



Workforce and Talent Development Board

Strategic Plan

2016 – 2020

Interim Revision and Update

June 2017

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.