING JOB SEEKERS, EMPLOYERS, AND STAKEHOLDERS**

#### **American Recovery and Reinvestment Act (ARRA)**

During the year Oregon's seven Local Workforce Investment Areas (LWIAs) continued practices that obtained good results for implementing this program and which may be applicable to the Workforce Investment Act (WIA) Adult, Dislocated Worker, and Youth programs. Some of the practices included:

- Several of the LWIAs utilized OED's iMatchSkills® Fast Pass system to alert older youth about the ARRA Summer Youth program employment opportunities.
- LWIAs used the addition of the ARRA funds to expand their connections and services with other human service agencies and thereby increasing the value of both the ARRA program and the services provided by the partner agency.
- Some of the LWIAs had exemplary models of the work readiness skill achievement process, which provided youth with ongoing and detailed information of how they were doing in their jobs.
- Several LWIAs used the additional ARRA funds to expand their On-the-Job Training (OJT), work experience and internship programs for Adults and Dislocated Workers. Although these strategies typically involve a high cost per participant, they resulted in excellent entered employment rates for unemployed job seekers, and undoubtedly contributed to Oregon's employment retention rate and average earnings.

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For more information on the highlights of Oregon's latest Recovery Act report, click [here](#).

To view the Oregon recovery website, go to: [www.oregon.gov/recovery](http://www.oregon.gov/recovery).

### **Green Jobs**

ARRA funding was also used to research the green jobs labor market, coordinate related training programs, and help place unemployed Oregonians into green jobs. Labor market data pertaining to Green Jobs can be found at:

<http://www.qualityinfo.org/olmisj/OlmisZine?zineid=00006995>

To view the publication *Green Jobs in Oregon: Industries, Occupations, Training Wages and Projections*:

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



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### **Priority of Service for Veterans**

During PY 2012, WSO drafted a Joint Policy (WIA and W-P) on Priority of Service for Veterans. The policy states in part that, *“Applying Priority of Service means allowing covered persons (veterans and eligible spouses) to ‘move to the head of the line.’ These covered persons are to be served prior to non-covered persons. ‘Moving to the head of the line’ applies to any and all steps in WorkSource Oregon operations and processes.”*

The policy includes additional details, required actions, and definitions, and is expected to be finalized and approved by the submission date of this report.

### **Social Media**

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. This report includes examples of some of these as part of this section; a few of WorkSource Oregon’s accomplishments are summarized below, along with links to additional related reports, online videos and testimonials, and other information.

#### *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.

Facebook: <http://www.facebook.com/worksourceoregon?sk=wall>

YouTube channel: [http://www.facebook.com/worksourceoregon?sk=app\\_57675755167](http://www.facebook.com/worksourceoregon?sk=app_57675755167)

Twitter: [http://www.facebook.com/worksourceoregon?sk=app\\_53267368995](http://www.facebook.com/worksourceoregon?sk=app_53267368995)

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## National Career Readiness Certificate (NCRC)

Oregon's NCRC program was officially launched by Governor Kitzhaber and over 100 key public and private sector leaders in 2011 and is a portable, industry-recognized credential which verifies "work readiness". The NCRC clearly identifies an individual's WorkKeys® skills in Reading for Information, Applied Mathematics, and Locating Information enabling employers to identify job applicants with potential to match the skills required of specific jobs.



To earn the certificate, individuals are assessed on three foundational workplace skills which have been found to be highly important to the majority of jobs in the workplace. The NCRC provides an accurate measurement of what an individual can do, rather than what they know. Individuals take proctored assessments in their community, typically at WorkSource Oregon centers or community colleges.

The following work-related skills are assessed:

### Applied Mathematics:

- Measures the skill people use when they apply mathematical reasoning, critical thinking and problem-solving techniques to work-related problems.

### Reading for Information:

- Measures the skill people use when they read and use written text in order to perform job tasks. The written texts include memos, letters, directions, signs, notices, bulletins, policies and regulations.

### Locating Information:

- Measures the skill people use when they work with workplace graphics, including comparing, summarizing and analyzing information found in charts, graphs, tables, forms, flowcharts, diagrams, floor plans, maps and instrument gauges.

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The 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 partnering 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. Highlights include:

- Building initial capacity to deliver the NCRC assessments statewide through the Local Workforce Investment Boards in partnership with local partners.
- Securing the endorsements of key business associations and industry groups including Associated Oregon Industries, Oregon Business Association, Oregon Business Council, Oregon Business Plan, Portland Business Alliance, Energy Consortium of Oregon & SW Washington, and Manufacturing 21.
- Gaining support from over 850 employers for the program.
- Extensive print and electronic media coverage statewide.
- Development of website and promotion & training materials
- Establishment of a statewide NCRC Implementation Committee comprised of private and public sector leaders to guide the implementation of the program.

As of December 20, 2012, Oregon has issued a total of 21,452 NCRCs and over 900 employers have signed a letter of commitment saying they would prefer the NCRC for job applicants.

Building upon the successful launch and implementation of the NCRC, Oregon is one of four states selected to work with American College Testing (ACT) to develop framework for the Certified Work Ready Communities (CWRC) Initiative. CWRC is a key component of the OWIB strategic plan and Counties will begin the certification process in January 2013.

Recently, the American Council on Education approved the NCRC to qualify for college credit. Credit is awarded based on the examinees level of achievement: bronze performance - no credit; silver performance - in the vocational certificate category 3 semester hours in applied critical thinking; gold performance - in the lower-division baccalaureate/associate degree category 3

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semester hours in applied critical thinking; and platinum performance - in the lower-division baccalaureate/associate degree category 3 semester hours in applied critical thinking. CCWD is actively pursuing this opportunity with the community colleges.

The NCRC is also part of the **Back to Work Oregon** program, resourced with a \$3.4 million investment from Oregon's general fund to help get Oregon's economy back on track. Back to Work Oregon placed 663 Oregonians into long-term jobs matched by Local Workforce Investment Boards, putting an *additional* 662 unemployed Oregonians back to work using local federal and non-federal resources.

The Back to Work Oregon Program consists of two components:

- 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.

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 was 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.

For more information about the NCRC in Oregon, including press releases and success stories, visit: [www.OregonNCRC.org](http://www.OregonNCRC.org).

Additional videos are located at the Oregon NCRC YouTube channel: <http://www.youtube.com/user/TheOregonNCRC>

*"The NCRC takes a lot of the mystery out of selecting candidates. I can feel comfortable that they are at a certain level of ability and I only interviewed those who had the NCRC certificate or indicated that they were willing to take it."*

*-Mike Campbell*

*"The company has been very willing to teach me the skills I need. This is a great work environment and I enjoy my job with the company."*

*-Jo Randall*



### **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](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>

### **State Energy Sector Partnerships (SESP)**

In January 2010, Oregon was notified by the US Department of Labor that the OWIB on behalf of its Green Jobs Council was awarded \$5.38 million in American Recovery and Reinvestment Act (ARRA) funds to implement a SESP project. CCWD, as fiscal agent for the OWIB, under the direction and guidance of Oregon's Green Job Council (GJC) and in partnership with the State's seven Local Workforce Investment Boards as sub grantees, is now implementing the Greening of Oregon's Workforce project. Sub grantees are developing local networks to deliver training at locations across the state in green occupations.

Training is preparing workers for occupations in energy efficiency and renewable energy industries, including occupations that have long term demand, offer the potential for high wages, have clear career pathways, and support local sourcing and innovation. Among other local training and certification projects, program partners have developed new curricula, adapted existing curricula, and completed the development of the Oregon Green Technician Certificate with nine of Oregon's Community Colleges.

Approximately 1,247 participants will earn a degree or certificate related to the targeted green industries, and approximately 811 participants will be placed into employment related to their training. Oregon was one of thirty-four states to compete successfully for the award which will run through June 2013.

**Architects, AIA, PC (Portland, OR)** - *"The Deconstruction & Materials Reuse course is led by a very knowledgeable instructor with an extensive history in deconstruction and re-use practices. He engages his students with a true passion for alternatives to demolition and they are left with an understanding of current real world re-use practices backed up by the Portland Rebuilding Center and Deconstruction Services. Great course!"*



### **Green Technician Certificate**

The Oregon Consortium/Oregon Workforce Alliance (TOC/OWA) has provided leadership in the development of the newly available Oregon Green Tech Certificate. By collaborating with 10 Oregon Community Colleges, the Oregon Workforce Alliance was able to access more than two million dollars and to assist the colleges in developing a statewide one-year certificate known as The Oregon Green Tech Certificate. After months of work and development, 58 students have been enrolled in the programs first cohort beginning Winter Term of 2011. Students receive support and wrap-around services delivered by an extensive network of regional providers and WorkSource partners.

The Oregon Green Technology Certificate will prepare entry level employees with the foundation skills needed in a variety of industries that are associated with or support green jobs. While it may ultimately be adopted statewide, the Oregon Green Tech

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Certificate is being designed to meet the unique needs of rural Oregon, where companies tend to be smaller, many occupations may have only one or two local job openings, and employers need workers who have basic technical skills that can transfer to different kinds of work and work settings as employer requirements and labor market demands shift.

Individuals who complete the one-year Green Tech Certificate will:

- be multi-skill, systems thinkers and problem-solvers.
- be prepared for a broad array of green occupations across a variety of diverse industries, such as green energies production, equipment manufacturing (such as solar panel, wind turbine, wave energy, bio-energy component), construction and installation, monitoring and repair, building retro-fitting, process recycling, hazardous materials removal work and others.
- have a fundamental understanding of sustainability, green technologies, process improvements/elimination of waste, and an overview of various careers in green tech.
- be able to demonstrate the applied reading and workplace math skills needed on-the-job, as well as the workplace skills employers need: critical thinking, problem solving, team work, etc.
- possess a unique set of entry-level electrical, mechanical, and heating/cooling systems skills- as taught through the lens of green energy and energy efficiency - that will allow graduates to learn quickly on the job and be prepared for success in advanced programs of study.

Training will be provided by 10 Oregon community colleges located in rural Oregon through a combination of on-line instruction, hands-on labs and, in some areas, work experience in the field. The core content will be 45 credits.

### ***The Greening of Oregon's Economic Recovery***

A bright spot in the midst of these very difficult economic times is Oregon's growing leadership in the development of a green economy. In June 2009, in response to one of Governor Kulongoski's four workforce development focus areas, green jobs, the Oregon Employment Department released *The Greening of Oregon's Workforce*. Developed under an Oregon Workforce Investment Board (OWIB) grant, the report found that green jobs were spread across many industries and occupations and paid wages that tended to be slightly higher than the average for all jobs in the state. Businesses also indicated they expected the

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number of green jobs to grow faster than the overall economy between 2008 and 2010. The report defines a green job as a job that provides a service or produces a product that:

- increases energy efficiency;
- produces renewable energy;
- prevents, reduces or mitigates environmental degradation;
- cleans up and restores the natural environment; or
- provides education, consultation, policy promotion, accreditation, trading and offsets, or similar supporting services for any activities identified above.

#### *Pew Study*

A June 2009 Pew Charitable Trust Study, *The Clean Energy Economy*, states “Oregon’s large and fast-growing clean energy economy has dwarfed the growth of overall jobs in the state, expanding by an average of 4.8 percent compared with an average of less than 1 percent annually... Oregon’s jobs in the clean energy economy have experienced marked growth during the past 10 years in all five of Pew’s categories.”

#### *Green Jobs Growth Plan*

In 2009 the Oregon Legislature passed House Bill (HB) 3300 calling for the creation of a plan for a green jobs growth initiative to promote the development of emerging technologies and innovations relating to family wage green jobs. This is the Oregon Green Jobs Growth Plan (GJGP). One GJGP objective is to strengthen our state’s position as a leader in green economic activity through training the workforce and strong tax and cash incentives. Despite the severe impacts of the current recession, Oregon has gained an international reputation for focusing on green economy practices. To develop this plan, Governor Kulongoski convened a Green Jobs Council consisting of representatives from diverse sectors of the green economy, including business, government and non-profit entities. The Council submitted the plan’s first draft to the Legislature in January 2010, with the final plan submitted in January 2011. The state of Oregon adopted the “Green Jobs Growth Plan 2011-to 2019 an eight year map to a green economy in Oregon”. The report outlines a three phases, twenty-five strategies outlined in the plan to accelerate Oregon’s movement towards an economy that promotes environmental protection and restoration, energy security and provides economic opportunities for people across educational levels and the income spectrum.

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Information on the Green Jobs Growth Plan can be found here: <http://www.worksourceoregon.org/state-workforce-board/statewide-strategic-plan/green-jobs-strategy>

*Labor Market Information Grant – Green Jobs*

The U.S. Dept. of Labor, in 2009 awarded Oregon \$1.25 million to strengthen labor market information regarding green jobs. “Oregon’s green industry sector is growing – and it hasn’t been by accident. State policies have encouraged this growth, establishing Oregon as a place where businesses know they can locate and thrive,” Governor Kulongoski said “Now, with even more data, we will be able to continue to attract companies that create green jobs by ensuring that we have a workforce ready to go to work.” The new grant award will allow the Employment Department and other workforce partners to take a more in-depth look at the green jobs information, particularly at those occupations which have the highest number of green jobs.

**Table3: Oregon Employer Projections of Green Jobs by Occupation**

Occupational Group	Total Workers 2008	Projected Workers 2010	Percent Change
Production	6,512	7,625	+17%
Architecture and Engineering	4,360	5,243	+20%
Construction and Extraction	10,381	11,077	+7%
Life, Physical and Social Science	4,125	4,338	+5%
Installation, Maintenance and Repair	2,233	2,402	+8%
Management	1,639	1,791	+9%
Computer and Mathematical	244	301	+23%

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## **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.

The WSO Integration Leadership Team and various workgroups have developed a set of Statewide Integrated Service Performance Goals, for which goals will be determined and state and local area performance monitored. These goals and measures should serve the dual purpose of informing us of our system’s success and identifying areas where improvement is needed. A workgroup is currently reviewing the following list, proposed by the Integration Leadership Team:

### **WorkSource Oregon Integrated Service Performance Goals**

<b><i>Welcome Complete</i></b>	<b><i>Percent of new customers entering an office <u>for the first time</u> who complete all steps of the Welcome process each calendar month.</i></b>
<b><i>Accessed a Job Getting Product</i></b>	<b><i>Percent of “Welcome Complete” who were referred to a Job Getting Product</i></b>
<b><i>Accessed a Talent Development Product</i></b>	<b><i>Percent of “Welcome Complete” who were referred to a Talent Development Product</i></b>
<b><i>Training Completers</i></b>	<b><i>Of the customers referred to Occupational Training, the percent who completed the training</i></b>
<b><i>Entered Employment (All)</i></b>	<b><i>Percentage of all registered customers entered employment each month</i></b>
<b><i>Average Earning</i></b>	<b><i>Percent of wage increase (by eligibility group) for customers with entered employment</i></b>
<b><i>Employment Retention</i></b>	<b><i>Number of customers retained in employment for 3 months</i></b>
<b><i>Entered Employment by Staff Referral</i></b>	<b><i>Number of Staff Referred Entered Employment each month</i></b>

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## STATE 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:

- Two separate evaluations have occurred examining Oregon's incumbent worker training program, the Employer Workforce Training Fund (EWTF), funded exclusively with the Governor's Reserve portion of the WIA statewide activities funds. The two evaluations assess the program from different aspects or viewpoints. They are:
  - Employer Workforce Training Fund – A Story of System Change. This informal qualitative evaluation “tells the story” of how the EWTF fundamentally changed the way the local boards interact with business and provide employer services. The EWTF has been very popular with the business community and with local and state economic development partners. There is a narrative portion of the evaluation and, more interestingly, a series of videos from various business and other partners highlighting their experiences with the program.
  - Oregon engaged the services of ECO Northwest who conducted a formal qualitative and quantitative evaluation of the EWTF. The evaluation included an analysis of EWTF, Oregon's incumbent worker training program relative to similar programs in other states, an analysis of strategies for implementing the program across the state, the availability of data for evaluation purposes, an analysis of cost effectiveness and return on investment, an analysis of available Unemployment insurance wage data regarding individual trainee outcomes, and recommendations for improving the program. Evaluation observations and EWTF highlights include:

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- An increase in the technical skills of incumbent workers in knowledge based industries such as bioscience technology, nursing, high performance manufacturing and green technology to help build a highly skilled workforce.
  - EWTF projects have facilitated Incumbent Worker Training programs that allow businesses to retain, and often promote, employees, potentially contributing to the creation and retention of living wage jobs in Oregon.
  - A focus on improving the skills and retaining the jobs of incumbent workers, who are typically underserved by WIA funds;
  - Improved relationships between the workforce development, economic development, and business communities; and
  - Increased attention to strategic investments in training within firms, industry consortia, and state and local workforce development agencies.

It must be noted that this program, because of its reliance solely on the WIA statewide activities funds, will be unable to continue in the near future due to the loss of these funds. These reports are available at:

[http://www.worksourceoregon.org/state-workforce-board/owib-publications/doc\\_download/1467-evaluation-of-the-employer-workforce-training-fund](http://www.worksourceoregon.org/state-workforce-board/owib-publications/doc_download/1467-evaluation-of-the-employer-workforce-training-fund)

[http://www.worksourceoregon.org/state-workforce-board/owib-publications/doc\\_download/1466-the-employer-workforce-training-fund-a-story-of-systems-change](http://www.worksourceoregon.org/state-workforce-board/owib-publications/doc_download/1466-the-employer-workforce-training-fund-a-story-of-systems-change)

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- 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](http://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, and supplies information and analysis to assist 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 which assist in the evaluation of the effectiveness of workforce programs in the state and assist in developing more targeted and effective programming.

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.

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### **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.

#### **The Oregon Workforce Investment Board**

(OWIB) is the Governor's advisory board on workforce matters and is made up of leaders representing private sector businesses, labor, local governments, and state agencies. The OWIB is the state level business voice, defining a demand-driven public workforce education system.

### **Information on participants in the workforce investment system**

Participant information for PY2011 is being provided in the WIA Title IB Annual Report Form (ETA 9091).

### **Analysis, Alignment and Planning**

The Oregon Employment Department's Workforce and Economic Research Division provides information, analysis, and expertise to a wide range of customers. The Division collects, analyzes, and disseminates information on unemployment, industry and occupational employment, wages and income, educational requirements in the workforce, skills, program performance and related subjects. Workforce and economic trends are measured for historical time periods, for the present, and are forecast into the future. Reports are developed for Oregon statewide and for the state's counties, workforce regions, and other geographic areas. Most information can be found at the award-winning web site, [www.QualityInfo.org](http://www.QualityInfo.org).

Labor Market Information (LMI) from these and other studies is used to help statewide and local area efforts plan for economic development, skills training, and the investment of resources.

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## 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.

In our integrated service environment, tracking W-P and WIA services, including a common exit date, across systems has been challenging. Significant progress has been made in the data warehouse system and both W-P and WIA data has been loaded into the system for initial testing. Oregon continues to make progress in the development of a data warehouse environment that will support integrated reporting and allow for the tracking of a common exit date across workforce programs.

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, making determination of a “common” exit date, based on services received from any partner difficult for staff to calculate. Substantial progress has been made on a project to automate this process.

The user interface layer of this shared system is WOMIS, a multi-application customer- and staff-accessed system that will include 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 comprised of state and local staff continues to monitor the Management Information System (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.

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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 the CCWD and the OWP spotlighted the benefits 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 are moving to a single MIS statewide (I-Trac). The move to a single system will result in:

- Efficiencies and economies of scale as future enhancements to WOMIS occur
- A more consistent approach to WIA program implementation and related customer, service, and outcome tracking
- The development of a standardized training manual
- An ability to provide some local area flexibility, while maintaining a uniformity at a “high-level”
- Other benefits resulting from a shared system environment

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.

## **FEDERAL WORKFORCE PROGRAMS**

### **Adult, Youth, and Dislocated Worker Programs (WIA Title IB) and Wagner-Peyser/ Employment Services (incl. WIA Title III)**

These programs provide skill assessment, skill training, labor exchange information, and knowledge development necessary to be successful in the job market. Services available to adults (18 years of age and older) include core, intensive and training services. Local WorkSource Oregon Centers and local area providers collaborate on technical assistance, capacity building, identification of resources, leadership in policymaking and the coordination of discussions and continuous improvement efforts.

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### **Adult Education and Family Literacy (WIA Title II)**

The goal of the Adult Basic Skills Program is to provide and continuously improve the system of adult literacy services for Oregonians. These services assist adults in obtaining the knowledge, skills, and credentials necessary for post-secondary education, work, family self-sufficiency, and community and civic participation.

Adult Basic Skills education includes preparation for the GED or the Adult High School Diploma, reading, writing, mathematics, speaking/listening in English, computer literacy, and critical thinking skills.

### **Vocational Rehabilitation (WIA Title IV)**

The Office of Vocational Rehabilitation Services (OVR) is a statewide resource for people with disabilities and is part of the Department of Human Services. They assist individuals with disabilities in getting and keeping a job. OVR is a state and federally sponsored program. OVR works in partnership with the community and businesses to develop employment opportunities for people with disabilities.

### **Older Americans Act (OAA) (incl. WIA Title V)**

The OAA provides a wide range of community-based services and including transportation services, in-home supportive services and home health care, homemaker and chore services, nutrition education, exercise and physical fitness, residential repair, employment programs, respite care, crime prevention and many others.

### **Carl Perkins Career and Technical Education (secondary and post-secondary education)**

#### **Funding and resources flows through WSO via a series of interconnected partners:**

Federal resources are distributed to Oregon → Oregon's governor and the governor's staff works with the Oregon Workforce Investment Board (OWIB) and state agencies → State agencies and the OWIB partner with local and regional workforce boards and other public and private partners (economic development, education, others) → WSO Centers and partners deliver services to customers onsite and via the internet.

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These programs develop the academic, career, and technical skills of secondary and postsecondary students who enroll in career and technical education (CTE) programs. The focus of the state and local programs is to develop challenging academic standards, promote development of services/activities that integrate academic, career and technical instruction, and link secondary and postsecondary CTE education for participating students.

**Temporary Assistance to Needy Families (TANF)**

The TANF program provides cash assistance to low-income families with children while they strive to become self-sufficient. The program's goal is to reduce the number of families living in poverty, through employment and community resources.

**The Trade Adjustment Act (TAA)** programs are available to assist individuals who have become unemployed because of increased imports from, or shifts in production to, foreign countries. The goal of the Trade Act Programs is to help trade-affected workers return to suitable employment as quickly as possible by providing a variety of services and benefits.

**WORKSOURCE OREGON PARTNERS**

Governor's Office of Education and Workforce Policy, Oregon Employment Department (OED), Bureau of Labor and Industries (BOLI), Oregon Commission for the Blind (OCB), Oregon Department of Education (ODE) – Career and Technical, Education (CTE), Oregon Department of Human Services (DHS) – including the Office of Vocational Rehabilitation Services and Children, Adults and Families, which administers Temporary Assistance for Needy Families (TANF), Oregon Disabilities Commission (ODC), Oregon Business Development Dept. (previously the Oregon Economic and Community Development Dept.), Oregon University System (OUS) Oregon Workforce, Investment Board (OWIB), and State Board of Education (SBE).

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## **The Oregon Workforce Regions**

### Region 2

WorkSystems, Inc. (Multnomah, Washington counties and the City of Portland)

### Region 3

Enterprise for Employment and Education (Marion, Polk, Yamhill counties)

### Region 4

Linn, Benton and Lincoln County Workforce Investment Board (Linn, Benton, Lincoln counties)

### Region 5

Lane Workforce Partnership (Lane County)

### Region 8

Rogue Valley Workforce Development Council (Jackson, Josephine counties)

### Region 15

Workforce Investment Council of Clackamas County, Inc. (Clackamas County)

### Regions 1, 6, 7, 9, 10-14

The Oregon Consortium & Oregon Workforce Alliance (Baker, Clatsop, Columbia, Coos, Crook, Curry, Deschutes, Douglas, Grant, Gilliam, Harney, Hood River, Jefferson, Klamath, Lake, Malheur, Morrow, Sherman, Tillamook, Umatilla, Union, Wallowa, Wasco, Wheeler counties)

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## **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.

### **Other Programs**

***Oregon Youth Conservation Corps Programs (OYCC)*** – Program participants conserve, rehabilitate, and improve the natural, historical, and cultural resources of the state. OYCC supports two types of programs that combine to provide alternative education opportunities for disadvantaged and at risk youth – these programs increase educational, training and employment opportunities by improving work skills, instilling the work ethic, and increasing employability.

***General Education Development (GED)*** –Program provides Oregonians without a high school diploma a second chance to achieve a high school equivalent credential, pursue higher education, and enhance career opportunities. Nationally, 97 percent of colleges accept the GED credential for undergraduate admission and 95 percent of employers view the credential positively in hiring.

***Recognition and gratitude goes to the OED, 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 OREGON

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