



# Oregon Workforce and Talent Development Board

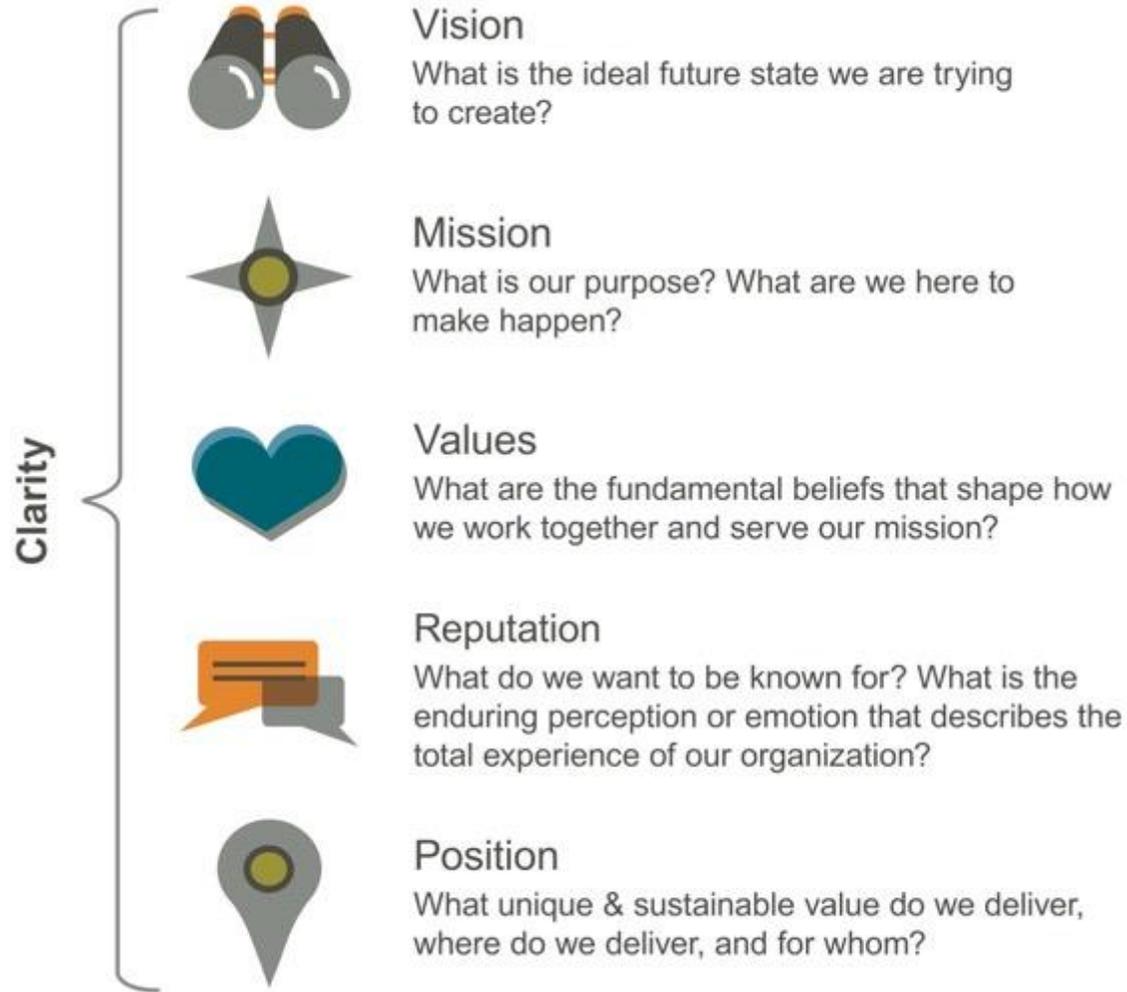
Board Presentation | September 13, 2019

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# Strategic Framework



# Project Approach & Timeline

## Get Clear

- Data/Document Request & Review
- Kick-Off Meeting
- Interviews
- Assessment Report

## Get Focused

- Visioning Retreat (1)
- Planning Work Sessions (3)
- Stakeholder Engagement & Feedback
- Board Revision & Approval Session
- Final Plan Production

## Get Moving

- Board Meeting / Plan Approval

GROUP	APR	MAY	JUN	JUL	AUG	SEP
WTDB Planning Team	Kick-Off Meeting (2h)		Report & Retreat (4h)	Planning Work Sessions (3 x 3h)		
WTDB Board	16 Interviews		Report & Retreat (4h)	77 Survey Respondents	Plan Feedback	Board Meeting / Plan Approval
WTBD Staff	16 Interviews		Report & Retreat (4h)	77 Survey Respondents	Plan Feedback	
Key Partners/ Stakeholders	16 Interviews		Report & Retreat (4h)	77 Survey Respondents	Plan Feedback	

### WTDB Planning Team Considerations

- **Role:** A small team of board and staff leadership – similar to an hoc committee or task force – that is empowered to move the work forward outside of organization-wide touchpoints (e.g. retreats, board updates/feedback loops)
- **Who:** Typically a blend of no more than 11-12 board and staff leadership representing diverse perspectives
- **Commitment:** Participation in 6 meetings from Apr-Sep 2019 with an estimate time commitment of 17 hours of work outside of regularly scheduled Board meetings

# Strategic Planning Team

Name	Title	Organization
Anne Merserau	Vice President, Human Resources	Portland General Electric
Barbara Byrd	Secretary -Treasurer	Oregon – AFL-CIO
Ben Cannon	Executive Director	Higher Education Coordinating Commission
Clay Martin	WTDB Initiatives Analyst	Workforce and Talent Development Board
Heather Ficht	Executive Director	East Cascades Works
Jennifer Baker	Workforce and Labor Policy Advisor	Office of the Governor
Kay Erickson	Director	Oregon Employment Department
Karen Humelbaugh	Director, Office of Workforce Investments	Higher Education Coordinating Commission
Ken Madden	Owner	Madden Industrial Craftsmen, Inc.
Mark Mitsui	President	Portland Community College
Patty Dorroh	County Commissioner	Harney County
Todd Nell	Director	Workforce and Talent Development Board
Shari Dunn	Executive Director	Dress for Success
Soundharya Nagasubramanian	Director, R&D	Welch Allyn

# Project Timeline

Visioning Retreat June 20, 2019	<ul style="list-style-type: none"><li>• Discuss Assessment Report findings</li><li>• Collect broad strategic guidance</li></ul>
Work Session #1 July 12, 2019   9:30 am to 12:30 pm	<ul style="list-style-type: none"><li>• Draft Strategic Clarity (Vision, Mission, Position, Values, Reputation)</li><li>• Collect guidance on stakeholder survey</li></ul>
Stakeholder Survey Completed by Aug 2	<ul style="list-style-type: none"><li>• Collect feedback on strategic clarity elements and priorities (initiatives)</li></ul>
Work Session #2 July 24, 2019   9:30 am to 12:30 pm	<ul style="list-style-type: none"><li>• Draft Imperatives and Objectives</li></ul>
Work Session #3 Aug 6, 2019   9:30 am to 12:30 pm	<ul style="list-style-type: none"><li>• Review survey results</li><li>• Draft Initiatives</li><li>• Make final revisions to draft</li></ul>
Internal Plan Review & Feedback August	<ul style="list-style-type: none"><li>• Circulate to staff and board members for review and comment</li><li>• Make final revisions</li></ul>
WTDB Board Meeting September 13, 2019	<ul style="list-style-type: none"><li>• Present and approve the plan</li></ul>

# Additional Research / Inputs

- Stakeholder Interviews (16) and Survey (77 responses)
- Board and Stakeholder Visioning Retreat (25 participants)
- Talent Assessment Report
- National Governors Association Resources





# Oregon Workforce and Talent Development Board (WTDB)

2020–2021 Strategic Plan

<b>VISION</b>  Equitable prosperity for all Oregonians	<b>MISSION</b>  Advance Oregon through meaningful work, training, and education by empowering people and employers	<b>POSITION</b>  <b>The Oregon Workforce and Talent Development Board (WTDB) enables meaningful work for all Oregonians by:</b> <ul style="list-style-type: none"> <li>• Leading and communicating a long-term vision for Oregon that anticipates and acts on future workforce needs;</li> <li>• Advising the Governor on workforce policy and plans;</li> <li>• Aligning public workforce policy, resources, and services with employers, education, training, and economic development;</li> <li>• Identifying barriers, providing solutions, and avoiding duplication of services;</li> <li>• Promoting accountability among public workforce partners; and</li> <li>• Sharing best practices and innovative solutions that are scalable statewide and across multiple regions</li> </ul>	<b>VALUES</b>  <ul style="list-style-type: none"> <li>• <b>Inclusive</b> – We invite and represent all voices to strengthen our workforce system</li> <li>• <b>Collaborative</b> – We proactively engage all stakeholders as a hub for consensus-building</li> <li>• <b>Bold</b> – We courageously take risks to influence and persuade action</li> </ul>	<b>REPUTATION</b>  <ul style="list-style-type: none"> <li>• <b>National leaders</b> – We are innovative role models who set and share best practices</li> <li>• <b>Conveners</b> – We bring all stakeholders together to solve our most pressing challenges</li> <li>• <b>Connectors</b> – We anticipate and respond to all of Oregon’s communities (tribal, rural, urban, and others)</li> <li>• <b>Results</b> – We connect our initiatives to outcomes</li> <li>• <b>Accountable</b> – We communicate transparently with easy to understand and agreed upon metrics</li> </ul>
<b>IMPERATIVES</b> 			<b>OBJECTIVES</b> 	<b>INITIATIVES</b> 
<b>Create a culture of equitable prosperity</b>	<ul style="list-style-type: none"> <li>• Increase participation in all programs</li> <li>• Increase upward mobility including true wage</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and provide resources to organizations that are already successfully moving underrepresented groups into the workforce</li> <li>• Create a true wage calculator indexed by region</li> <li>• Utilize disaggregated data to drive policy decisions and improve impactful results</li> <li>• Develop a plan to increase problem-solving and critical thinking skills in response to the Oregon Talent Assessment</li> </ul>		
<b>Increase understanding and utilization of the system</b>	<ul style="list-style-type: none"> <li>• Increase user (individual, employer, stakeholder/organization, and local board) awareness</li> <li>• Increase utilization by workers and employers</li> </ul>	<ul style="list-style-type: none"> <li>• Update the definition of the “system” to better reflect current and future needs</li> <li>• Coordinate and streamline our system so job seekers and employers find what they need more efficiently</li> <li>• Deepen engagement and improve consistency with local workforce boards’ initiatives</li> </ul>		
<b>Position Oregon as a national leader</b>	<ul style="list-style-type: none"> <li>• Increase number of speaking engagements at national conferences</li> <li>• Increase state-wide convening meetings</li> <li>• Increase progress toward achieving Adult Attainment Goal</li> </ul>	<ul style="list-style-type: none"> <li>• Expand state-wide convenings to include more targeted follow-up and sharing of best practices that promote action</li> <li>• Increase engagement with other boards including HECC and the Board of Education</li> <li>• Create and recognize industry-driven certifications, including essential employability skills</li> </ul>		
<b>Identify and align strategic investments</b>	<ul style="list-style-type: none"> <li>• Increase public-private partnerships</li> <li>• Increase funding</li> </ul>	<ul style="list-style-type: none"> <li>• Identify all resources available in the system, including those that support underrepresented populations and align for greater results</li> <li>• Align K-12, community colleges, universities, workforce, and employers with legislative strategy and changes, including essential employability skills</li> </ul>		
<b>Create a Board culture that is resilient, adaptable, and flexible to a changing economy</b>	<ul style="list-style-type: none"> <li>• Increase Board participation in meetings</li> <li>• Increase Board engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Align Board structure, including existing committees and future task forces with strategic plan</li> <li>• Assign each Board member to a local board and a committee or high impact task force</li> </ul>		

# Strategic Clarity Elements as a System (Anne Mersereau, Shari Dunn, Barbara Byrd, Soundharya Nagasubramanian)

<b>Vision</b>	In order to help create...	Equitable prosperity for all Oregonians
<b>Mission</b>	We...	We Advance Oregon through meaningful work, training, and education by empowering people and employers
<b>Position</b>	In order to accomplish this mission, we...	<p>The Oregon Workforce and Talent Development Board (WTDB) enables meaningful work for all Oregonians by:</p> <ul style="list-style-type: none"> <li>• Leading and communicating a long-term vision for Oregon that anticipates and acts on future workforce needs;</li> <li>• Advising the Governor on workforce policy and plans;</li> <li>• Aligning public workforce policy, resources, and services with business, education, training and economic development;</li> <li>• Identifying barriers, providing solutions, and avoiding duplication of services;</li> <li>• Promoting accountability among public workforce partners; and</li> <li>• Sharing best practices and innovative solutions that are scalable statewide and across multiple regions</li> </ul>
<b>Values</b>	The values that guide our work with each other and our stakeholders are...	<ul style="list-style-type: none"> <li>• <b>Inclusive</b> – We invite and represent all voices to strengthen Oregon’s workforce</li> <li>• <b>Collaborative</b> – We proactively engage all stakeholders as a hub for consensus-building</li> <li>• <b>Bold</b> – We courageously take risks to influence and persuade action</li> </ul>
<b>Reputation</b>	Which will enable us to be known as...	<ul style="list-style-type: none"> <li>• <b>National leaders</b> – We are innovative role models who set and share best practices</li> <li>• <b>Conveners</b> – We bring all stakeholders together to solve our most pressing challenges</li> <li>• <b>Connectors</b> – We anticipate and respond to all Oregon’s communities (tribal, rural, urban and others)</li> <li>• <b>Results</b> – We connect our initiatives to outcomes</li> <li>• <b>Accountable</b> – We communicate transparently with easy to understand and agreed upon metrics</li> </ul>

# Strategic Focus: Maintaining the Right Altitude

 <p><b>Imperative</b> What must be accomplished over the planning horizon? 50,000 ft</p>	Create a culture of equitable prosperity
<p><b>Objective</b> How will we measure success? 25,000 ft</p>	Increase upward mobility including true wage
<p><b>Initiative</b> What collective actions do we need to take that are transformational in nature? 15,000 ft</p>	Identify and provide resources to organizations that are already successfully moving underrepresented groups into the workforce
<p><b>Action Steps</b> Specific activities that must be accomplished to complete the initiative. 5,000 ft</p>	Create a list of organizations serving underrepresented groups

Imperative

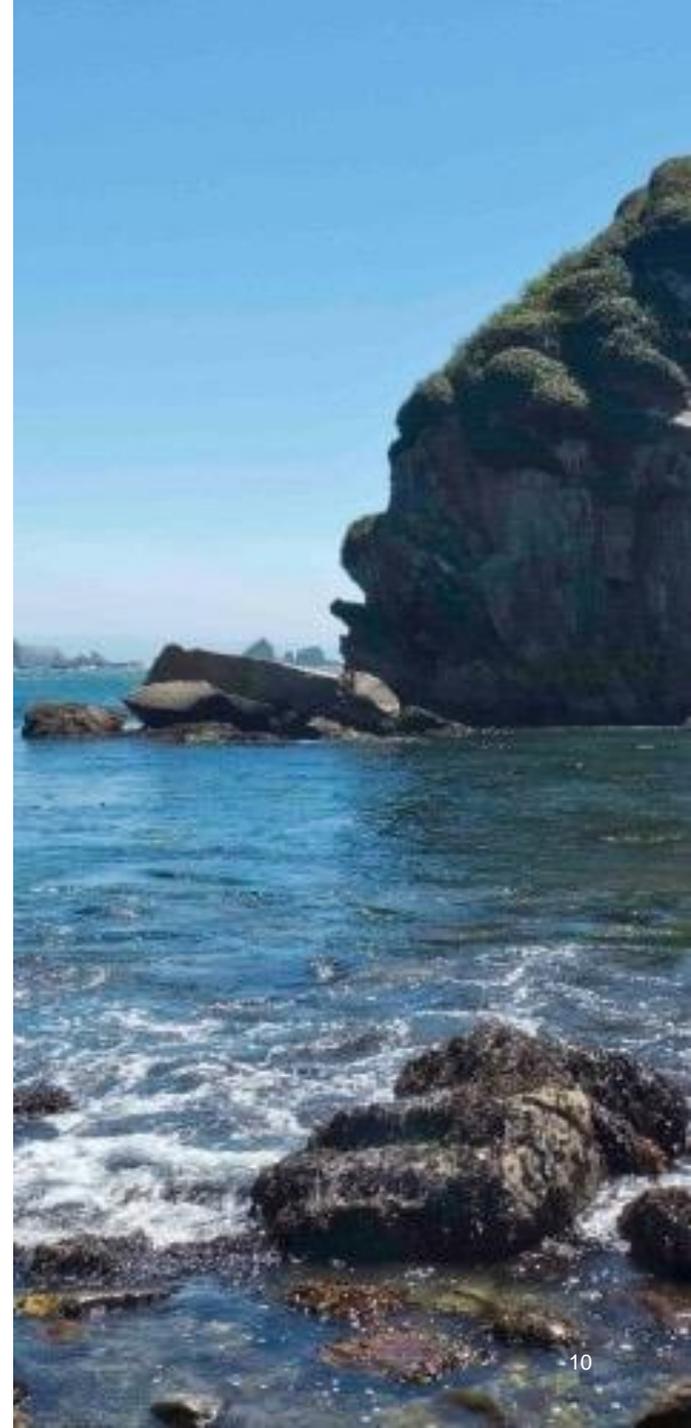
## **Create a Culture of Equitable Prosperity** (Mark Mitsui)

Objectives

- Increase participation in all programs
- Increase upward mobility including true wage

Initiatives

- Identify and provide resources to organizations that are already successfully moving underrepresented groups into the workforce
- Create a true wage calculator indexed by region
- Utilize disaggregated data to drive policy decisions and improve impactful results
- Develop a plan to increase problem-solving and critical thinking skills in response to the Oregon Talent Assessment



Imperative

## **Increase Understanding and Utilization of the System** (Kay Erickson)

Objectives

- Increase user (individual, employer, stakeholder/organization, and local board) awareness
- Increase utilization by workers and employers

Initiatives

- Update the definition of the “system” to better reflect current and future needs
- Coordinate and streamline our system so job seekers and employers find what they need more efficiently
- Deepen engagement and improve consistency with local workforce boards’ initiatives



Imperative

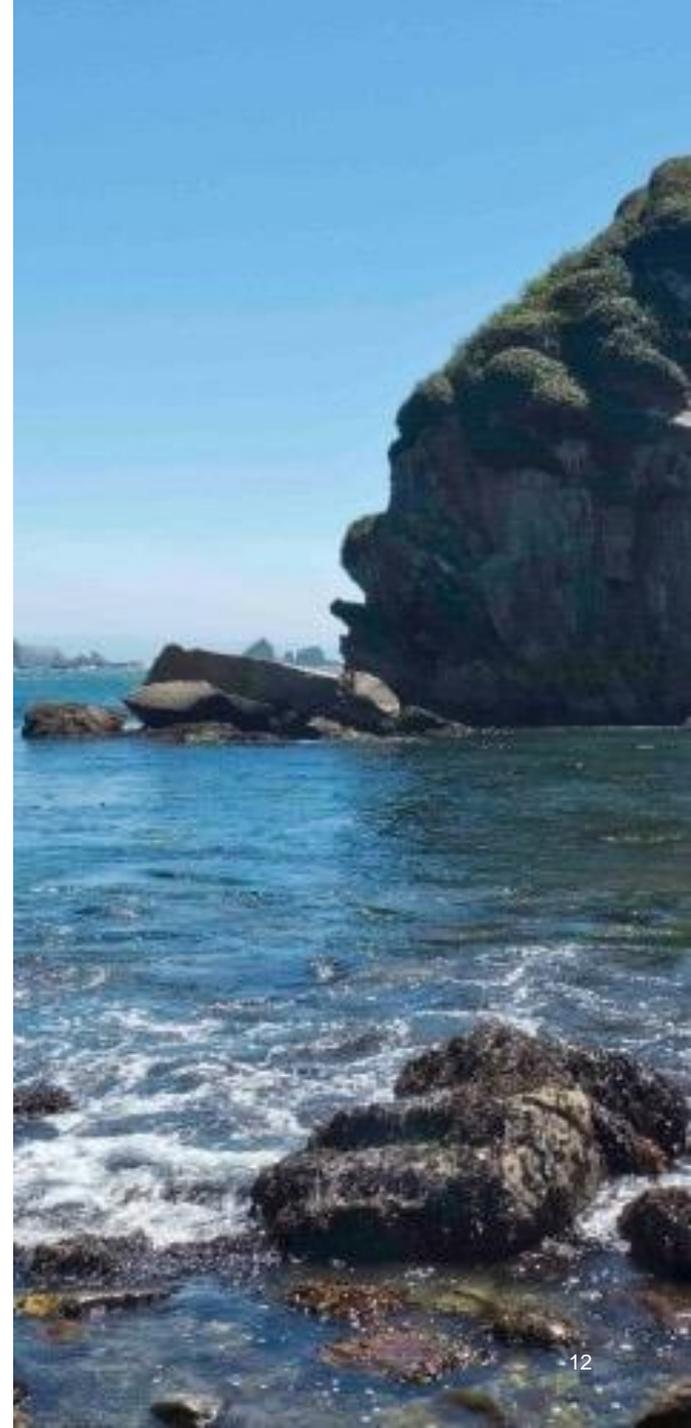
## **Position Oregon as a National Leader** (Ben Cannon)

Objectives

- Increase number of speaking engagements at national conferences
- Increase state-wide convening meetings
- Increase progress toward achieving Adult Attainment Goal

Initiatives

- Expand state-wide convenings to include more targeted follow-up and sharing of best practices that promote action
- Increase engagement with other boards including HECC and the Board of Education
- Create and recognize industry-driven certifications, including essential employability skills



Imperative

## Identify and Align Strategic Investments (Karen Humelbaugh)

Objectives

- Increase public-private partnerships
- Increase funding

Initiatives

- Identify all resources available in the system, including those that support underrepresented populations and align for greater results
- Align K-12, community colleges, universities, workforce, and employers with legislative strategy and changes, including essential employability skills



## Imperative

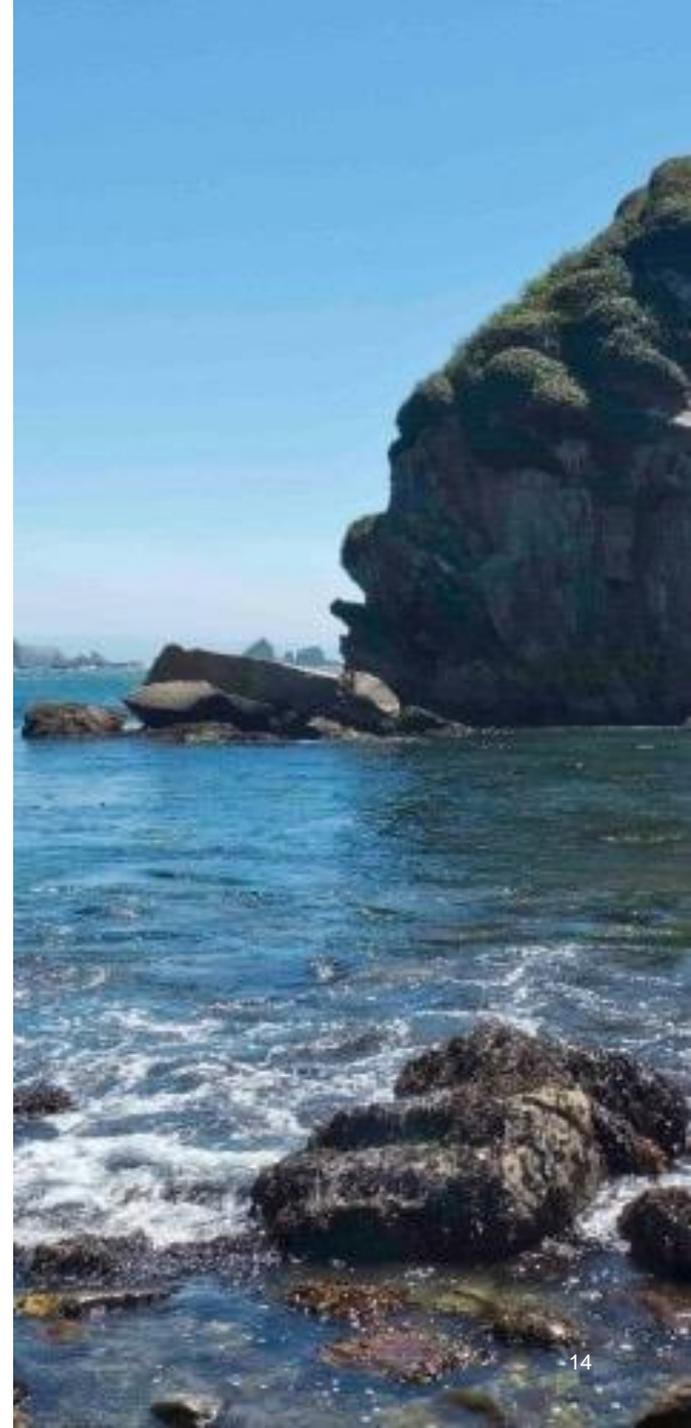
# Create a Board Culture that is Resilient, Adaptable, and Flexible to a Changing Economy (Shari Dunn)

## Objectives

- Increase Board participation in meetings
- Increase Board engagement

## Initiatives

- Align Board structure, including existing committees, and future task forces with strategic plan
- Assign each Board member to a local board and a committee or high impact task force



# Board Discussion and Vote



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Workforce and Talent Development Board  
True Wage Taskforce

September 13, 2019

Shari Dunn  
Jason Payton

The taskforce covered a number of related topics

The definition of high-wage occupations

Existing measures of self-sufficiency  
Current housing market

Other costs for Oregon families  
Student debt

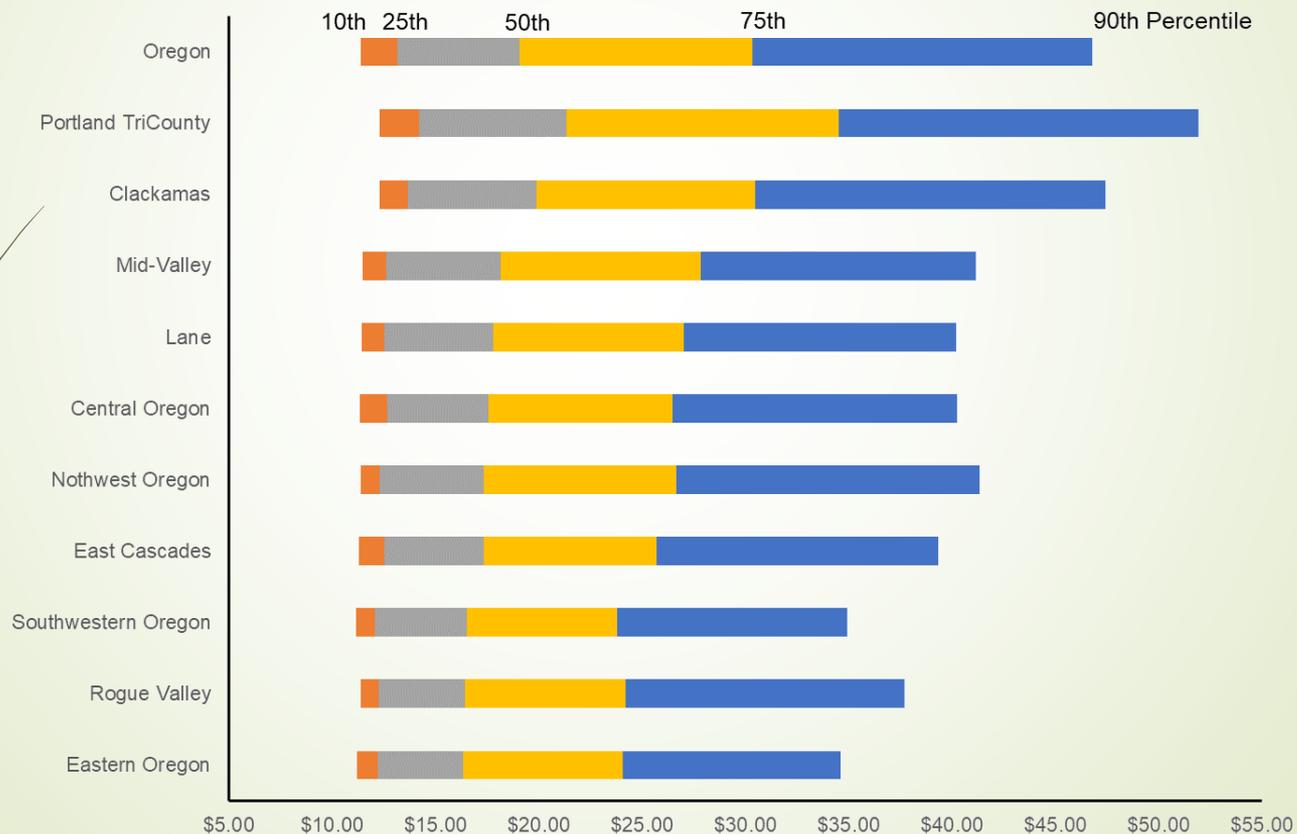
The Oregon workforce system, Oregon Employment Department, and state education agencies have had the same definition of high-wage since 2007



An occupation is considered a high-wage occupation if the median wage for a given occupation is greater than the median wage for all occupations in a defined area.

The high-wage definition is a good way to parse careers that require postsecondary education, and education resources that the workforce system is good at providing.

Wage Distribution by Workforce Area



Source: Oregon Employment Department, Occupational Wage Information 2018



The definition can be difficult to use when trying to compare how the wages employers pay to the essential costs Oregon families must cover in order to support themselves.



Is a wage really a high wage if it has to cover all the healthcare costs of a family, the child care costs of parents who need to work?

# Not everyone has access to employer-provided benefits

**Share of Employers Offering Selected Benefits by Size Class**  
**Size Class of Employees in All Oregon Locations**



Source: Oregon Employment Department, 2019 Oregon Benefits Survey

# The true cost of self-sufficiency

Self-sufficiency is the ability for a household to provide for itself without the need of public assistance.

We looked at three measures for Oregon

Oregon Self-Sufficiency Standard

MIT Living Wage Calculator

United Way Oregon ALICE Report

**TABLE 1. The Self-Sufficiency Standard for Select Family Types\***  
*Multnomah County, OR 2017*

	1 ADULT	1 ADULT 1 PRESCHOOLER	1 ADULT 1 PRESCHOOLER 1 SCHOOL-AGE	2 ADULTS 1 PRESCHOOLER 1 SCHOOL-AGE
<b>MONTHLY COSTS</b>				
Housing	\$1,023	\$1,206	\$1,206	\$1,206
Child Care	\$0	\$1,126	\$1,807	\$1,807
Food	\$275	\$417	\$628	\$863
Transportation	\$100	\$100	\$100	\$200
Health Care	\$129	\$350	\$372	\$433
Miscellaneous	\$153	\$320	\$411	\$451
Taxes	\$1,023	\$1,206	\$1,206	\$1,206
OR Working Families Tax Credit (-)	\$0	\$0	\$0	(\$72)
Earned Income Tax Credit (-)	\$0	\$0	\$0	\$0
Child Care Tax Credit (-)	\$0	(\$50)	(\$100)	(\$100)
Child Tax Credit (-)	\$0	(\$83)	(\$167)	(\$167)
<b>SELF-SUFFICIENCY WAGE</b>				
Hourly**	\$12.01	\$24.86	\$31.57	\$16.75 <i>per adult</i>
Monthly	\$2,113	\$4,376	\$5,557	\$5,895
Annual	\$25,360	\$52,510	\$66,685	\$70,744
Emergency Savings Fund	\$26	\$76	\$183	\$47

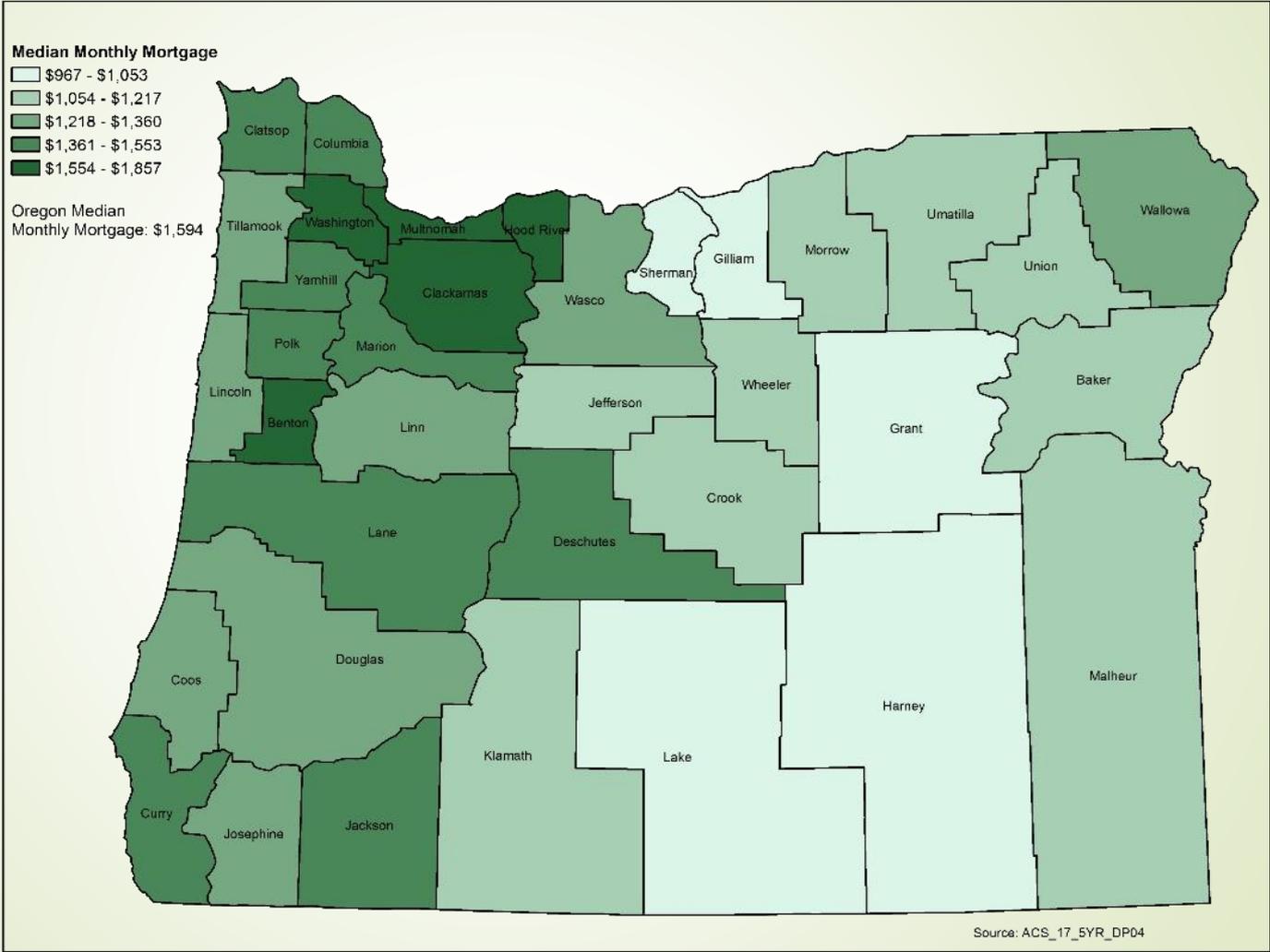
\* The Standard is calculated by adding expenses and taxes and subtracting tax credits. The "Taxes" row includes payroll and sales taxes plus income taxes.

\*\* The hourly wage is calculated by dividing the monthly wage by 176 hours (8 hours per day times 22 days per month). The hourly wage for families with two adults represents the hourly wage that each adult would need to earn, while the monthly and annual wages represent both parents' wages combined.

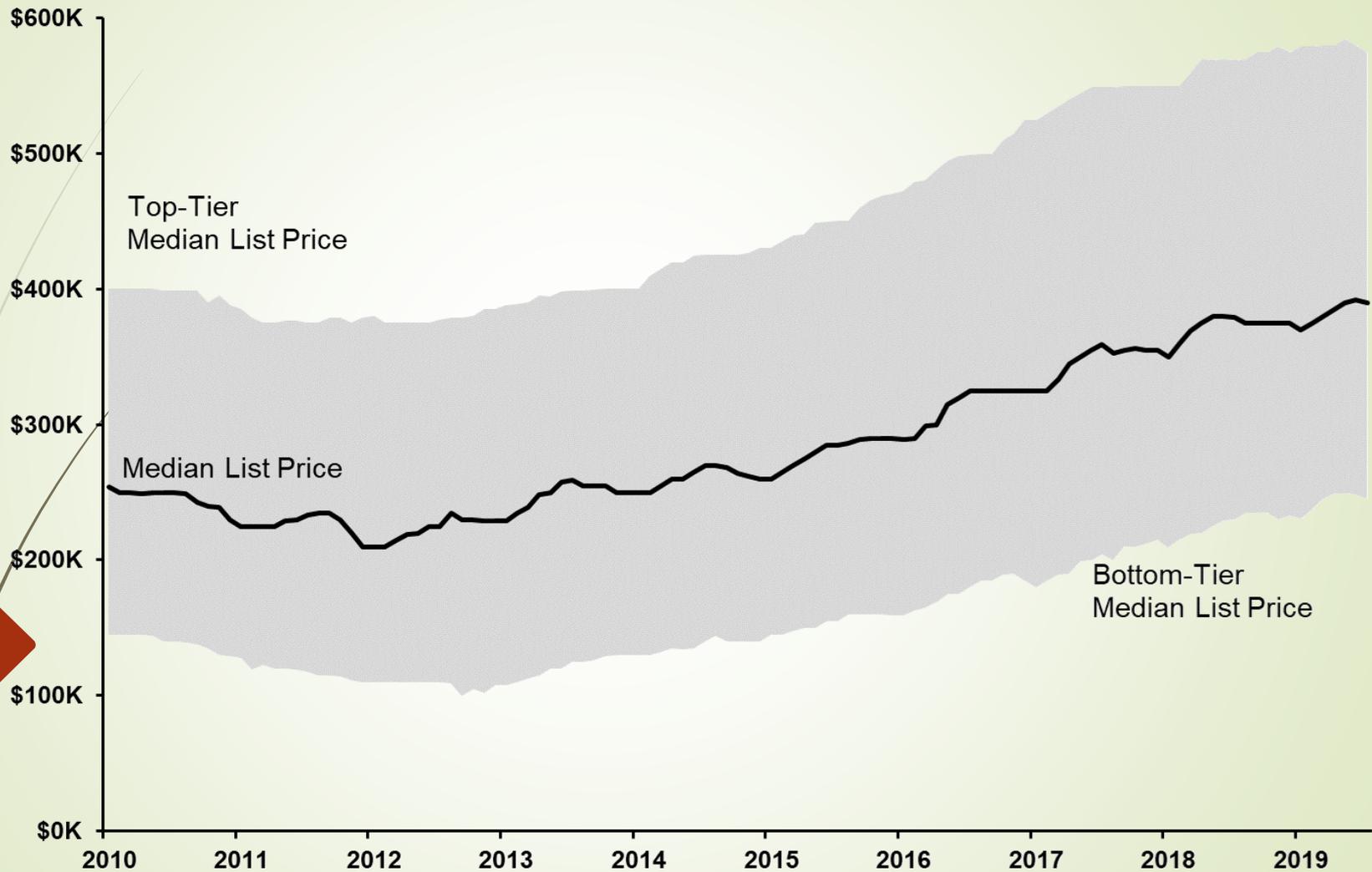
Note: Totals may not add exactly due to rounding.

Source: *The Self Sufficiency Standard for Oregon 2017, University of Washington*

# Essential costs differ over geography, and time



## Zillow List Price for Bottom-Tier, Median, and Top-Tier Homes Oregon



Source: Zillow.com, Home Listings and Sales

# Student Debt

Student debt may not be considered an essential cost, but it may be a typical cost for many Oregon families.

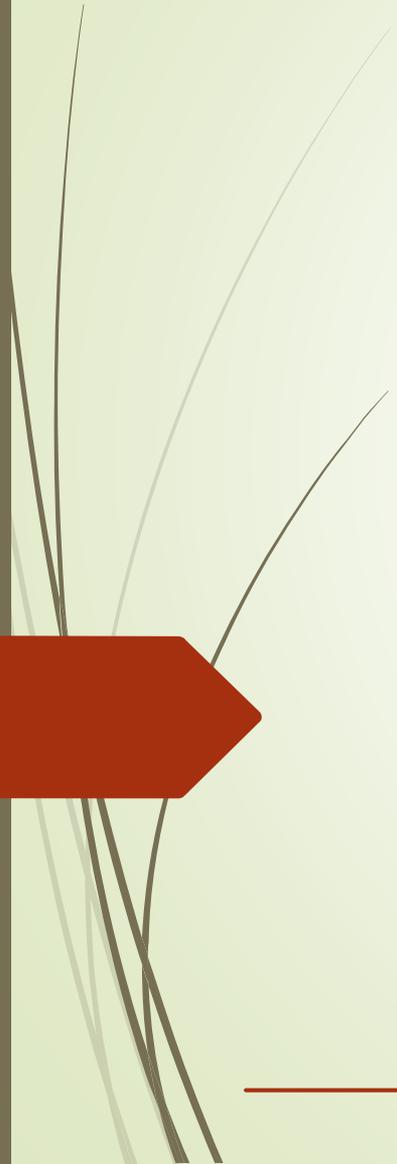
65% of the state's adult population has some form of education beyond high school.

The percent of students taking on some form of federal loan to pay for school can range anywhere from 28%-96%, depending on the school.

# Monthly Debt and Median Wage Outcomes for Selected Oregon Schools



Source: US Department of Education, National Center for Education Statistics



# Next Steps

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# ARTIFICIAL INTELLIGENCE TASKFORCE

*Discussion on charter, next steps*

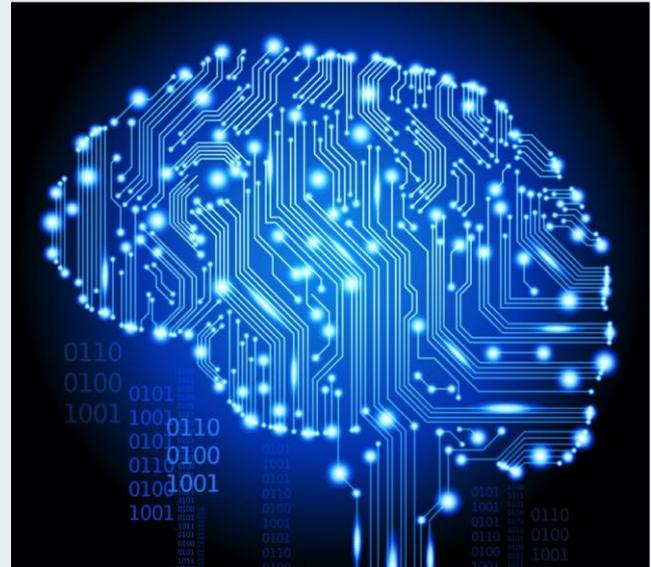
**K S Venkatraman**

Sr. Director, AI Computing at NVIDIA

**Mark Mitsui**

President, Portland Community College

**Portland, OR  
September 13, 2019**



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# DISCUSSION OUTLINE

Background and Motivation

Scope and expected outcome

Membership

Proposed next steps, timeline



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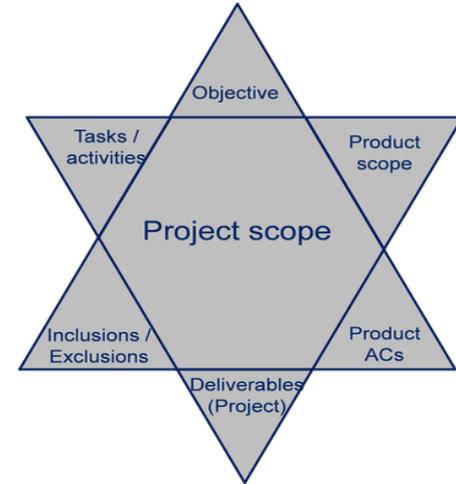
# BACKGROUND, MOTIVATION

- Workforce Impact due to AI and automation discussed at June WTDB full-board meeting
- Recommendations:
  - Influence a cross-disciplinary AI program at Oregon's public schools, colleges and universities
  - Partnership to develop and adopt an AI strategy for Oregon
  
- AI Taskforce aligns with our 2020-21 Strategic Plan



# SCOPE, EXPECTATIONS

- Discuss, research and understand challenges, opportunities in AI education and training programs
- Recommend prioritized strategies and policies to address challenges and opportunities
- Submit draft and final reports for board approval with recommendations to Governor's office.
  - Final report to include metrics and timelines.



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# MEMBERSHIP

- Co-Chairs: K S Venkatraman and Mark Mitsui
- Fred Pool: Director of Advanced Integration, Qorvo
- Sabrina Parsons: CEO, Palo Alto Software
- Soundharya Nagasubramanian: Welch Allen
- Bryan Gulney: Regional Development Officer, Business Oregon
- Jim Piro: ex CEO, PGE
- Matt Abrams: Partner, Seven Peaks Ventures
- Nagi Nanganathan: President, Oregon Institute of Technology
- Bridget Dazey, Clackamas Workforce Partnership

Reaching out for representation from:

- OHSU
- Clackamas Workforce Partnership
- Technology Association of Oregon



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## NEXT STEPS [TIMELINE]

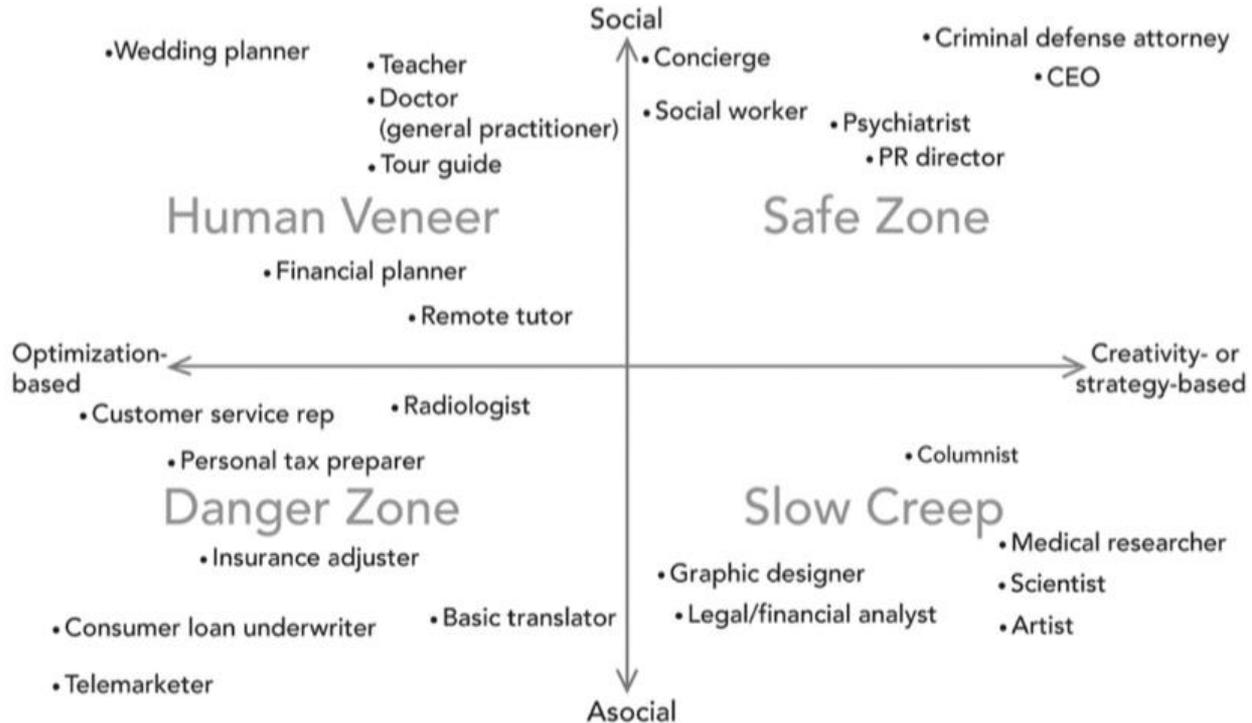
- Recruit members from identified organizations and partnerships [October]
- Hold first task-force meeting [November]
- Submit Draft report for review at WTDB full-board meeting [March 2020]



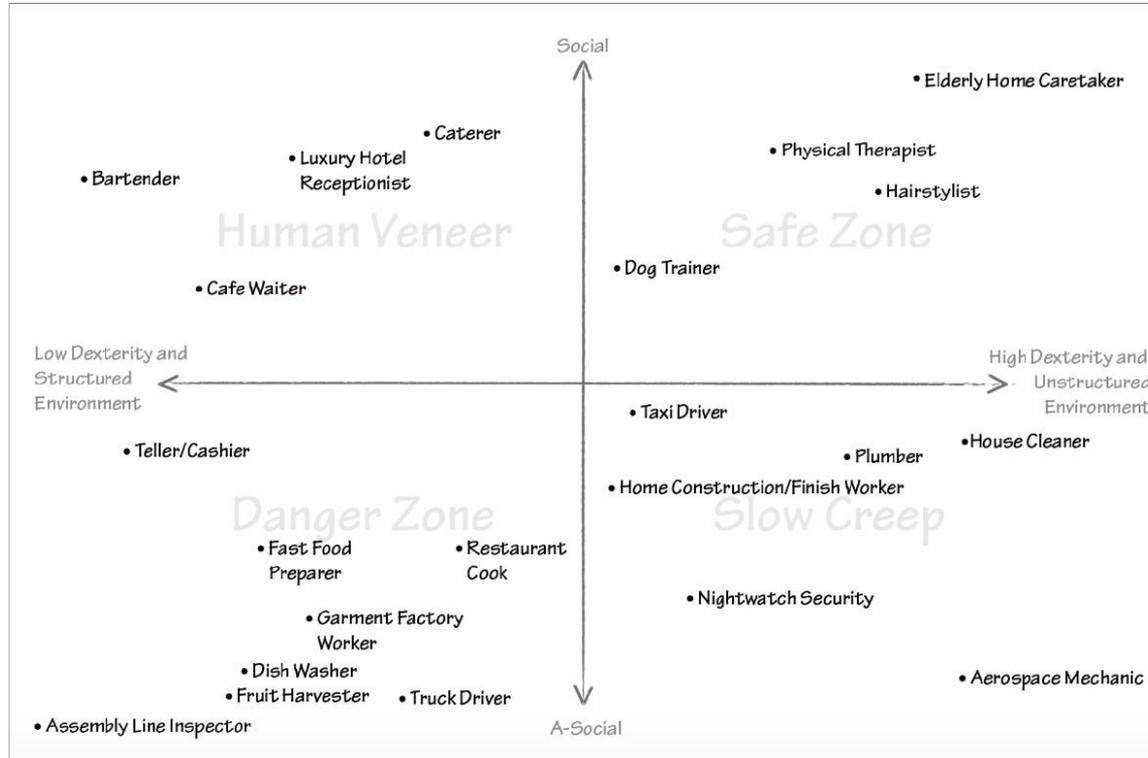


# BACKUP

# COGNITIVE LABOR REPLACEMENT RISK



# PHYSICAL LABOR REPLACEMENT RISK



# PREPARING OREGON FOR THE TRANSITION

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- Proposal: Create cross-disciplinary AI programs at Oregon's public schools, colleges and universities
  - Develop a comprehensive curriculum in addition to foundational STEAM courses at K-12 and CTE programs
    - ML/DL learning through team projects, MOOCs.
    - Encourage development of 'soft' skills: Adaptability, Collaboration, Empathy, Emotional Intelligence, ...
    - Human/AI collaboration
    - Functional safety and security of AI systems
    - Ethical, legal and societal implications of AI
  - Develop and share public datasets and environments to expand the use of AI as a tool
  - Benchmarks and standards to evaluate AI systems
- Public and private partnerships to develop an 'AI strategy for Oregon'
  - Local workforce and sector-specific partnerships
  - Proposal: Create an AI Taskforce for Oregon



# The future of work in America: People and places, today and tomorrow

McKinsey  
Global Institute



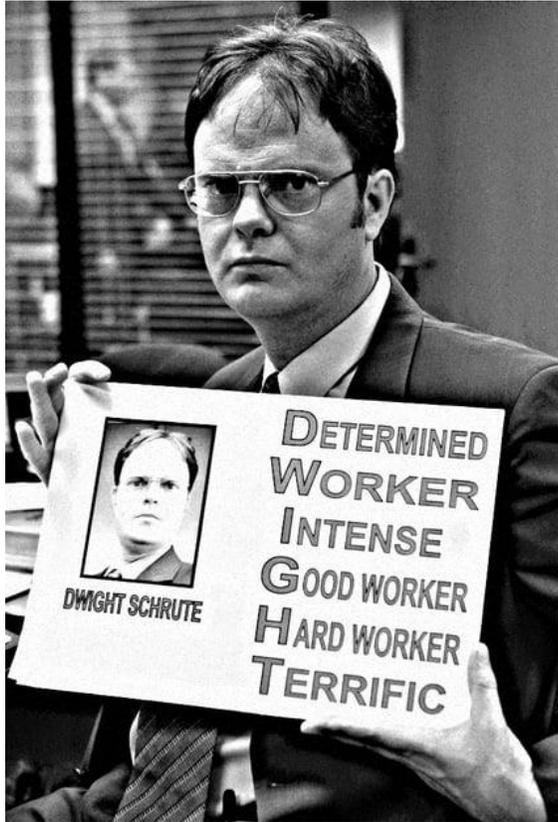


40% / 318,000

Technological Change



Low-Wage Recovery



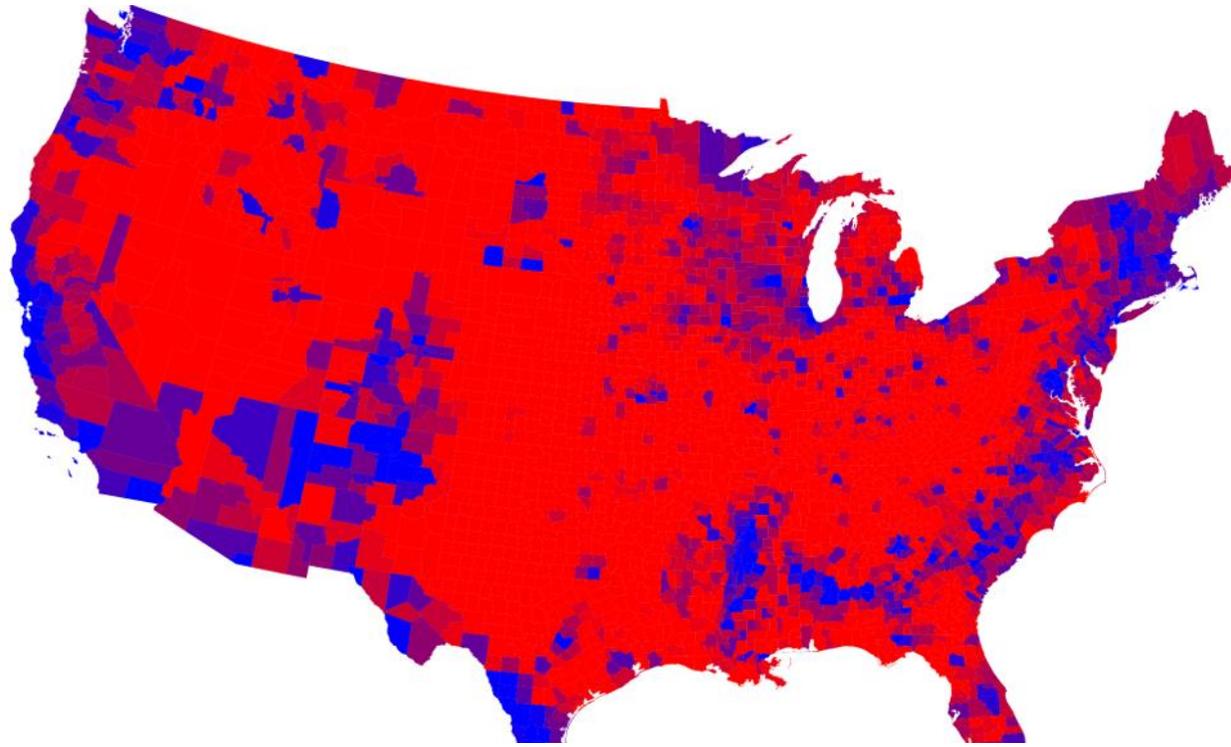
# Jobs @ Risk

- 8.1 million support jobs could be phased out by 2030
- 14.7 million young workers are in highly automatable jobs
- 11.5 million workers over age 50 are at risk
- 4X higher risk of displacement for workers with high school diploma or less
- 25.5% potential displacement rate for Hispanic workers

A scenic landscape of Oregon featuring a large, snow-capped mountain peak in the background, a dense forest of evergreen trees in the middle ground, and a calm lake in the foreground. The word "Oregon" is overlaid in large, bold, orange letters across the center of the image.

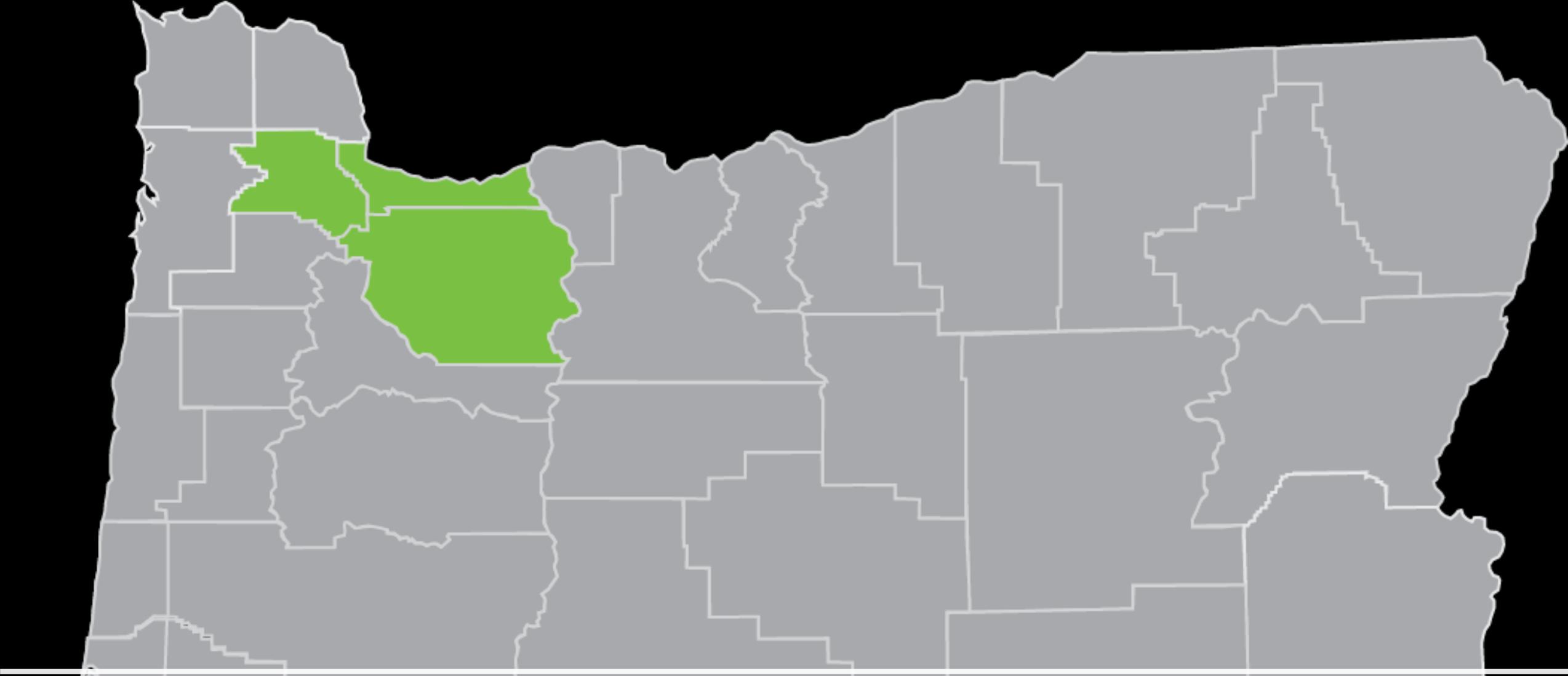
# Oregon

- There are 26 occupations (86,510 jobs) at high risk of automation.
- All of these occupations require no formal education or high school diploma.
- 20 of these occupations have workforces that are **90% male** or more.

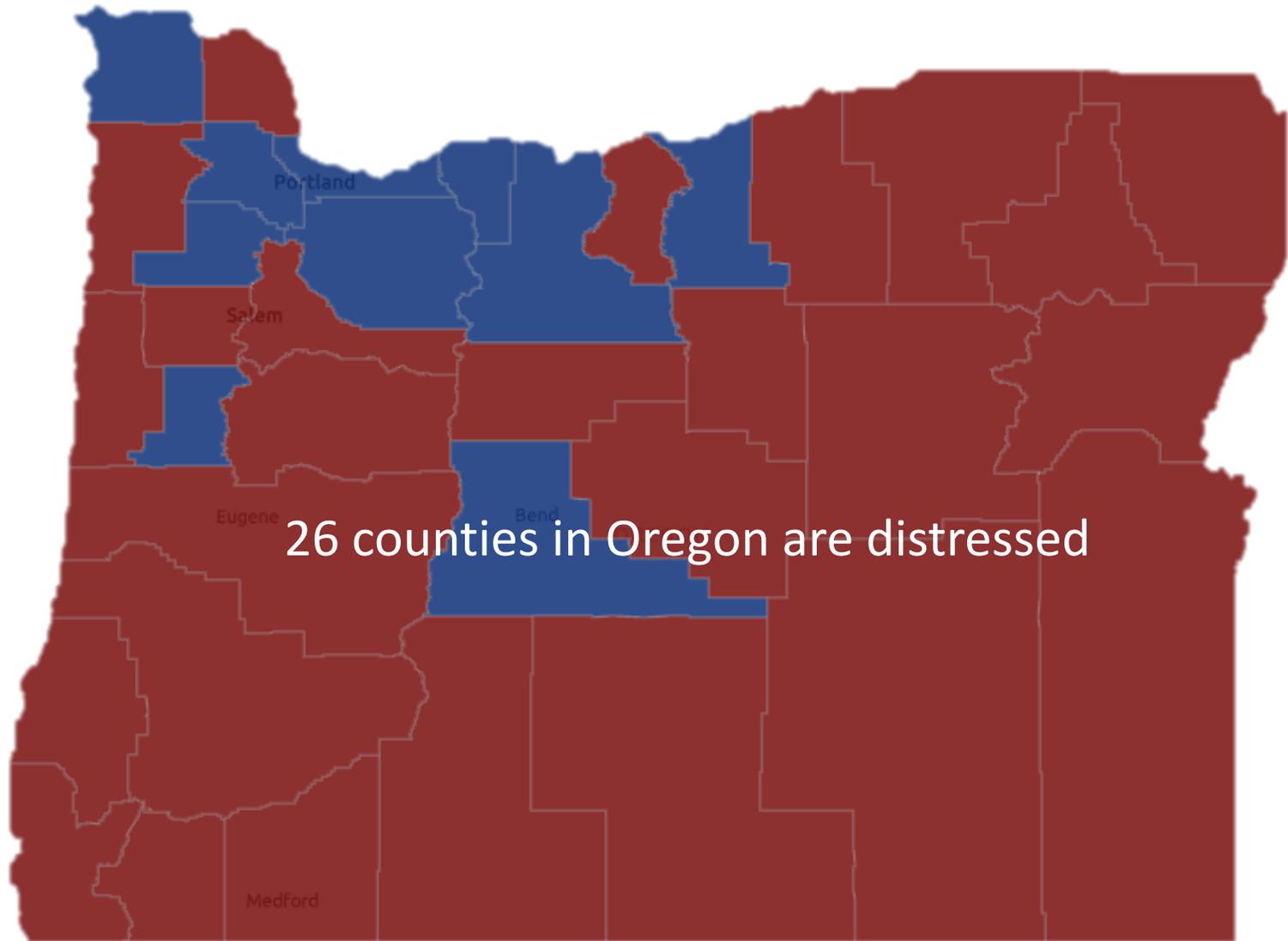
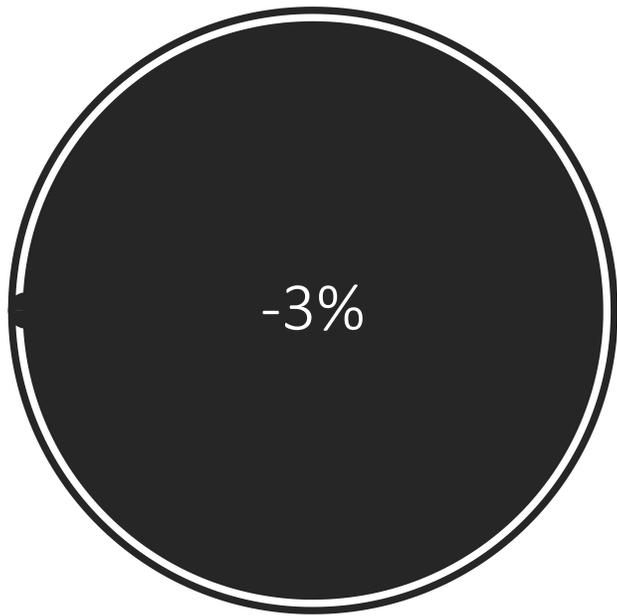


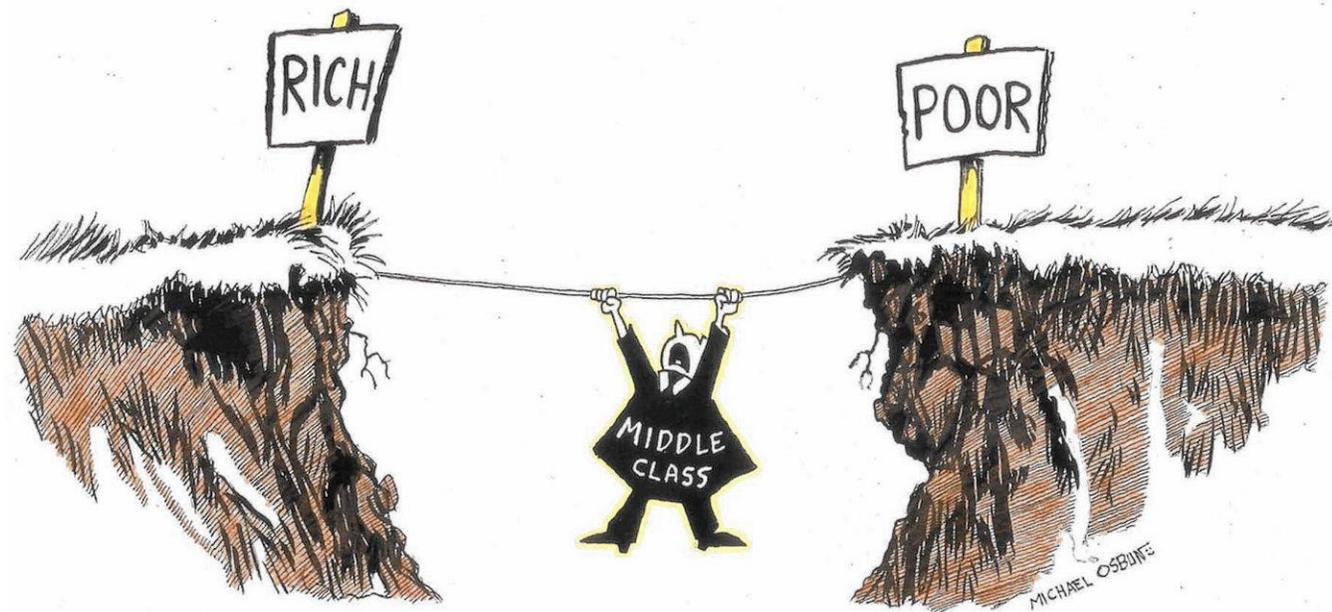
## The Urban / Rural Divide

25 Urban Areas accounted for > 2/3rds of us job growth since 2007



54% of all new jobs between 2012-2017





Middle Wage Declines

-3.4% Nationally by 2030



## What Can We Do

- Policy Considerations
- Program Actions



## Policy Considerations

- Expand apprenticeships and on-ramps for adults as well as youth
- Expand the use of Pell Grants to include credentials, certificates and other non-degree indicators of knowledge and skills
- Increase the availability of portable benefits, buy-in to UI and pension systems
- Streamline/modernize licensing requirements



## Program Actions

- Connect current workers with new opportunities
- Build the workforce of the future
- Support workers in transition
- Ramp-up job creation and economic development

Thank You!





# Oregon

John A. Kitzhaber MD, Governor

Oregon Workforce Investment Board

875 Union Street NE

Salem, Oregon 97311

(503) 947-1732

FAX (503) 947-1878

## MEMORANDUM

October 5, 2014

**To:** Governor John Kitzhaber

**From:** Ken Madden  
Chair, Oregon Workforce Investment Board  
Vice President Sales and Marketing, Madden Industrial Craftsmen

**Subject:** Designation of Oregon's Local Workforce Investment Areas

On behalf of the Oregon Workforce Investment Board, I am pleased to submit a recommendation for the designation of the following five new Local Workforce Investment Areas in Oregon:

- Northwest area comprising Benton, Clatsop, Columbia, Lincoln, and Tillamook Counties
- Mid-valley area comprising Linn, Marion, Polk, and Yamhill Counties
- South Coast area comprising Curry, Coos, and Douglas Counties
- Central area comprising Crook, Deschutes, Gilliam, Hood River, Jefferson, Klamath, Lake, Sherman, Wasco, and Wheeler Counties
- Eastern area comprising Baker, Grant, Harney, Malheur, Morrow, Umatilla, Union, and Wallowa Counties

Please reference the attached map. The remaining Local Workforce Investment Areas remain unchanged. The Chief Elected Officials representing each of these newly proposed local areas have submitted all required documentation.

The Oregon Workforce Investment Board believes the changes to the local area boundaries will enable the Local Workforce Investment Boards to better meet their expanded mission set forth in Executive Order 13-08. The recommended local areas consist of contiguous counties and align better with economic development and regional solution areas. Overall, this is one step along the path of redesigning Oregon's workforce system in order to achieve a more skilled and prosperous Oregon.

Sincerely,

Ken Madden, Chair

# Proposed Local Workforce Investment Area (LWIA) Boundaries (9)

