OREGON TALENT SUMMIT
May 11, 2018
10:00a-4:30p
Oregon Convention Center
Portland, Oregon

The Oregon Workforce and Talent Development Board (WTDB) and the Higher Education Coordinating Commission (HECC) are sponsoring the first ever Oregon Talent Summit in consultation with ECO Northwest and Program and Policy Insight. The summit will bring together leaders from business, workforce and talent development, higher education, K-12, and other key stakeholders.

This first summit will provide the opportunity for the workforce system to gather industry-based information and data related to the talent needs of Oregon’s employers and our current and future workers. The Talent Summit will also provide the space to gather initial input regarding the education and training attainment goal, develop a shared understanding of the Talent Assessment work, and establish connections and relationships that will help us capture more information and data in the coming months. Overall, the intent of this summit, and future summits, is to provide a regularly scheduled, marquee event with the goal of developing, expanding and maintaining more real-time, data-driven communication channels and connectivity between our workforce system and our business community.

The key note speaker will be Joseph B. Fuller, Professor of Management Practice and Co-Director of the Managing the Future of Work Project at the Harvard Business School. Harvard’s multi-year initiative on the Future of Work and Fuller’s research has probed the "skills gap". This work investigates the paradox that many employers have chronic difficulty filling jobs while millions of Americans remain unemployed, underemployed, or have left the workforce.

Jamie Merisotis, President and CEO of the Lumina Foundation, will also speak at the Talent Summit. Merisotis is a globally recognized leader in philanthropy, education, and public policy. Since 2008, he has served as president and CEO of Lumina Foundation, an independent, private foundation that is committed to making opportunities for learning beyond high school available to all.

There are a limited number of seats available, so register now! (Click here to Register).
Education, Training, and Workforce Development

House Bill 3437, passed during the 2017 legislative session, changed the name of the Oregon Workforce Investment Board to the Oregon Workforce and Talent Development Board (WTDB) with the purpose of improving the statewide approach to effective and integrated workforce development. HB 3437 also expanded the board’s role and responsibilities for business and industry engagement. In this expanded role, the WTDB becomes the Governor’s core advisor for the interconnection and alignment of education, training, and workforce development. Additionally, the bill focused the WTDB on the future jobs and skills required to propel Oregon businesses forward and sustain individual and community prosperity.

The bill also established responsibility for the creation and ongoing development of a single, unified biennial Workforce and Talent Development Plan in collaboration with key industries and state workforce stakeholders. The Workforce and Talent Development Plan is the culmination of a fully integrated series of plans including:

- **Oregon Talent Assessment** - business and industry’s determination of in-demand occupations and skills and talent gaps and trends;
- **WTDB Strategic Plan** - goals, strategies, and priorities for the workforce system based on the Oregon Talent Assessment and proven programs and services;
- **Workforce and Talent Development Plan** - a single, unified state operational plan guided by the WTDB Strategic Plan and including the results of the Oregon Talent Assessment. This also serves as the Oregon Workforce System Unified State Plan required by the US Department of Labor.

The biennial nature of the required Workforce and Talent Development Plan matches the biennial nature of the Oregon legislative process. The Oregon legislature meets each year, but has long sessions (160 days) in odd-numbered years and short sessions (35 days) in even-numbered years. The biennial state budget and most legislation are adopted in the long sessions. In order for the Workforce and Talent Development Plan to have maximum impact in shaping state legislation and agency budget and policy decisions, it will be aligned with the long legislative session.

The WTDB’s first-ever Talent Assessment will be developed by ECONorthwest, a Portland-based economic consulting firm, who will lead the project working with Program Policy Insight, LLC (PPI). The consultant team is working toward developing a result that significantly engages business and industry leaders, builds upon - and adds value - to the Oregon Talent Council’s Talent Plan and the Oregon Employment Department’s Long-Term Projections, and produces a new adult education and training goal for Oregonians working with the Joint Higher Education Coordinating Commission (HECC) and WTDB Work Group established by House Bill 2311 (2017).
Adult Attainment Goal

House Bill 2311 (2017) established that Oregon’s 40-40-20 goal\(^1\) applies specifically to young Oregonians in the education pipeline who would be expected to realize the goal as they exit secondary or post-secondary education, distinguishing this population from the remaining adult population in Oregon. The adult population would be expected to realize a new goal or set of goals developed in partnership between the HECC, WTDB, and key stakeholder groups. The new goal(s) must be associated with current and projected job opportunities and be designed to promote labor market success. As a result, the new goal(s) will provide a north star for the Workforce and Talent Development Plan. Priorities and strategies expressed in the Plan will all, in some way, contribute to the realization of the new goal(s).

The Adult Attainment Workgroup has convened and discussed recommendations on goals that would meet the HB 2311 mandate. Discussions have included:

- Governor Brown’s “Future Ready Oregon” initiative;
- The value of attainment goals, the goal development process, and how attainment goals can act as policy influencers;
- The current state of educational attainment in Oregon and the apparent mismatch with workforce demand; and
- Parameters for the adult attainment goals, including how to define “adult” and what counts as postsecondary “attainment.”

Biennial Talent Summit

The Talent Summit is a key component of the talent and adult attainment initiatives. Bringing together and engaging business and industry leaders, as well as education and workforce system partners, the Talent Summit provides the opportunity to:

- Gather and report on industry-based information and data related to talent needs and gaps focusing on key business and industry sectors contributing to the Oregon economy, and
- Gather and report on input regarding the new education and training goal(s) for adult Oregonians required by House Bill 2311.

This crucial and timely information will focus on the near future, allowing for a better connection between education, training, and business need and, ultimately, supporting job seekers and workers through opportunities for placement in high wage, high demand jobs and jobs that represent career advancement.

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\(^1\) By 2025, 40% of Oregonians will complete a 4-year degree; 40% of Oregonians will complete a 2-year degree or certificate; and 20% will earn a high school diploma or equivalent (ORS 350.014).
Introduction

The Oregon Workforce and Talent Development Board

The Oregon Workforce and Talent Development Board (WTDB) is the overall advisory board to the Governor on workforce matters. Appointed by the Governor under the Workforce Innovation and Opportunity Act, the WTDB is made up of leaders representing private business, labor, community-based organizations, Oregon legislature, local government, and state agencies. The majority of the 34 member board represent business.

One of the primary duties of the WTDB is to assist the Governor by developing a strategic plan for Oregon’s workforce development system. This system provides a wealth of services including job placement and training for youth and adults, employment-related services for veterans, people with disabilities, migrant farm workers, limited English speakers and other Oregonians in need of special assistance. Particular attention and priority is paid to communities that are frequently underserved including communities of color, rural communities, and families in poverty. The system also serves employers by providing job listings and qualified applicants, as well as testing, screening, and labor market information.

The Workforce Development System

When we use the term “workforce development system” we are referring to the group of agencies in the State of Oregon that provide workforce services to Oregonian individuals and businesses. Offering a variety of services across these agencies, the workforce system has two primary customers:

1. Job seekers/working learners, including a) youth and young adults ages 14-24; b) adults transitioning from unemployment, dislocation, or public assistance to employment; and c) current workers
2. Businesses seeking qualified candidates for job openings and partnering on solutions for economic and workforce challenges.

There are several agencies that contribute oversight, resources, and programming to the workforce development system. At the State level, this includes:

- Oregon Employment Department (OED)
- Oregon Commission for the Blind (OCB)
- Department of Humans Services (DHS)
- Higher Education Coordinating Commission (HECC)
- Bureau of Labor and Industries (BOLI)

Each of these agencies oversees and/or provides investment in programs that are delivered locally through an additional layer of agencies and organizations, including:

- Local Workforce Development Boards
- Community Colleges
- Oregon Commission for the Blind
- WorkSource Oregon Centers
- Department of Human Services

The role of the WTDB is to convene these agencies, provide oversight to the system, and promote alignment and integration of services and resources to provide effective solutions to businesses and individuals for their workforce needs.

WTDB’s role also includes assessing current and future programs to ensure that job seekers are put on a trajectory to break the cycle of poverty through placement in high wage, high demand jobs and/or jobs with robust training, a clear career ladder, and advancement opportunity. WTDB helps ensure that engaged
businesses are aligned with existing state priorities and strategic plans and that businesses invest in workforce training and contribute to long-term economic growth.

Other state agencies and local organizations are also key workforce system partners. These entities, while not under the oversight of the WTDB, include the state Department of Education, Business Oregon, universities, local school districts, educational service districts, organized labor, local economic development organizations, community-based organizations, businesses and business or trade associations.

The workforce system is guided by a set of principles that serve as an identification of the values that should transcend all work of the system, through this strategic plan or otherwise.

The Oregon Workforce and Talent Development Board Strategic Plan

The vision statement is an ideal guidepost that depicts what the state of Oregon and its economy will look like if the WTDB is successful in achieving its goals.

VISION

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

MISSION

The Oregon Workforce and Talent Development Board (WTDB) advises the Governor on workforce policy and plans, and contributes to the economic success of Oregon by:

- Aligning state workforce policy and resources with education and economic development;
- Promoting a proactive, flexible and innovative talent development system; and,
- Holding the workforce system accountable for results to ensure Oregonians develop the skills they need to sustain rewarding careers and businesses have the talent they need to be competitive.
GUIDING PRINCIPLES

The guiding principles identify core or foundational values for the workforce development system that will be used as a lens for evaluating the goals, strategies and actions.

- Customers of the workforce system include both businesses and individuals (job seekers, working learners and youth).
- Data, including customer input, drives continuous improvement and accountability of the system.
- The state supports local decision-making to achieve the OWIB’s vision and goals.
- Strategies are business-led, demand-driven and benefit all customers.
- Customers have access to a simple, flexible and streamlined system.
- System agencies and organizations are agile and nimble to respond to customer needs.
- The system promotes equity via the Equity Lens on Workforce and strives to reach equitable outcomes, including but not limited to addressing the unique needs of families in poverty, communities of color, and rural communities.
- Collaboration within the workforce system and with other policy areas occurs between state agencies, through sector strategies, and at the local and regional level.
- Investments and decisions are results driven, not program-driven, to optimize long-term results for clients served, build a strong economy and achieve the state’s goals.
- The system adopts tools and promising practices from other states or communities rather than creating new ones, whenever appropriate.
- The workforce system targets investments to high-wage, high-demand occupations in sectors where the opportunities are the greatest.
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 (for example, the WorkSource Oregon Operational Standards).

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.

2.4 | Create a single, unified Workforce and Talent Development Plan each biennium that significantly engages business and industry stakeholders to identify and prioritize in-demand jobs and in-demand skills.
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 | Expand and invest in strategies that provide work experience and essential workplace skills (including life skills and soft skills) and result in demonstrated proficiency in academic and professional skill sets.

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

4.5 | Build partnerships to increase exposure to job and career opportunities and better connect school to work by strengthening alignment between secondary and post-secondary education and workforce development programs and services at both the state and local levels and in both rural and urban communities.
Values and Beliefs

- Postsecondary education, including higher education and workforce training, is critical to ensuring the economic, civic, and social well-being of our state and its residents.
- Everyone has the ability to learn, and we have an ethical and moral responsibility to ensure optimal learning environments.
- We define postsecondary education broadly including the diverse array of education credential options after high school (from apprenticeships to doctorates).
- We are committed to improving the postsecondary success of students who have been historically underserved, including students of color, English language learners, economically disadvantaged students, LGBTQ students, and students with disabilities. We will apply the HECC’s Equity Lens to this mission.
- We are committed to partnership to foster a streamlined, student-focused, equitable PK-20 education system.
- Increasing access to postsecondary education and training is critical, but so too is increasing the success rates of learners who are enrolled.
- Our Commission and agency must be publicly transparent, inclusive, and collaborative. We have a particular responsibility to bring underrepresented stakeholders, students, and partners to the table.
- Planning and strategies for postsecondary education and training should reflect the state’s specific talent and workforce needs.
- Competition among Oregon public postsecondary institutions can be beneficial, but we should avoid unnecessary duplication in order to promote smooth pathways for learners and the efficient use of taxpayer dollars.
- As a coordinating commission, we are mindful that we do not govern institutions that directly serve Oregon learners. We lead through a careful, rigorous approach to our specific statutory responsibilities, and by convening, championing successes, and guiding statewide strategies.

Mission

The mission of the Higher Education Coordinating Commission, derived from our chartering statutes, is to:

1. Dramatically and equitably improve postsecondary educational attainment levels;
2. Improve Oregon’s economic competitiveness and quality of life; and
3. Ensure that Oregon students have affordable access to colleges and universities.

Vision

The Higher Education Coordinating Commission (HECC) envisions a future in which all Oregonians—and especially those whom our systems have underserved and marginalized—benefit from the transformational power of high-quality postsecondary education and training. It is a future where innovative public and private colleges, universities, and training providers help Oregonians reach their highest potentials, build trajectories to family-wage careers, foster a more just society, and break patterns of intergenerational poverty. It is a future where postsecondary education fuels a resilient economy by anticipating workforce needs and by fostering innovation, research, and knowledge. In the future we envision, all Oregonians enjoy well-lived lives thanks to the myriad benefits of postsecondary education and training: higher earnings, lower unemployment rates, self-sufficiency, civic involvement, better health, and more. Our communities thrive as a result.

About the HECC

As the single state entity responsible for ensuring pathways to higher educational success for Oregonians statewide, the State of Oregon’s Higher Education Coordinating Commission (HECC) sets state policy and funding strategies, administers numerous programs and over $1.2 billion annually of public funding, and convenes partners working across the public and private higher education arena to achieve state goals. The HECC is dedicated to fostering and sustaining high quality, rewarding pathways to postsecondary opportunity and success for all Oregonians through an accessible, affordable, and coordinated network of college and career training programs.

www.Oregon.gov/HigherEd
Strategic Goals  How will we know we are succeeding?

**STUDENT SUCCESS**

- **Reporting to Steer Progress**
  - Through advanced data analysis, evaluation, and reporting, HECC will build public and institutional commitment to meeting achievement goals and closing equity gaps.

- **Funding for Success**
  - HECC will develop an approach to state funding higher education and workforce that is directly linked to student success.

- **Learner Pathways**
  - HECC will promote clear onramps to education and training, reduce barriers for transfer students, and link graduates with careers.

- **Expanding Opportunity through Outreach**
  - HECC will develop a comprehensive outreach plan to ensure all Oregonians have access to affordable, relevant options for postsecondary training.

**STUDENT SUCCESS**

- **Strategic Action Areas**
  - **Opportunities, or adjustments needed.**
  - **Individual programs and initiatives to inform progress, workforce investments. Finally, HECC will evaluate dimensions of the state's higher education and briefs and topic reports that analyze specific work. Over time, the agency will produce research it within the economic and social context for HECC's goals that depict progress towards state goals, situating of postsecondary institutions and of local regions.

- **Drilling deeper, HECC will produce annual profiles statewide progress for all Oregon learners, with accountability, better decision-making, and course corrections when needed. Annual HECC reports will provide snapshots of statewide progress for all Oregon learners, with a particular focus on underserved populations. Drilling deeper, HECC will produce annual profiles of postsecondary institutions and of local regions that depict progress towards state goals, situating it within the economic and social context for HECC's work. Over time, the agency will produce research briefs and topic reports that analyze specific dimensions of the state's higher education and workforce investments. Finally, HECC will evaluate individual programs and initiatives to inform progress, opportunities, or adjustments needed.

- **Achieving Oregon's higher education and workforce goals will require shared ownership for specific outcomes, timely data, and a better understanding of what works and what does not work. To address these needs, the HECC will work with institutional leaders and community partners to identify the specific contributions each entity can make to achieving state goals. The Commission and agency will monitor state and institutional progress, producing research and reports that drive shared accountability, better decision-making, and course corrections when needed.**

- **To achieve state attainment goals, higher education and workforce must be sufficiently funded. Likewise, the state's distribution processes for its resources should reflect our emphasis on student success and equity. The HECC will propose budgets to the Governor and Legislature that reflect the most efficient way public investment in higher education and workforce can increase quality and improve student outcomes. This approach to state funding will require a view that transcends the boundaries of traditional support funds for institutions. We will consider other public investments—including capital expenditures, workforce training, and student financial aid—as components of a comprehensive approach. We will account for the way that student demographics, educational pathways, and teaching and learning are changing. We will look beyond Oregon's borders to examine how the cost of high-quality education should be shared between the state, the federal government, and students without placing undue financial burdens on families. Finally, we will explore mechanisms for ensuring state goals are attainable throughout the full economic cycle of recession and recovery.**

- **Learner Pathways**
  - **Streamlining**
    - **Existing educational pathways are not serving Oregonians equitably or well. To dramatically expand postsecondary educational attainment, Oregon needs to smooth pathways to success for all students, especially nontraditional and underrepresented populations.**

- **In partnership with institutions, the HECC will promote better onramps to education and training through comprehensive, relevant education and career advising at entry and transition points. We will partner with secondary and postsecondary institutions to eliminate unnecessary impediments to student access, progress towards completion, especially transfer credit loss and redundant coursework. Finally, we will ensure that Oregonians are able to seamlessly track and transport their credits, skills, and abilities between education or training providers, and ultimately to employers, to meet their educational and professional goals.**

- **Expanding Opportunity through Outreach**
  - **Too few Oregonians today receive relevant and comprehensive information about options for affordable postsecondary education and training. To significantly improve the successful transition of Oregon's youth and adult population to postsecondary education, while closing gaps in access, achievement, completion and employment, we must better connect Oregonians with affordable options for postsecondary education and training. In partnership with PK-12, nonprofit, and regional partners, HECC will develop and advocate for a plan that expands access to effective college/career planning tools and services. This plan will apply the Equity Lens as a guide for expanding our network of partnerships and services to areas of the state that have the least amount of postsecondary participation, infrastructure, and support networks. In doing so, we will expand upon existing agency strengths—including K-12 partnerships, financial aid and planning resources, FAFSA completion efforts, mentorship, adult training, and workforce development. When implemented, we will open doors of opportunity for thousands of youth and adults who have been least engaged in postsecondary education and training, including those who are unemployed or underemployed.**

- **The 4 STRATEGIC ACTION AREAS are aimed to achieve the Commission's STRATEGIC GOALS, drawn from the 2016-2020 HECC Strategic Plan.**

- **Expanding Opportunity through Outreach**
  - **HECC will develop a comprehensive outreach plan to ensure all Oregonians have access to affordable, relevant options for postsecondary training.**