



Oregon Workforce Investment Board

**June 10, 2016
1:00 – 4:00 pm**

**Chemeketa Center for Business and Industry
626 High St NE
Salem, OR 97301
Rooms 101, 102, 103**

The Oregon Workforce Investment Board 2016-2020 Strategic Plan

VISION

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

GOALS & STRATEGIES

GOAL 1: Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.

Strategies:

- 1.1 | Create a framework for effective partnering within the workforce system.
- 1.2 | Align and leverage resources (data, funding, capacity, etc.) to collectively impact common outcomes and reward collaboration.
- 1.3 | Build accountability mechanisms focused on results.
- 1.4 | Build a solution-driven (vs. program-driven) culture.
- 1.5 | Market coordinated system services and unite communications and information sharing among workforce, economic development and education.

Goal 2: Provide business and industry customized workforce solutions to prepare and deliver qualified and viable candidates and advance current workers.

Strategies:

- 2.1 | Create a sustainable framework for locally-driven sector partnerships to understand, anticipate, and respond to the needs of business and industry.
- 2.2 | Foster positive perceptions in business and industry about the workforce system.
- 2.3 | Actively communicate the coordinated services of economic development, workforce and education services to business and industry.

Goal 3: Invest in Oregonians to build in-demand skills, match training and job seekers to opportunities, and accelerate career momentum.

Strategies:

3.1 | Actively reach out and engage customers, especially target populations, about education, training, employment, and entrepreneurial opportunities.

3.2 | Empower Oregonians with the access, knowledge, tools, and resources to launch and accelerate career momentum, including information on local in-demand skills and careers.

3.3 | Increase resources for occupational skill development and hold local workforce boards to a minimum investment in occupational training, which shall be established by the state board in local plan guidance.

3.4 | Rethink and restructure training and skill development to include innovative and effective work-based learning and apprenticeship models and to accelerate training.

Goal 4: Create and develop talent by providing young people with information and experiences that engage their interests, spur further career development, and connect to Oregon employers.

Strategies:

4.1 | Create pipeline plans, as part of Oregon's sector strategy approach, to connect in-school and out-of-school youth to opportunities in local sector partnerships.

4.2 | Pursue additional resources to support local initiatives in both rural and urban communities.

4.3 | Provide technical assistance and/or incentives to support adoption and expansion of work-based learning, apprenticeships, and internships.

4.4 | Build partnerships to increase exposure to job and career opportunities and better connect school to work.

OREGON WORKFORCE INVESTMENT BOARD

Agenda

Friday, June 10, 2016
1:00 pm – 4:00 pm
Chemeketa Center for Business and Industry
626 High Street NE, Salem 97301

1. **Welcome and Introductions – 1:00** *Chair Ken Madden*
2. **Opening Comments – 1:05** *Chair Ken Madden*
3. **Consent Agenda – 1:10** Pg. 7 *Chair Ken Madden*
 - February 17th, 2016 Board Meeting Minutes Pg. 8
 - February 17th, 2016 Executive Meeting Minutes Pg. 10
 - March 11th, 2016 Board Meeting Minutes Pg. 11
 - May 18th, 2016 Executive Committee Meeting Notes Pg. 14
4. **Open Public Comment – 1:15** *Chair Ken Madden*

The Oregon Workforce Investment Board is a public body. The public is welcome to submit written or verbal comments during this portion of the meeting.
5. **Presentations and Recommendations on Local Plans – 1:20** Pg. 15 *OWIB Local Liaisons*
- Break – 2:35**
6. **Priority Taskforce Recommendations – 2:50** Pg. 19 *Charlie Hopewell*
7. **Budget, Performance Update and Resources – 3:30** Pg. 21 *Karen Humelbaugh*
 - WIOA Title I funding
8. **Oregon Advocacy Commission Externship Presentation – 3:45** *Senator Michael Dembrow
Lucy Baker*
9. **Closing remarks – 3:55** *Chair Ken Madden*
10. **Adjourn – 4:00**

Oregon Workforce Investment Board meetings are held in accordance with open meeting laws and with accessibility requirements. If there is a person with a disability who may need assistance in order to attend or participate in a meeting or if a person wishes to offer comments on any item on the agenda, please notify Michelle Sullivan at 503-947-1733. TTY is also available: 1-800-735-2900. A sign-up sheet for those who wish to offer comments or testimony on any item will be available at the meeting.

Minutes from February 2016 Board Meeting

The minutes from the February 17, 2016 Board meeting are included on pages 8 and 9 of this packet.

Notes from the February 2016 Executive Committee Meeting

The notes from the February 17, 2016 Executive Committee meeting are included on page of 10 this packet.

Recommended Action:

Staff recommend the Board approve the February meeting minutes and notes listed above.

Minutes from March 2016 Board Meeting

The minutes from the March 11, 2016 Board meeting are included on pages 11 through 13 of this packet.

Recommended Action:

Staff recommend the Board approve the March meeting minutes and notes listed above.

Minutes from May 2016 Board Meeting

The minutes from the May 18th, 2016 Board meeting are included on page 14 of this packet.

Recommended Action:

Staff recommend the Board approve the May meeting minutes and notes listed above.

Oregon Workforce Investment Board (OWIB) Minutes

Willamette Heritage Center – 1313 Mill St SE, Salem, Oregon 97301

February 17, 2016

Members Present: Chair Ken Madden, Charles Hopewell, Lori Olund, Robert Halligan, Barbara Byrd, Jeffrey Krolick, Alan Unger, Kay Erickson, Trina Lee, Andrew McGough and Elana Pirtle-Guiney.

Members Participating Through Collaborate: Matt Millard, Gary Brown, Carrie Chaffee, Maureen Fallt and Joe Weber.

Absent: Frank Wall, Vice Chair Jessica Gomez, Trygve Bolken, Dave Baker, Patrick Crane, Susan Brown, Jessica Howard, Sen. Michael Dembrow, Rep. Bill Post and Rep. Paul Holvey.

Staff: Melissa Leoni, Linda Sozzi and Michelle Sullivan.

Guests: Debbie Moller, Angel Hale, Kim Fredlund, Jim Pfarrer, Todd Nell, Greg Ivers, Kurt Tackman, Pete Karpa and Dan Haun.

1. Meeting called to order at 1:13 PM

Chair Ken Madden called the meeting to order and thanked everyone for coming. Announcements were made about a couple of member changes. Kathy Oliver has submitted a resignation to the board because of other commitments. Barbara Rodriguez has accepted a position in Washington State and will no longer be on the board. Patrick Crane is the new director of the Office of Community Colleges and Workforce Development. There was a round of introductions.

2. Consent Agenda

Chair Madden presented a motion to approve January Board Meeting Minutes and Executive Committee Meeting Notes. Olund made a motion to approve and Hopewell seconded. Motion passed unanimously.

3. Workforce Innovation and Opportunity Act State Plan

Leoni introduced the Unified State Plan and thanked everyone that participated in writing it. Todd Nell then gave an overview of the operational process. The construction of the plan was a collaborative approach that encompassed feedback and input from many different stakeholders. While there hasn't been any final guidance from DOL on the submission process or portal, the plan will not be considered late until after April 1st. Nell added that since our goal is to stick with the initial deadline of March 3, there will still be time to make final changes once we receive the final guidance. After the initial submission we will also have the opportunity to do plan modification at a later date. Leoni suggested that the OWIB approve the Unified State Plan with the expectation that certain areas of the plan are still being worked on.

The board discussed the opportunity to request modifications on a regular basis. Pirtle-Guiney suggested reviewing individual issues and keeping the Unified State Plan as more of a guiding document. Unger agreed and suggested we keep track of potential issues for further discussion. Halligan asked how to ensure the work going forward is more collaborative and how the board keeps track of the strategic goals. Krolick recommended having dashboards or metrics on focus populations. Hopewell made a motion to implement a semiannual review process to see if we are achieving our goals and recommend changes. Krolick seconded the motion. The board approved the motion unanimously.

Leoni reviewed the documents contained in the packet, including the changes to the Unified State Plan requirement and table of public comments received and staff responses. Leoni reported that the other change to the most current draft is the addition of the Vocational Rehabilitation section. Dan Haun reported that the Commission for the Blind and Vocational Rehabilitation followed a similar process for writing their plan. Haun added that they will need to revise the Vocational Rehabilitation section before the final submission to remove the order of selection document in Section VI.

Unger requested to see more in the plan about how the workforce system will include other partners, such as the Department Human Services (DHS), to braid together funding towards the success of targeted populations. He added that he would like to see economic development and/or Business Oregon included. Leoni responded that DHS Self-Sufficiency has been an integral part in the completion of the Unified Plan and will continue to be a system partner. Local boards will have more opportunities to call out partners in their plans as well. Pirtle-Guiney responded that this plan is intended to show the broader plan for the system as a whole as opposed to the on-the-ground service delivery model.

McGough stated that he feels that the federal requirements to incorporate the five core partner services in one-stop centers should be a priority in this document because the integration of those five programs into WorkSource Oregon (WSO) will be such an undertaking. He added that Title II must be included in the one-stop, but the plan does have Title II in WSO. Hopewell added that he sensed tension from community partners in certain comments around the difference between WSO and the workforce system, and between state/Governor oversight and inferred collaboration. Hopewell asked what role the board should play in bringing everyone to the table and ensuring cooperation by required partners.

Hopewell congratulated and thanked staff for their efforts in including and addressing comments. Leoni then requested items for a transmittal letter from the board to the Governor to address these tensions. McGough suggested adding a piece about progress and not perfection and that it will take a long time to get right. Lee encouraged the points of tension and disconnects to be surfaced and brought to the board for discussion and resolution. Hopewell suggested a clear expectation that all parties willingly come to the table. Pirtle-Guiney added that the letters should include why the state decided on the Unified Plan and while we didn't include the combined plan partners, we envision a system that is between the two options and expect collaboration. Halligan suggested the board look at the one-stop delivery mechanism and what's needed by area, with specific information about what is offered and best practices.

Halligan made a motion to approve the Unified State Plan with the discussed changes and recommend approval to the Governor. Hopewell seconded. The board agreed unanimously. Fallt, Millard and Gary Brown added their aye votes through Collaborate.

4. Open Public Comment

No public comment

5. Announcements

The next OWIB meeting will be March 11th and will be held at the Central Electrical Training Center in Tangent. Chair Madden thanked the board members for their input on board priorities for the next year.

Meeting adjourned at 2:16 pm.

OWIB Executive Committee Meeting Notes

February 17, 2016

Members: Chair Ken Madden, Lori Olund, Barbara Byrd, Elana Pirtle-Guiney, Alan Unger, and Kay Erickson

Staff/ Technical Advisors: Melissa Leoni, Karen Litvin, Michelle Sullivan, Greg Ivers, and Linda Sozzi.

1. Call to order and roll call

Chair Ken Madden called the meeting to order at 2:24 PM.

2. Workforce Budget and Funding Priorities

Pirtle-Guiney opened the discussion regarding budget priorities with a request that the OWIB designate priorities for the Governor. Unlike previous years where the OWIB was called upon to rubber stamp predetermined budget proposals or divvy up the budget by program, the Governor is requesting that the OWIB discuss and adopt overall goals and identify strategic direction. Staff will then fill in what that direction means with a recommendation for specific investments back to the board. Allocating Governor's Reserve funds towards the achievement of goals instead of by individual programs gives the board more ability to support successful programs. This approach will also allow the OWIB to support local boards by investing in pilot programs that are in alignment with the strategic goals. Byrd added that she would like the newer members of the OWIB also be brought up to speed on previously adopted budgets and priorities to identify whether they were effective or not. Pirtle-Guiney added that she's like to see the OWIB look at its strategic goals and narrow those to 3-4 investment priorities. Unger recommended helping the local workforce boards find additional funding to do the necessary work.

3. March OWIB Agenda

Leoni would like to do a report out of what the board member priorities for the OWIB are at the March 11 meeting based on the responses received. She also agreed with Chair Madden's suggestion to resend the email asking the members who have not submitted their priorities. In addition to having the OWIB meeting at the Tangent training facility and taking a tour, Leoni proposed adding time to educate the board on apprenticeship efforts and get them to weigh in on how they would like to see apprenticeship opportunities expanded in Oregon.

Committee members discussed when the OWIB will begin hearing report outs from board members assigned to local boards. Leoni and Pirtle-Guiney stated that this is a priority, but they are concerned about having those report outs too soon and losing depth of the reports and discussion. Unger requested a report out on the most recent legislative session. Leoni agreed to add a board member round table item to the agenda to have quick updates on the local board conversations, National Governor's Association meeting, and legislative session.

Other Business/ Wrap up

None

Meeting adjourned at 3:02 PM

Oregon Workforce Investment Board Minutes

Central Electrical Training Center- 33309 Hwy 99E Tangent Or 97389

March 11, 2016

Members Present: Alan Unger, Gary Brown, Susan Brown, Matt Millard, Kay Erickson, Ken Madden, Elana Pirtle-Guiney, Maureen Falt, Frank Wall, Paul Holvey, Michael Dembrow, Dave Baker,

Members by Phone: Lori Olund and Andrew McGough

Staff: Melissa Leoni, Todd Nell, Michelle Sullivan

Audience: Lorena Brown, Pete Karpa , Dan Haun, Greg Ivers, Kathy Wilkens, Karen Humelbaugh, Shaun Engstrom, Deanna Gerig, Jim Pfarrer, Shalee Hodgson

1. Welcome and Introductions

Ken Madden announced that Melissa Leoni will be leaving board and Todd Nell will be taking over as Executive Director of the Oregon Workforce Investment Board. However, Leoni will take a place on the OWIB as a technical advisor representing the Oregon Talent Council.

2. Consent Agenda

Since there is not a business quorum, meeting minutes for February 17th OWIB and Exec were not able to be approved

3. Public Comment

There was no public comment

4. Board Member Round table

Ken Madden reported out from the National Governors Association. Madden shared his enthusiasm and appreciation that the Oregon Governor did attend. He also shared information about other programs that are working, such as Casual Labor from London, which aim to allow people to work when they want to work. There are currently members following up on whether similar programs are something we would like to bring to Oregon. Madden also informed that board that we have been invited to visit the Swiss Embassy as well. He conveyed his excitement to hear about the different opportunities that could potentially help to restore a sense of balance from the many individuals that accepted lower paying jobs during the fall of the recession. Leoni added that the economists that attended the NGA conference projected that another recession within the next few years. She then presented the question of how do we create a productive workforce system that can help businesses survive a recession?

Gary Brown reported out on the Mid Valley Local Board. He, Barbara Byrd and Lori Olund have alternated attending Mid-Valley Local Board's meetings. The board has chosen Advanced Manufacturing, Health Care and Transportation, Natural resources and tourism as their industry sectors. Overall, the liaisons feel the LWDB's work is fairly aligned with state plan and they are a very well organized board. Brown also reported that the federal government deemed that their Make it in America efforts were in compliance.

Leoni reported out on the Lane Workforce Partnership behalf of Carrie Chaffee, who was unable to attend. Chaffee was truly inspired by the efforts of the new board and felt the more involved the OWIB

can be in supporting the LWDB, the better. Leoni also reported that Chaffee wanted to express her appreciation for best practice sharing as different boards are in different stages of development.

Matt Millard reported out on the Portland Metro LWDB. Millard and Charlie Hopewell were assigned as liaisons for the board and have paired up to attend board meetings. Millard feels that OWIB members need to provide clarity and authority to our local boards. Boards would like more concrete guidance and boundaries from the Governor's office.

OWIB Board Priorities

Leoni reported on the feedback received from board members regarding priorities and explained the process used to categorize them into common core themes.

1. System functions/ Relationships
2. System data
3. Pilot programs and investments to address skills gap
4. Program implementation and system effectiveness

Chair Madden proposed creating subcommittee to delegate the task of finalizing the final three to four top priorities for the board.

Humelbaugh introduced a closely related discussion around the Governors Reserve funds. She explained that while there are certain criteria requirements that must be considered when allocating the Governor's funds, there is also some flexibility on general funds. She requested the board provide suggestions for how we can direct potential reserve funds to drive the overall Strategic Plan and priorities for where to focus staff work. Madden again suggested delegating proposals to a taskforce or subcommittee. The board majority agreed and staff agreed to recruit volunteers for the OWIB Priorities Taskforce.

Next Generation Apprenticeships in Oregon

Shalee Hodgson explained the current efforts around apprenticeships in Oregon and plans to expand partnerships involving those efforts. In October 2015, the Oregon Employment Department (OED), in collaboration with BOLI, other state agencies and over 21 employers, received a 3 million dollar grant to expand apprenticeship efforts beyond building and constructions trades. More specifically, the grant is to help train apprentices, train staff, create a supportive eco system, and help employers understand apprenticeships better in Manufacturing. One goal for the grant is to replicate a successful apprenticeship program similar to the Bowling program in England program here in Oregon.

Shaun Engstrom presented an informative slide show on the registered apprenticeship program developments in Oregon. Her slide show highlighted the process by which employers implement successful apprenticeship programs. Madden shared his concerns with the apprenticeship model as it works and not being able to verify that apprentices are certified. Steve Simms commented that they are currently in the process of transferring already existing apprentice records into online data that is searchable.

Steve Simms from BOLI explained more differences between the German and/or Swiss Apprenticeship approach and the current approach used in Oregon. The alignment between the workforce and education is the biggest difference. In the Swiss model, the public education pays the majority of the costs to engage interested youth beginning at grade 7. Simms pointed out that while it is highly unlikely

to create a system identical to the German or Swiss model, adopting a relationship with education and business similar to their methods, will help to expand apprenticeships in Oregon and make them successful by braiding funding. We need to partner with education in order to make Next Generation Apprenticeships a success.

Leoni advised the board that the purpose of the apprenticeship presentation was to help get information to the Local Workforce Development Boards to start discussing what their needs are and how helpful an apprenticeship program in their area would be.

Chair Madden announced the next OWIB meeting will be June 10th 1-4. The OWIB members then toured the Dave Baker's training facility.

7. Announcements and break

No additional announcements

8. Tour of Training Facility

9. Adjourn

Oregon Workforce Investment Board Executive Notes

May 18th, 2016

Members: Charlie Hopewell, Lori Olund, Barbara Byrd, Alan Unger, Elana Pirtle-Guiney

Staff/ Technical Advisors: Todd Nell, Karen Humelbaugh, Patrick Crane, Greg Ivers, Karen Litvin

1. Call to order and opening comments

Acting Chair Lori Olund called the meeting to order at 1:34 PM. Olund reported that Jessica Gomez has submitted her formal resignation to the Governor's office and will no longer be on the board as of May 31, 2016. She also reported that there are two new members that will be announced on June 10, 2016 at the full OWIB meeting. Olund also welcomed Patrick Crane, Director of the Office of Community College and Workforce Development, and Kay Erickson, Interim Director for the Oregon Employment Department, to the Executive Committee.

Performance Subcommittee and the Youth Subcommittee are currently on hold while determining which issues should be addressed by each committee and which should fall into a third Administrative Subcommittee. Chair Ken Madden is assigning chairs for the subcommittees.

2. Report on Priorities Taskforce

Charlie Hopewell, chair of the Priorities Taskforce, gave an update that the Priorities Taskforce has been working to compile and categorize feedback from the Local Workforce Development Boards and OWIB members. The committee has established a format and an approach to complete the task and is narrowing down to tangible 2016 priorities that can be presented to the board. Hopewell is willing to give an updated at the June 10, 2016 full OWIB meeting, but does not feel the work will be completed by then.

3. Workforce Budget and Funding Priorities

Karen Humelbaugh plans to provide an overview of Title 1 dislocated worker and youth budget and Governors Reserve to the board members at the June 10, 2016 OWIB meeting. She will present the data and information at the board meeting after hearing the priority taskforce updates from Charlie Hopewell in hopes of having the board's recommended budget priorities inform the budget discussion.

4. June OWIB Agenda

Todd Nell reviewed the three main agenda items for the June OWIB meeting; the OWIB members will be giving 5 minute local plan presentations to report best practices for strategy and innovation, Hopewell will provide Priority Taskforce updates, and Humelbaugh will present the Workforce Budget and Funding Priorities.

5. Other Business/ Wrap up

None

Meeting adjourned at 2:01 PM

Purpose

The purpose of this agenda item is for the OWIB Local Liaisons assigned to local workforce development boards to present highlights of their Local Plan reviews as part of state development board responsibilities under the Workforce Investment and Opportunity Act, ORS 660.324 and ORS 660.321. Local Liaisons will recommend each local plan for approval, conditional approval or non-approval.

OWIB Strategic Plan Goals (Local Planning applies to all goals and virtually all strategies)

Goal 1: Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.

Goal 2: Provide business and industry customized workforce solutions to prepare and deliver qualified and viable candidates and advance current workers.

Goal 3: Invest in Oregonians to build in-demand skills, match training and job seekers to opportunities, and accelerate career momentum.

Goal 4: Create and develop talent by providing young people with information and experiences that engage their interests, spur further career development, and connect to Oregon employers.

Background

At the November 2015 meeting, the OWIB adopted a new mechanism for monitoring the local boards to determine whether their efforts are resulting in the achievement of the state's goals:

- OWIB representatives of Business and Workforce (labor and community-based organizations) are assigned to one of the nine local workforce boards of which they are not a member.
- The OWIB Local Workforce Board (LWB) Liaisons (the "Liaison Teams") meet regularly, in person or by video/conference call, with the director of their assigned LWDB.
- The initial focus of meetings is on the local plan development process and how the plan addresses the OWIB's strategic plan goals and strategies.
- The long-term focus of meetings is how the local board is implementing their local plan, including the progress made, best practices to share, and challenges.
- Once a year, each Liaison Team will report to the full OWIB and lead a discussion on how to share successes and best practices across local areas and industries, support local sector partnerships, and address system challenges.

Local Workforce Development Board	Current Target Sectors and Additional Sectors of Interest
Clackamas Workforce Partnership	<p>Current Focus:</p> <ul style="list-style-type: none"> • Advanced Manufacturing • Health Care (long-term) • Software/IT <p>Additional Sectors of Interest:</p> <ul style="list-style-type: none"> • Food Processing (not including agriculture)
East Cascades Workforce Investment Board	<p>Current Focus:</p> <ul style="list-style-type: none"> • Beverage Manufacturing (Northern sub-region) • Outdoor Gear (Central sub-region) • Specialty Agriculture (Southern sub-region)
Eastern Oregon Workforce Investment Board	<p>Current Focus:</p> <ul style="list-style-type: none"> • Advanced Manufacturing <p>Additional Sectors of Interest:</p> <ul style="list-style-type: none"> • Transportation • Health Care • Retail Trade • Wholesale Trade • Professional Goods & Services • Travel & Tourism

Local Workforce Development Board	Current Target Sectors and Additional Sectors of Interest
Incite	<p>Current Focus:</p> <ul style="list-style-type: none"> • Advanced Manufacturing <p>Additional Sectors of Interest:</p> <ul style="list-style-type: none"> • Healthcare
Lane Workforce Partnership	<p>Current Focus:</p> <ul style="list-style-type: none"> • Technology • Food & Beverage Manufacturing
Rogue Workforce Partnership	<p>Current Focus:</p> <ul style="list-style-type: none"> • Health Care • Advanced Manufacturing • E-Commerce/IT
Southwestern Oregon Workforce Investment Board	<p>Current Focus:</p> <ul style="list-style-type: none"> • Health Care
Oregon Northwest Workforce Investment Board	<p>Current Focus:</p> <ul style="list-style-type: none"> • Marine Sciences • Advanced Textile Manufacturing <p>Additional Sectors of Interest:</p> <ul style="list-style-type: none"> • Health Care • Information Technology
Worksystems	<p>Current Focus:</p> <ul style="list-style-type: none"> • Health Care • Advanced Manufacturing • IT/Software • Construction

OWIB Local Board Liaisons/Teams

Background

Many of you have been asking for more information about the roles and responsibilities of Local Board Liaison Teams, including the expectations of you and the support provided by OWIB and workforce staff. Below is information that was shared previously around the Local Board Liaison role.

OWIB representatives of Business and Workforce (labor and community-based organizations) are assigned to a local workforce board (Liaison Teams). OWIB Members are not assigned to the team for their local workforce board.

OWIB staff will assist the OWIB members and the local workforce development board (LWDB) directors in setting up the type and frequency of meetings that work best for those involved. LWDB Directors may provide background materials or reports in advance of those meetings to the OWIB members. If OWIB members identify additional information needs, OWIB and Workforce Investments (Point of Contacts) staff will work with the LWDB Directors to provide that information.

OWIB Local Liaisons have reviewed the local plans of their assigned local workforce board. Liaison Team meetings should be used to discuss any questions about the local plans so OWIB members are prepared to make a recommendation for approval to the full board at the June 10 meeting.

In the long-term, the OWIB members on each Liaison Team should be having regular communication with their LWDB Director to better understand how implementation of the local plan is progressing and how each board is meeting the OWIB's goals. The definition of regular communication will vary by local board and OWIB member, but needs to result in the OWIB members being prepared to report at least once a year to the full OWIB on the progress, successes and challenges of the local board to which they are assigned.

At least once a year, each Liaison Team will report to the full OWIB and lead a discussion on how to address issues, support sector partnerships, and share best practices. Discussions should highlight progress being made and challenges.

Liaison Team Support

Staff from the OWIB and Workforce Investments (WI) will assist the Liaison Teams and help coordinate monthly meetings. These staff will also:

- Review board agendas and meeting minutes to identify best practices and potential action items at the state level.
- Create and share FAQs with the boards as needed.
- Attend local area meetings or events as needed and appropriate.
- Utilize other Workforce Investment staff and partners as resources to provide a comprehensive answer or technical assistance solution.

**OWIB Local Workforce Board Liaison Team
Membership June 3, 2016**

Local Workforce Development Board	OWIB Members	Staff Contact
East Cascades Workforce Investment Board Heather Ficht, Executive Director heather@eastcascadesworks.org , 541-385-9675	Maureen Fallt Ken Madden	Frank Brown
Eastern Oregon Workforce Investment Board Bill Rosholt, Executive Director bill@easternoregonworkforce.org ; 541-963-3693	Trygve Bolken Barbara Byrd	Todd Nell
Mid-Valley Workforce Board Tony Frazier, CEO tfrazier@inciteworks.org ; 503-581-1002	Lori Olund Gary Brown Barbara Byrd	Rachel Soto
Lane Workforce Partnership Kristina Payne, Executive Director KristinaP@laneworkforce.org ; 541-285-6001	Bob Halligan (plan reader) Carrie Chaffee	Rachel Soto
Oregon Northwest Workforce Investment Board Heather DeSart, Executive Director heather@onwib.org ; 541-921-7311	Joe Weber	Jennifer Denning
Rogue Workforce Partnership Jim Fong; Executive Director Jimf@jobcouncil.org ; 541-842-2515	Bob Halligan Dave Baker	John Asher
Southwestern Oregon Workforce Investment Board Jack McClelland, Executive Director jmcclelland@sowib.org ; 541-751-8523	Frank Wall Jeff Krolick	Frank Brown
Clackamas Workforce Partnership Bridget Dazey, Executive Director Bridget.Dazey@clackamasworkforce.org ; 503-657-1729	Frank Wall Charlie Hopewell (plan reader)	Jordana Barclay
Worksystems Andrew McGough, Executive Director amcgough@worksystems.org ; 503-478-7371	Charlie Hopewell (plan reader) Matt Millard	Jordana Barclay

Purpose

The purpose of this agenda item is to present the findings and recommendations of the Oregon Workforce Investment Board’s Priorities Taskforce. The taskforce was charged with setting priorities to guide the investment of funds through the Governor’s WIOA Reserve and other potential funding opportunities.

OWIB Strategic Plan Goals

Goal 1: Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.

Goal 2: Provide business and industry customized workforce solutions to prepare and deliver qualified and viable candidates and advance current workers.

Goal 3: Invest in Oregonians to build in-demand skills, match training and job seekers to opportunities, and accelerate career momentum.

Goal 4: Create and develop talent by providing young people with information and experiences that engage their interests, spur further career development, and connect to Oregon employers.

Background

At the March 11th meeting, Karen Humelbaugh introduced a discussion around the Governors Reserve funds. She explained that while there are certain requirements that must be considered when allocating the Governor’s funds, there is also some flexibility on both the federal reserve and general funds. She requested the board provide suggestions for how we can direct potential reserve funds to drive the overall Strategic Plan and priorities as well as focus for staff work.

To help in this endeavor, feedback was received from OWIB board members and provided at the March 11 meeting for review. This document provided a list of future priorities categorized into common themes. During this meeting, the Priorities Taskforce was charged with settling on a final three to four top priorities for the board to drive the Strategic Plan.

The Priorities Taskforce was formed and at the first meeting the group categorized and winnowed down the larger list. A priorities matrix was created. In the second meeting, more clarity around alignment and OWIB priorities was achieved, taking into consideration feedback on the needs of the Local Workforce Development Boards. In the final meeting, the OWIB Priorities Matrix was further refined and in its current form highlights what the taskforce believes are four comprehensive priority areas that include Additional Resources, LWDB Support, Governance and Monitoring Goals and Progress. This matrix includes a comprehensive list of six prioritized ways to potentially direct reserve and grant funds.

OWIB Priorities Matrix

What	How	Actions
1. Additional Resources	<ul style="list-style-type: none"> • Utilize the following prioritization: <ol style="list-style-type: none"> 1. Response to Industry in prioritized sectors 2. Apprenticeship (pre) 3. Youth Employment Opportunities 4. Work with identified target populations (rural, communities of color, generational poverty...) 5. Increases in Occupational Skills Training dollars 6. Collaborative projects with other agencies/entities 	<ul style="list-style-type: none"> • Prioritize application for and spending of grant opportunities • Prioritize how to spend WIOA statewide activities and reserve money
2. LWDB Support	<ul style="list-style-type: none"> • Respond to regional needs • Remove Constraints • Ensure Collaboration • Utilize LWDB Liaisons • Network players/ agencies 	<ul style="list-style-type: none"> • Focus on new LWDBs • Poll LWDBs for barriers • Share best practices of LWDBs • Get Biz Oregon (Economic Development to present their vision)
3. Governance	<ul style="list-style-type: none"> • Ensure strategy alignment • Ensure Governor support • Ensure Collaboration 	<ul style="list-style-type: none"> • Review local strategies • Get Governor involved • Provide accountability • Identify and eliminate redundant training (i.e. between schools, workforce)
4. Monitor Goals & Progress	<ul style="list-style-type: none"> • Ensure dialogue and decision on key metrics that measure system progress and success 	<ul style="list-style-type: none"> • Identify qualities of success first • Create top metrics and benchmarks • Monitor regularly

Purpose

The purpose of this agenda item is to brief the board on the budget for Title 1 programs and walk members through performance and resource information.

Related OWIB Strategic Goals

Goal 1: Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.

- Strategy 1.2: Align and leverage resources (data, funding, capacity, etc.) to collectively impact common outcomes and reward collaboration.

Goal 4: Create and develop talent by providing young people with information and experiences that engage their interests, spur further career development, and connect to Oregon employers.

- 4.2 Pursue additional resources to support local initiatives in both rural and urban communities.

WIOA Governor’s Reserve

Oregon received its 2016 annual allotment notification from the U.S. Department of Labor for Adult, Dislocated Worker, and Youth programs.

- Adult \$10,949,876
- Dislocated Worker \$14,140,167
- Youth \$11,441,241
- Total \$36,531,284

The majority of the funding is required to go to Local Workforce Development Boards (LWDBs) via formula, which is based on employment and economic data at the county level. Prior to the local formula being applied, the state is allowed to reserve:

- 5% of the total funding for Administration
- 10% of the total funding for a Governor’s Reserve
- 25% of the Dislocated Worker funding for Rapid Response/Pre-Layoff services

The Governor’s Reserve is used for both required (by federal law, state legislation, and budget notes) and allowable activities. Remaining funds are used on strategic initiatives endorsed by the Governor and OWIB. Previously, these included:

- Governor’s Office Staffing
- Career Information/Labor Market information at WorkSource Oregon Centers
- Support and leadership to LWBs, including assistance moving to the board versus service provider role
- New LWB chartering, planning, and technical assistance
- Certified Work Ready Communities
- Sector Strategies

The board’s prioritization from Item 6 developed by the Priority Taskforce will be utilized to support unobligated reserve dollars.

Workforce Performance Measures Summary

DRAFT (updated 5/4/2016)

Measure	Most Recent Value	Change from Prior Year	Trend <i>(lines show series start, year ago, and end)</i>
Entered Employment 3Q 2013 - 2Q 2015 Total Employed / Total Exited	79%	↑ +2	
Employment Retention 4Q 2012 - 3Q 2014 Total Retained / Total Exited & Employed	67%	↑ +3	
Wage Gain 3Q 2011 - 2Q 2014	\$1.26	→ +\$0.11	
Median Earnings			
Participated in Skill Gain			
Completed Skill Gain <i>Completers % of participants</i>			
Completed Formal Skill Gain			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px dashed gray; padding: 5px; width: 20%;"> <p>We will have information on skill gain once PRISM 2.0 is fully functioning.</p> </div> <div style="border: 1px dashed gray; padding: 5px; width: 40%;"> <p>When we move to WIOA reporting under PRISM 2.0, the wage measure will be defined as the median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.</p> </div> <div style="border: 1px dashed gray; padding: 5px; width: 20%;"> <p>These are the measures under the current version of PRISM. They will be redefined, partly based on WIOA, when PRISM 2.0 is introduced.</p> </div> </div>			
Quality of Individual Service July 2015 - February 2016 % excellent or good	81%	N/A	
Individual Likely Recommendation July 2015 - February 2016 % excellent or good	89%	N/A	
Quality of Business Service July 2015 - February 2016 % excellent or good	79%	N/A	
Business Likely Recommendation July 2015 - February 2016 % excellent or good	89%	N/A	



Quarterly BTWO Report - Statewide

Measure	Current	Trend
BTWO Employment Rate <i>data 4Q2012 through 3Q2015</i>	90.85%	
PRISM Employment Rate <i>data 4Q2012 through 3Q2015 includes BTWO</i>	79.62%	
BTWO Retention Rate <i>data 1Q2012 through 4Q2014</i>	75.95%	
PRISM Retention Rate <i>data 1Q2012 through 4Q2014 includes BTWO</i>	64.06%	
BTWO Wage Gain <i>data 4Q2011 through 3Q2014</i>	\$2.19	
PRISM Wage Gain <i>data 4Q2011 through 3Q2014 includes BTWO</i>	\$1.01	

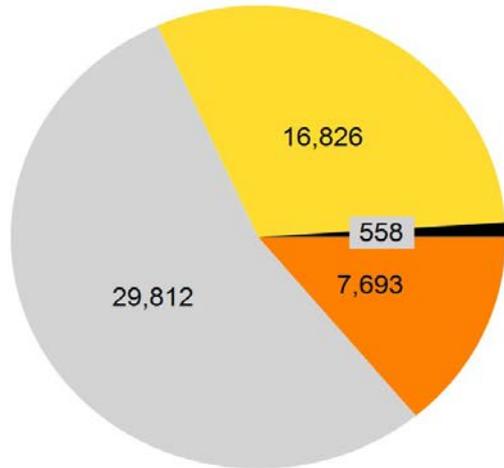


Quarterly NCRC Report - Statewide

Measure	Current	Trend
NCRC Employment Rate <i>data 4Q2012 through 3Q2015</i>	80.45%	
PRISM Employment Rate <i>data 4Q2012 through 3Q2015 includes NCRC holders</i>	79.62%	
NCRC Retention Rate <i>data 1Q2012 through 4Q2014</i>	72.05%	
PRISM Retention Rate <i>data 1Q2012 through 4Q2014 includes NCRC holders</i>	64.06%	
NCRC Hourly Wage at Employment <i>data 4Q2011 through 3Q2014</i>	\$15.13	
PRISM Hourly Wage at Employment <i>data 4Q2011 through 3Q2014 includes NCRC holders</i>	\$16.40	
NCRC Wage Gain <i>data 4Q2011 through 3Q2014</i>	\$1.64	
PRISM Wage Gain <i>data 4Q2011 through 3Q2014 includes NCRC holders</i>	\$1.01	

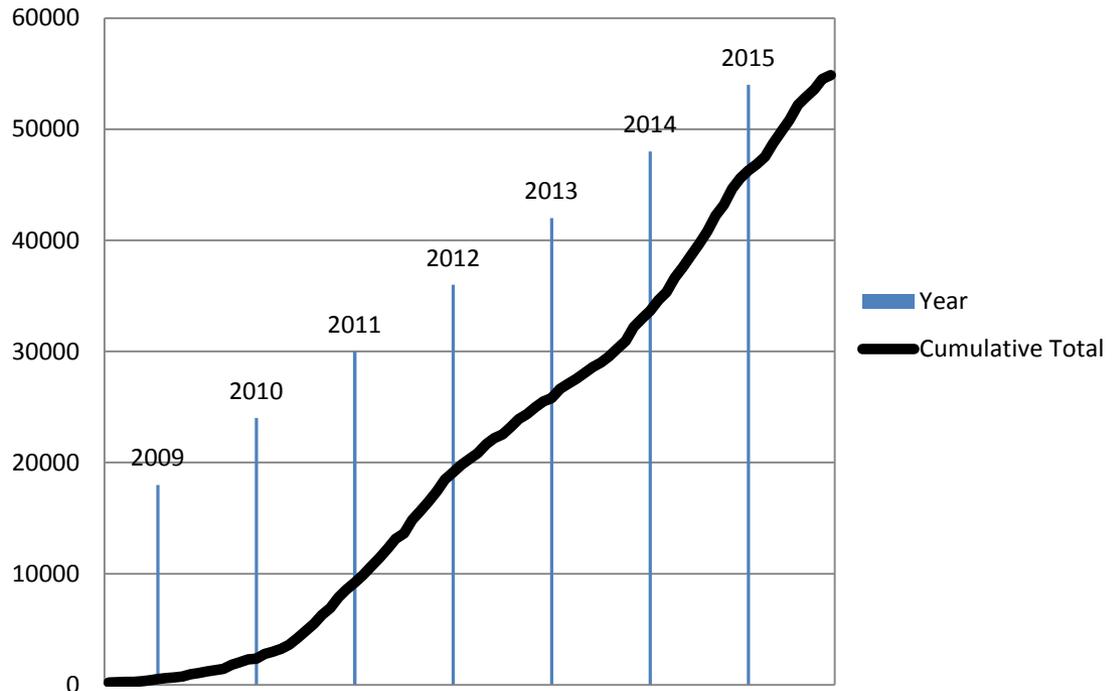
NCRC's Earned in Oregon

July, 2008 – May 2016



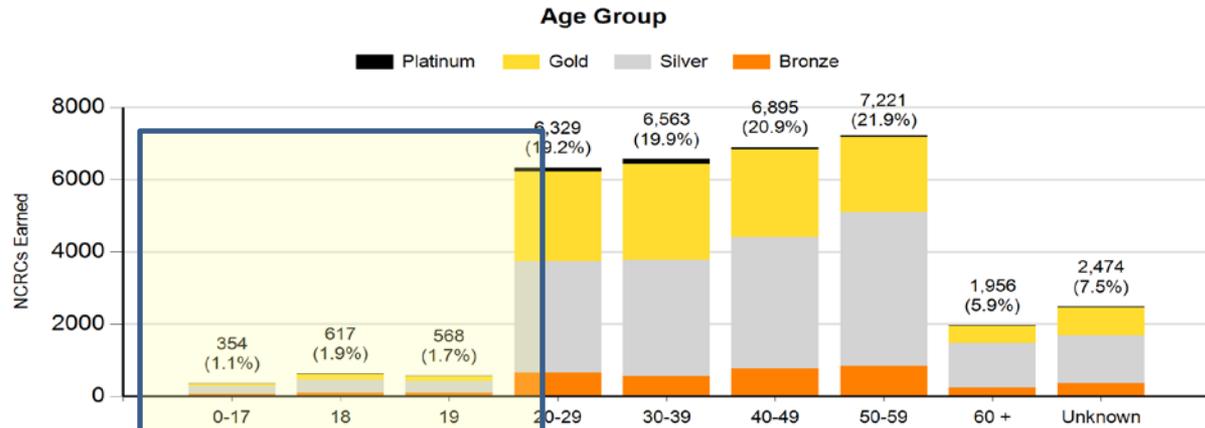
- Bronze
- Silver
- Gold
- Platinum

54,889

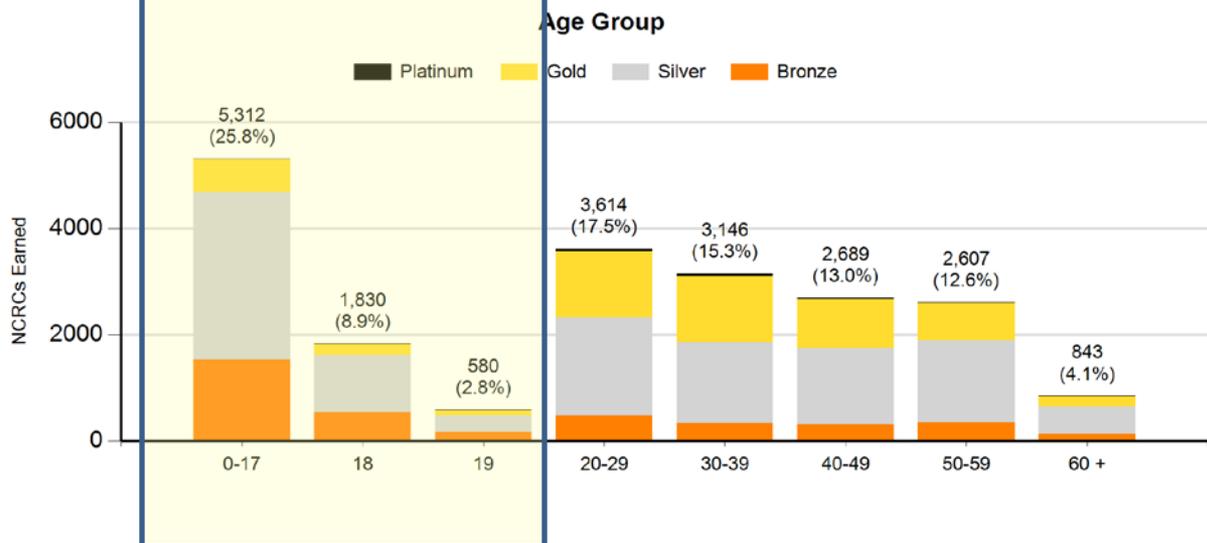


Comparison of Age Groups: 2008-June, 2014 and July 2014 - present

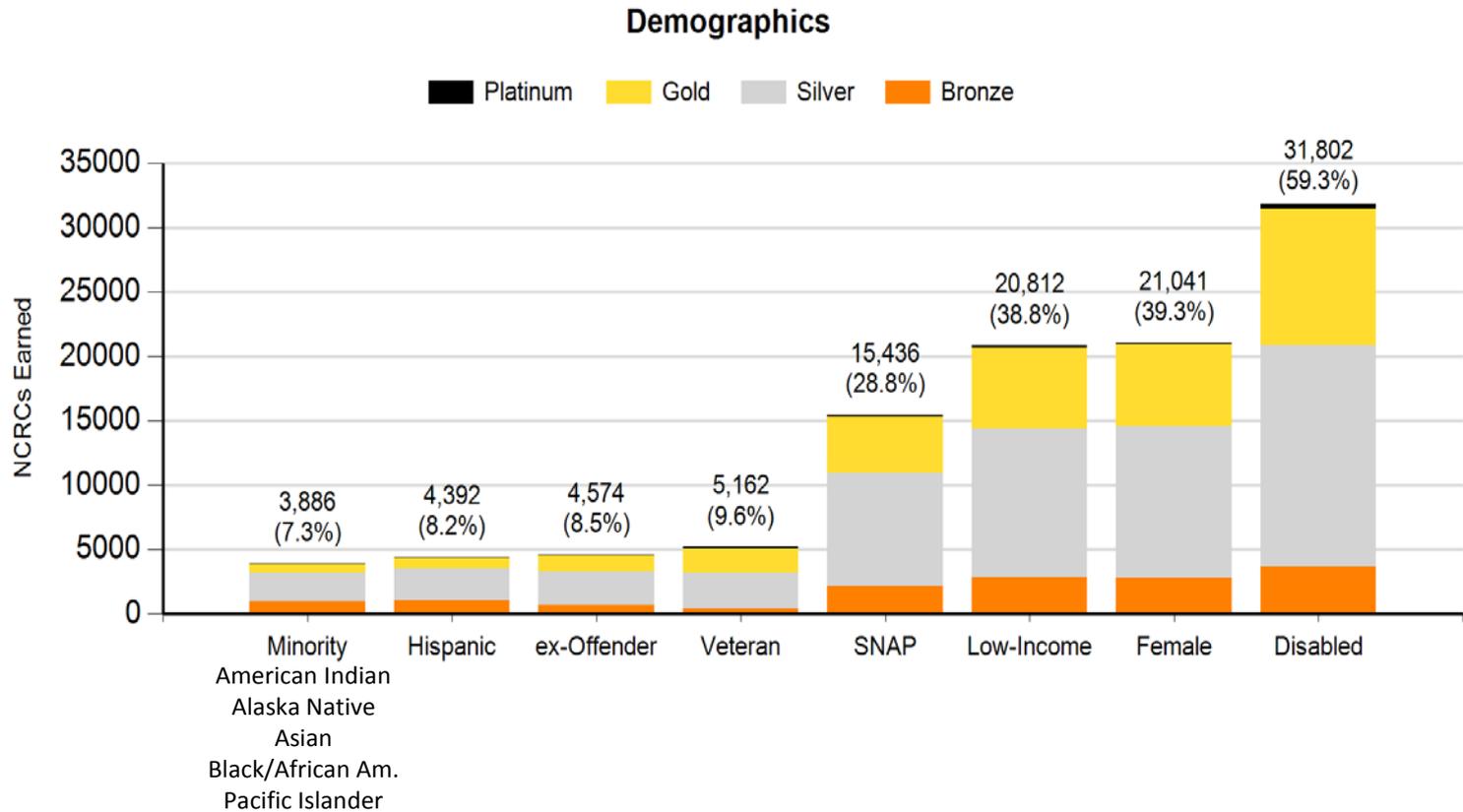
2008 -2014



2014 - present



NCRC Demographics; 2008-2016



The Work Opportunity Tax Credit

The Work Opportunity Tax Credit (WOTC) is a Federal tax credit available to employers for hiring individuals from certain target groups who have consistently faced significant barriers to employment.

What does WOTC Do?

WOTC reduces an employer's cost of doing business, requires little paperwork, and applying for WOTC is simple.

WOTC helps targeted workers move from economic dependency into self-sufficiency as they earn a steady income and become contributing taxpayers, while participating employers are able to reduce their income tax liability.

How Large is the Tax Credit?

The maximum tax credit ranges from \$1,500 to \$9,600, depending on the employee hired.

Who is Eligible?

Targeted groups include:

- Veterans
- TANF Recipients
- SNAP (food stamp) Recipients
- Vocational Rehabilitation Referral
- Ex-Felons

For more on target groups and additional information visit www.OregonTaxCredit.org and the Federal WOTC web site: <http://www.doleta.gov/wotc>

Things to Know

- The employee must work a minimum of 120 hours to qualify for a credit.
- Employment of 400 hours and above provides the maximum target group credit.
- There is no limit on the number of individuals an employer can hire to qualify to claim the tax credit.
- Certain tax-exempt organizations can take advantage of WOTC by hiring eligible veterans and receiving credit against the employer's share of Social Security taxes.
- Submitting WOTC application is now easier than ever through the Oregon WOTC Web Portal at https://or.wotc-web.net/wa_login_emp.html
- WOTC applications must be submitted within 28 days of the new employee's start date. Timeliness is determined by postmark or electronic date stamp if submitted through the Oregon WOTC Online Portal.

How to Apply

- Complete IRS Form 8850 by the day the job offer is made.
- Complete ETA Form 9061.
- Submit the completed and signed IRS and ETA forms via the Online Portal.
- Application must be made within 28 calendar days of the employee's start date.
- Wait for a final determination from your State Workforce Agency. The determination will indicate whether the employee is certified as meeting the eligibility for one of the WOTC target groups.
- After the target group employee is certified by the State Workforce Agency, file for the tax credit with the Internal Revenue Service.

Questions ???

Contact the WOTC Team at:

Oregon Employment Department
875 Union St NE
Salem, OR 97311
503 947-1670
Oregon.WOTC@Oregon.gov

Strategic Plan 2016 - 2020

Executive Summary | Spring 2016

Higher education in Oregon is a complex network of private and public career schools, colleges, and universities that collectively awards more than 45,000 degrees and certificates a year.

The Higher Education Coordinating Commission is the sole board and agency responsible for ensuring coordinated and clear pathways for Oregonians beyond formal high school as they pursue learning to prepare to enter or re-enter careers.

HECC serves as a policy leader and convener of higher education institutions and partners in the preK-12 to college to career pipeline.

Its 2016-2020 Strategic Plan outlines six broad strategies that will help guide the Commission and its staff in developing specific work plans, budget recommendations and policies over the next five years. The HECC will pursue these strategies in partnership with institutions, community-based organizations, workforce partners, and students and their families.

As progress is made and needed adjustments are identified, the HECC will make updates to this plan and its strategies.

Strategy 1: Goal-setting

Building on the state's 40-40-20 Goal, the HECC aims to sharpen Oregon's higher education goals and better describe the state's progress in meeting them by:

- Working with partners to develop a new adult educational attainment goal, distinct from 40-40-20, that reflects labor market demands and employment opportunities;
- Developing actionable interim 40-40-20 targets for overall student cohorts and underrepresented student populations to ensure that all groups reach 40-40-20 in the same timeframe;
- Conducting public reporting on higher education outcomes in a more systematic way and with an equity focus; and
- Improving state and institutional capacity for collecting, analyzing, and reporting on student data.

Strategy 2: Public College and University Funding

As the sole entity responsible for proposing a comprehensive higher education budget to the Governor and Legislature, the HECC will develop a budgeting model that links state funding inputs to student achievement and will work with partners to advocate for funding levels required to meet state goals.

OREGON'S PROGRESS TOWARD 40-40-20

In 2011, the State of Oregon enacted legislation known as the "40-40-20 Goal" that created an aspirational goal for Oregon's educational achievement that seeks to have at least 40% of Oregon's working age population (aged 25-64) hold a bachelor's degree or higher, 40% to have hold an associate degree or certificate, and 20% percent to hold a high school diploma or equivalent by 2025.

While Oregon has considerable work to do before reaching 40-40-20, the overall trend is positive. Between 2006 and 2013, the percentage of working-age Oregonians with associate degrees or higher edged upward from 38% to almost 41%.

Yet, these improvements have not been seen equally by all groups. Data shows that students in Oregon's education pipeline (preK-12 system)—especially low-income and students of color—still are not accessing and succeeding in higher education at equitable rates.

The HECC will take a lead role in convening partners to further align programming and supports to close the achievement and opportunity gap for low-income students, students of color, and recent high school graduates—as well as deepen connections between Oregon's education and workforce systems.



Strategy 3: Pathways

The HECC will work with partners to simplify and align pathways in the higher education network from pre-kindergarten to career by:

- Supporting colleges and universities to foster deeper partnerships with school districts and community organizations to improve preK-12 outcomes;
- Improving the alignment of learning standards and outcomes between high school and higher education, between higher education institutions themselves, and between higher education and career;
- Promoting degree pathways and related initiatives that increase opportunities for postsecondary students to build on career-oriented education and workplace experience; and
- Creating better connections between higher education and training and employer needs.

Strategy 4: Student Support

The HECC will work to strengthen the ability of campuses and communities to support student success, and completion by:

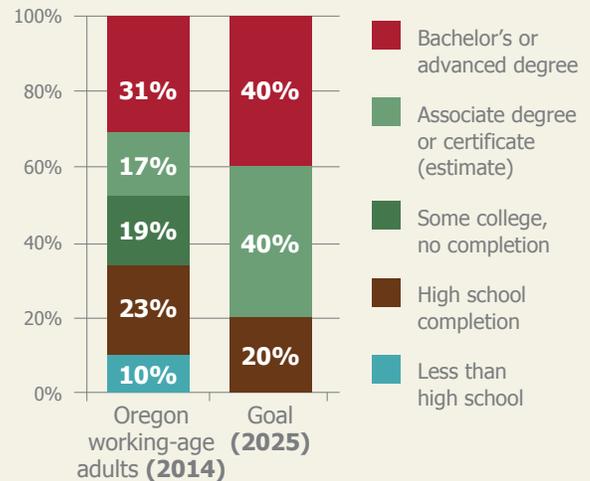
- Using funding models to incentivize institutions to invest in student safety and success;
- Considering the creation of a strategic fund that can be used to support statewide, collaborative, university-led initiatives focused on improving student success;
- Working with the Legislature and partners to ensure that funding proposals focused on access and affordability are complemented by funding dedicated to student success;
- In partnership with institutions, supporting the development of center(s) to research, develop, and disseminate best practices for student safety and success; and
- Engaging students, families, and community groups as partners in efforts to improve student success.

Strategy 5: Affordability

The HECC seeks to limit the cost incurred by all students pursuing postsecondary education, with a particular focus on students in Oregon’s education pipeline. Key elements of this strategy include:

- Developing a set of affordability measures that can be used to guide policy and to measure progress and reporting annually on progress/status;

TABLE 1 Educational Attainment Rates for Oregon Adults Versus 40-40-20 Goal



Note: Working-age adults are 25-64 years old. The high school completion group includes people who self-report to have some college but no degree; the number of individuals in this group with certificates or credentials is unknown.

Source: HECC analysis of the American Community Survey, ECONW

- Supporting innovations that lower student and family cost while maintaining or increasing quality;
- Increasing state financial aid so that is on par with the national average per student;
- Continuing to promote Oregonians’ access to the state and federal financial aid system, including through FAFSA and ORSAA completion efforts; and
- Connecting young Oregonians to the promise of affordable higher education.

Strategy 6: Economic and Community Impact

The HECC will work with partners and the communities they serve to maximize the impact of postsecondary education on Oregonians’ economic, civic, cultural, and personal well-being. This includes:

- Developing a structure to prioritize and promote university-led research with tools such as funding-based incentives;
- Collaborating with partners in Oregon’s workforce system to develop metrics to focus investments in the workforce system; and
- Making investments that support higher education’s unique role in promoting the cultural, economic and civic vitality of Oregon.

Vision Statement: The Higher Education Coordinating Commission (HECC) is dedicated to fostering and sustaining high quality, rewarding pathways to opportunity and success for all Oregonians through an accessible, affordable and coordinated network for educational achievement beyond high school.



Oregon
TALENT
Council



AN EXECUTIVE SUMMARY

*Making Oregonians the
First and Best Choice of
Oregon Employers*

TALENT PLAN

Talent is a key driver of economic growth.

Today's desired professional and technical talent is a mix of educational credentials and applied experience that combine technical knowledge with skills such as project management, teamwork, diagnostic thinking and problem-solving capabilities. Remaining competitive means that new and experienced talent must continually learn new skills and technologies.

When workers have a combination of educational credentials, applied skills and industry experience, they quickly become productive company assets. Without workers who have the right blend of skills our economy is at risk – companies grow more slowly, wages stagnate, and the best and brightest leave our communities for other opportunities.

Enabling workers to gain this desired mix of education and applied experience is challenging, because the knowledge and technology base for the vast majority of professional and technical occupations is changing rapidly. In addition to the core knowledge required for each specific occupation, significant trends such as big data, cyber vigilance and the Internet of Things are changing the way we work. The information we gather, manage and analyze, regardless of industry, is a driving force for every enterprise. So too are the advances in engineering and science that result in new materials for manufacturing, smart grid systems for energy, advanced diagnostic and therapeutic devices for health care and bioscience, and smart mobile technologies. In addition, most professional and technical jobs are part of interdisciplinary teams, with consistent customer interactions requiring workers to have stronger communication and professional interpersonal skills than ever before.

Not only is our knowledge changing; the pace of transformation in the global work place is influencing how we learn. Disruptive trends, such as these, necessitate a reassessment of the systems and resources needed to effectively support our state's talent:

- Human knowledge is estimated to double every 13 months; making much of what we learn today out of date in just a few years.
- Technology is automating tasks, yet also increasing the need for people to diagnose and rapidly respond to problems.
- The Internet, social media and mobile apps give customers (including students and employees) more choices and influence than ever before. They are increasingly turning to online, on demand and condensed solutions for education and skill development.

“The Oregon
Talent Council
bridges
educational
credentials with
the applied skills
and experience
needed by
employers.”

- The average job tenure has decreased to 4.6 years, and younger workers change jobs about every three years.
- More workers (~30-40%)¹ are freelancers, self-employed or contract workers who must rely on their own resources to keep up-to-date. That trend is expected to grow.

To provide a voice and focus for these issues, the Oregon Talent Council was established by the legislature in 2015 to “advise and be a resource for state agencies and educational institutions on issues of talent development, and to promote the growth and competitiveness of Oregon’s traded sector and high growth industries.”

The Oregon Talent Plan, a product of the Talent Council, has been developed in response to those challenges. The legislated purpose of the Plan is to be a resource for state agencies and education and training partners in their efforts to address Oregon’s critical gaps in professional and technical occupations. The Plan is a living document that will be continually updated to reflect changing needs.

A Coordinated Approach

Talent is a critical issue in both good and bad economic times. Economic growth can exacerbate current job vacancies without a pipeline of qualified workers; recessions tend to push those with marginal skills to the ranks of the unemployed. Talent is also a competitive advantage, enabling our workers and companies to grow and succeed. At the heart of traded sector and high growth industries is a core set of professional and technical occupations that are mission critical and directly influence the availability of other jobs.

The combination of ever-changing knowledge, advancing technologies and fluid work environments demand more agile education and training systems. That requires greater alignment of programs among industry, education, workforce and government partners. Shorter, industry-led efforts are needed alongside longer term investments in higher education. Investments in incumbent worker training for higher skilled jobs are needed along with training that increases the skills of those with more limited education.

Oregon’s professional and technical talent gaps can be classified in three ways: 1) lack of qualified applicants, 2) mismatched skills, and 3) uneven geographic distribution. Each of these requires the engagement of various organizations to create viable solutions. There are no *one size fits all* answers. Instead, solutions are likely to come from a combination

¹ U.S. Bureau of Labor Statistics, 2012

“Today’s talent must continually learn new skills and technologies to remain competitive.”

of public and private sources. Findings of the Oregon Talent Plan suggest three key issues and opportunities:

MORE, meaning how many: Continuous and adequate higher education funding to develop the quantity of graduates and program completers needed for a healthy pipeline of professional and technical workers.

- Continued state investment in STEM/CTE programs.
- The allocation of university and college resources to degrees and programs that align with industry needs.

BETTER, meaning how prepared: Programs that augment degree credentials with applied skills for increased employability and have direct connections to employment opportunities.

- More internships and work-based learning integrated with higher education, such as the MECOP/CECOP engineering co-op programs.
- More industry-led efforts, such as the BioCatalyst and BioPro programs operated by the Oregon Bioscience Association, which help incumbent and under-employed workers gain new skills.

FASTER, meaning how quick: Scalable systems to deliver distance learning, on-demand and work-based programs that enable workers to more quickly reach needed proficiency and productivity, and that extend the geographic reach throughout the state. Examples include:

- Collaborative and cross-institutional solutions, such as the statewide reach of the radiology technician program operated from Linn-Benton Community College.
- Apprenticeship and internship programs in a wide range of industries.
- Investments in IT tools such as those developed by Oregon’s OpenSesame to deliver on-demand content for cross-cutting skills.

Focus on Critical Skills

The initial Oregon Talent Plan is a needs assessment that forms the foundation of the work of the Talent Council. The Plan focuses on five industry sectors² and ten occupational clusters that provide a strong return on public investment. These occupations:

- Are classified as professional and technical in nature,
- Pay at or above the state average wage,
- Require some form of post-secondary training,
- Have a demonstrated demand through 2022, and
- Are identified by industry as high demand, hard-to-fill or mission critical.

Key Professional and Technical Occupational Clusters		
High growth, high demand occupations	Mission critical occupations	Emerging occupations
<p><i>Significant new and replacement jobs with foreseeable demand and high growth rates that cut across industries and/or regions</i></p> <p>Systems and data specialists needed in all industries who design, connect, and manage big data systems.</p> <p>Data and business intelligence analysts who analyze big data to enhance operations, predict market demand, mitigate risk and control quality and standardization.</p> <p>Industrial machinists, millwrights and operators of highly computerized and/or automated processes requiring precision, quality control and strong diagnostic skills.</p> <p>Rehabilitation therapists and assistants (physical, occupational, respiratory, etc.) employed in hospitals, clinical and long-term care systems.</p>	<p><i>Strong employment and above average projected growth; identified by industry as essential for core operations and often hard-to-fill</i></p> <p>Technologically skilled mechanics and maintenance technicians who maintain and repair highly technical machines and equipment across industries including manufacturing, energy, healthcare and others.</p> <p>Mental and behavioral counselors who are a growing part of integrated health systems and who support the ability of residents to have productive lives.</p> <p>Interdisciplinary engineers who can integrate mechanics, electronics, and computer systems that comprise smart machines and connected devices.</p> <p>Primary health care practitioners including physician assistants, nurse practitioners and specialty nurses, who are at the heart of new health models, and are hard-to-fill, especially in rural areas.</p>	<p><i>Relatively new and/or growing rapidly in support of multiple industries; critical to positioning the state as a leader in these skills</i></p> <p>Cyber and information security specialists who can develop, monitor and mitigate security risks for data and information systems.</p> <p>Advanced materials engineers and scientists enabling the development of products and devices that are smaller, tougher, lighter, more flexible and durable, less expensive and energy efficient.</p>

² Initial industries include advanced manufacturing, biosciences, energy, healthcare and information technology.

“Addressing talent issues in a quickly changing environment requires a mix of industry, education and workforce solutions working hand in hand.”

The Talent Plan was developed using primary and secondary data sources from industry, government and academia. Data were analyzed for skills and occupations that cut across industries, as well as mission critical skills for specific traded and high growth industries. While each industry has additional professional and technical needs, the preceding table represents an initial set of occupations with strong overall need.

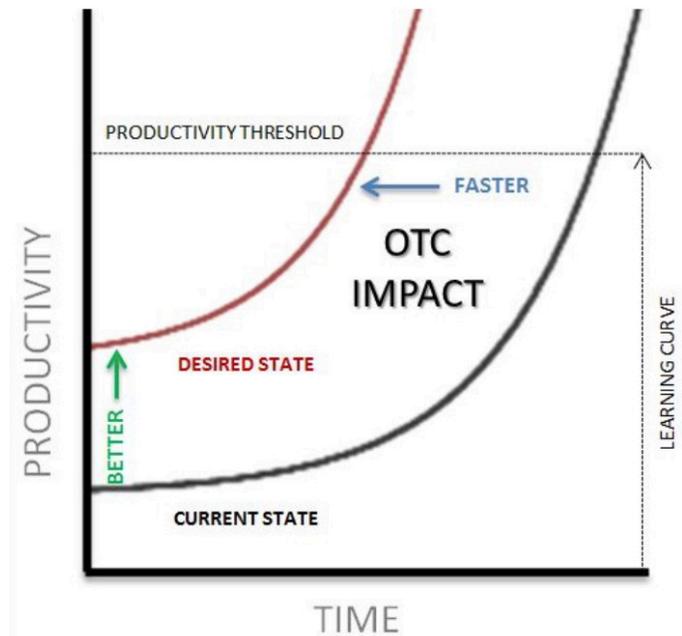
The Talent Council's Focus

Given the trends and key occupations identified in the Talent Plan, the Council has a unique opportunity to expand partnerships and pilot new programs that will create significant returns on public investment and fill gaps not being addressed by others.

Co-investment Focus

To complement and augment the work of higher education, the Council will focus investments on areas that address the *better* and *faster* components of developing talent, specifically:

- Skills and/or experience that increase employability and competitiveness. (*Better*)
- Delivery methods that bridge urban-rural gaps and/or address multiple occupations/skill sets. (*Faster*)



The Council anticipates funding a mix of efforts that serve incumbent workers, career changers and junior level talent. Projects funded by the Council will demonstrate:

Strong Contextual Content –

Applied skills and work experience alongside technical aptitude.

Robust Industry Engagement –

A strong level of collaboration, commitment and investment by industry.

Cost-effectiveness and Agility –

The ability to demonstrate scalability and return on investment.

Expanded Reach and Diversity –

The ability to serve diverse populations and multiple regions of the state.

Partnership Development

Successful examples are already in place in Oregon and elsewhere that demonstrate collaborative ways to address talent needs. In addition to co-investments, the Talent Council will continue to build the case for talent by working with industry associations, higher education and workforce organizations to:

- Research critical needs,
- Evaluate investments and demonstrate ROI,
- Highlight success stories,
- Benchmark the performance of Oregon’s talent efforts against other states, and
- Host best practice forums to accelerate adoption of high impact models.

Over this first biennium, the Talent Council will refine its role in helping Oregon build a foundation of investments and partnerships that will effectively address the talent needs of our employers. The inaugural Talent Plan is the starting point for this journey.

DAVID CHILDERS, CHAIR

Business Acceleration Consultant

EILEEN BOERGER

CorSource Technology

JOSH BRATT

Morgan Stanley

MIKE DONNELLY

Carestream, Inc.

DON HENDRICKSON

Boeing

SOUNDHARYA NAGASUBRAMANIAN

Welch Allyn

BECKY PAPE

Good Samaritan Regional Medical Center

MATT SMITS

Micro Systems Engineering

CHERYL STEWART

Bend Memorial Clinic



oregontalentcouncil.org • talentcouncil@oregon.gov

The Oregon Talent Council was established by the legislature in 2015 (House Bill 2728) to advise and be a resource on issues of talent development and to promote the growth and competitiveness of Oregon's traded sector and high-growth industries.



Employment.Oregon.gov
EDPUB147 (0316)



April 2016 Investments

DAVID CHILDERS, CHAIR
Business Acceleration
Consultant

EILEEN BOERGER
CorSource Technology

JOSH BRATT
Morgan Stanley

MIKE DONNELLY
Carestream, Inc.

DON HENDRICKSON
Boeing

SOUNDHARYA NAGASUBRAMANIAN
Welch Allyn

BECKY PAPE
Good Samaritan Regional Medical
Center

MATT SMITS
Micro Systems Engineering

CHERYL STEWART
Bend Memorial Clinic

Ex Officio
KAY ERICKSON
Oregon Employment Department

CHARLIE HOPEWELL
Oregon Workforce Investment Board

DUNCAN WYSE
HECC Commissioner

The Oregon Talent Council was established by the legislature in 2015 (House Bill 2728) to advise and be a resource on issues of talent development and to promote the growth and competitiveness of Oregon's traded sector and high-growth industries.

oregontalentcouncil.org

Mount Hood Community College (\$453,129)

Advanced Manufacturing Certification Center (AMC Center). Design and implement the AMC Center; incorporate a career pathway model for industry certifications; and develop an Associate of Applied Science degree program in Mechatronics. The AMC Center has been planned and developed with industry leaders and will have the capacity to train 500 new and existing manufacturing workers by 2021. The project will increase the quantity and quality of the talent available to the over 600 manufacturers in the region.

Oregon Health & Science University (\$672,403)

Industry Relevant Training and Research Experiences for Biomedical Engineering and Data Science Students. OHSU, Oregon State University, and the Oregon Bioscience Association will provide the skilled professionals needed to sustain Oregon's growth in biomedical engineering and will integrate industry-centric training and experiential learning activities within new transdisciplinary undergraduate and graduate programs at OHSU and OSU.

Oregon Institute of Technology/Oregon Tech (\$340,783)

Cybersecurity Workforce Development. Oregon Tech will offer an undergraduate dual major and a graduate level certificate in cybersecurity starting in the fall of 2016 at both the Klamath Falls and Wilsonville campuses and online. Cybersecurity courses will be aligned with industry standard certifications, and where possible, use actual certification exams in place of final exams, giving students additional credentials and industry qualifications while completing their degree.

Oregon State University (\$533,686)

Pacific NW Electrical System Resiliency/Disaster Preparedness Training. This proposal addresses the urgent talent gap for energy systems engineers, who will be trained for disaster preparedness and electrical system resiliency. OSU, Portland State University, and industry partners Central Lincoln Public Utility District, Portland General Electric and Pacific Power will develop graduate level, professional development, and industrial short-courses for incumbent and emerging talent in the electrical power systems area.

Making Oregonians the First and Best Choice of Oregon Employers