

State of Oregon: Workforce Innovation and Opportunity Act Annual Performance Report Narrative

Program Year 2021: July 1, 2021 – June 30, 2022

work**source** |
OREGON



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Contents

I. INTRODUCTION	1
Program Year In Review.....	1
WorkSource Oregon.....	2
II. REQUIRED COMPONENTS	2
Effectiveness in Serving Employers	2
Program Evaluation and Research	3
<i>Program Evaluations and Continuous Improvement</i>	3
<i>Planned Evaluation and Related Research Projects</i>	3
<i>State Efforts to Support Federal Evaluations</i>	3
Common Exit and Co-Enrollment.....	4
Data Validation	5
Waivers	7
III. OPTIONAL COMPONENTS	7
Customer Satisfaction	7
Performance Accountability System	9
<i>Quality Feedback Measures (QFM)</i>	9
Negotiated Performance Levels: Program Years 2020 and 2021	10
<i>WIOA Title 1 and Title III Performance</i>	10
<i>JVSG Performance</i>	11
Rapid Response Activities.....	11
<i>Layoff Aversion</i>	11
Other Statewide Funded Activities.....	12
<i>Wagner-Peyser Act 7(b) Funded Activities</i>	12
State Strategic Goals and Vision.....	13
<i>Future Ready Oregon</i>	13
<i>2022 Oregon Talent Summit</i>	14
Promising Practices for Other Priority Populations	15
<i>Job for Veterans' State Grant</i>	15
<i>National Dislocated Worker Grants (NDWGs)</i>	16
<i>SNAP Training and Employment</i>	17
<i>Business Services</i>	19
<i>Migrant and Seasonal Farmworker Program (MSFW)</i>	21
<i>Reemployment Services and Eligibility Assessment (RESEA)</i>	22
Additional Promising Practices and Innovative Approaches	22
<i>Apprenticeship Program</i>	22
<i>Trade Adjustment Assistance Program</i>	24
Diversity, Equity, Inclusion, and Accessibility (DEIA)	25
Adult Priority of Service.....	25
IV. APPENDICES	1
Appendix A — Oregon's Workforce Partners.....	1
Appendix B — Draft Statewide Data Validation Policy	4
Appendix C — Joint Data Validation Framework	6
<i>Oregon's PIRL Data Validation Policy</i>	6
<i>Data Validation Frequency</i>	7
<i>Sample Methodology</i>	7
<i>Error Identification and Tracking</i>	7
<i>Feedback and Error Correction</i>	8
<i>Training and Technical Assistance Identification and Provision</i>	8
<i>Data Validation Follow-up Activities</i>	8

<i>DV Procedural Documentation by Program Area</i>	10
<i>Overview of Office of Workforce Investments (OWI) Processes</i>	10
<i>Wagner-Peyser and JVSG DV Procedures</i>	11
<i>TAA DV Procedures</i>	11
<i>Required Data Validation Elements and Source Docs</i>	11
Appendix D — Customer Satisfaction Survey Questions	12
Appendix E — Success Stories	13
<i>National Dislocated Worker Grant Success Stories</i>	13
<i>Business Services Success Stories</i>	14
<i>STEP Success Stories</i>	16
<i>Trade Act Success Stories</i>	18
<i>Veteran Success Story</i>	21

I. INTRODUCTION

Program Year In Review

This was a year of transition and growth for WorkSource Oregon (WSO). As COVID restrictions ended statewide July 2021, WSO centers finally re-opened to in-person traffic, and claimant registration and engagement requirements were reinstated. Job matching and employer engagement also picked up as more businesses reopened and needed help filling vacant positions, given the tight labor market. The state continued to promote and enhance several key initiatives launched during the pandemic in support of a new virtual service delivery model. These initiatives included an online scheduling tool for customers to arrange for in-person and virtual meetings with staff, a suite of virtual job-finding workshops, a partnership with LinkedIn to connect employers and job seekers using their platform, an updated WSO website for customers to connect with services, and a hybrid work model for staff.

The state also made a historic investment in its workforce system. Dubbed “Future Ready Oregon,” this \$200 million workforce spending plan was signed into law April 2022 by Oregon Governor Kate Brown. The plan includes strategic and targeted investments focused on advancing opportunities for historically underserved communities in targeted sectors, including health care, manufacturing and construction. Implementation of the various apprenticeship, reemployment and training initiatives funded under this plan will be phased in starting PY 2022.

Serving claimant customers in WSO centers, and addressing their Unemployment Insurance (UI) related needs, continues to be an important component of service delivery. In response to this need, which was further highlighted during the pandemic, WSO Leadership established a standard level of UI service delivery in the centers, being at a higher level than was provided pre-pandemic. This has improved the claimant experience and strengthened connectivity between WSO and UI.

Going forward, WSO Leadership will continue to apply lessons learned during the pandemic, such as: highlighting the vulnerability of Oregon’s underrepresented and marginalized communities; embracing a virtual service delivery model to improve access to WIOA programs and services, regardless of a customer’s proximity to the WSO center; expanding its regional approach to business services and targeted sector strategy for job matching; and working to further integrate workforce programs to leverage funding and enhance career and training services for Oregonians.

Workforce Innovation and Opportunity Act (WIOA) in Oregon

Through WIOA’s programs, local, civic, business, and workforce development leaders implement strategies that leverage funding and resources within their local communities, to prepare and match the skills of workers with the workforce demands of businesses. Many state agencies, partners, and stakeholders support workforce development, and education efforts across the state.

In Oregon, WIOA programs are administered by:

- Title I – Office of Workforce Investments, Higher Education Coordinating Commission
- Title II – Office of Community Colleges and Workforce Development, Higher Education Coordinating Commission
- Title III – Oregon Employment Department, Workforce Operations Division
- Title IV – Oregon Department of Human Services and the Oregon Commission for the Blind

This report was developed with assistance and collaboration from all the agencies above. (See Appendix for more information regarding Oregon’s workforce partners.)

Oregon is part of the national workforce development system that is funded by the Workforce Innovation and Opportunity Act (WIOA), which authorizes local business-led workforce development boards to oversee workforce development services through a network of American Job Centers (or AJCs, also called One-Stop Career Centers). In Oregon, AJCs are branded as WorkSource Oregon centers. Oregon has an integrated, one-stop service delivery, built on a standardized model to provide a flexible, unified workforce education and training system that consistently exceeds customer expectations.

WorkSource Oregon

WorkSource Oregon (WSO) is a network of public and private partners who work together to effectively respond to workforce challenges through high-quality services to individuals and businesses, resulting in job attainment, retention and advancement. Partners include all state agencies that administer the WIOA required core programs, and all of Oregon’s local workforce development boards.

The operation of the centers is governed by the WorkSource Oregon Operational Standards, which provide the minimum-level content/services required to be available at all WSO centers/American Job Centers in Oregon, as we work toward development of a seamless, customer-facing service delivery system. The WSO Operational Standards include roles and responsibilities for workforce system partners, as well as guidance on system requirements and services.

II. REQUIRED COMPONENTS

Effectiveness in Serving Employers

Effectiveness in Serving Employers: Program Year 2020

Pilot Approaches	Numerator/Denominator	Rate
Employer Penetration Rate	8,254/166,675	4.95%
Repeat Business Customer Rate	9,931/13,541	73.3%

For 2020, the Repeat Business Customer Rate percentage increased significantly compared to 2019, going from 34.2% to 73.3%.

Effectiveness in Serving Employers: Program Year 2021

Pilot Approaches	Numerator/Denominator	Rate
Employer Penetration Rate	9,015/176,293	5.1%
Repeat Business Customer Rate	8,222/16,343	50.3%

The pool of employers (denominator) increased in PY 2021, thus lowering the Repeat Business Customer Rate from PY 2020.

Definitions of the two pilot measures used to evaluate Effectiveness in Serving Employers:

- Employer Penetration Rate - The percentage of establishments using services out of all Oregon establishments.
- Repeat Business Customer Rate - The percentage of employers receiving core program services more than once in the previous three years.

Program Evaluation and Research

Program Evaluations and Continuous Improvement

The Oregon Legislature passed, and Governor Brown signed into law Senate Bill 623 (2021), requiring Oregon's Workforce and Talent Development Board (WTDB), and the state's nine local workforce development boards, to jointly create a Continuous Improvement Committee (CIC) to evaluate and assess the effectiveness of Oregon's public workforce development system, including WSO and its various component programs. The CIC is responsible for completing evaluations and producing a continuous improvement assessment of WSO every even-numbered year, with an initial baseline assessment completed in Program Year (PY) 2021.

The WTDB, in partnership with local workforce development boards, initiated the work of the newly established CIC. The CIC's charge is to assess the effectiveness of Oregon's public workforce development system, including the perspectives of underrepresented populations.

The WTDB contracted with the Coraggio Group, and began this work by engaging in external research, and reviewing documents and data provided by the CIC. Coraggio then facilitated a series of work sessions, with a working group of the CIC members, to gain an understanding of WSO services and processes, the interdependencies, pain points and opportunities for improvement.

The CIC completed an initial assessment that resulted in the following recommendations:

1. Review and redesign the Job Seeker welcome and intake process, with the goal of identifying different tracks and process steps based on customer need.
2. Evaluate the core purpose and functionality of iMatchSkills, as a job matching and capability assessment tool, to inform, and potentially expedite, OED's planned modernization effort.
3. Explore a single point of contact (e.g., Navigator role) through the WSO system (e.g., one stop centers, through community-based organizations, or accessible through an online intake process) to efficiently guide next steps that match the unique needs of each customer.
4. Clarify and communicate the current WSO accountability and evaluation system.

The complete *Initial Assessment Report*, published December 2021, can be found [here](#).

The CIC's ongoing work includes a biennial assessment every even-numbered year. The 2022 Assessment focuses on workforce system governance, carrying forward recommendation number 4, above, from the initial assessment. Results of the 2022 Assessment will be presented to the WTDB in December 2022.

Planned Evaluation and Related Research Projects

States are required to implement federal Reemployment Services and Eligibility Assessment (RESEA) interventions and service delivery strategies that have strong evidence to support their work, and to evaluate any strategies without such evidence. Oregon RESEA program staff conducted pre-planning and strategizing sessions in PY 2021 to establish a path forward for the formal evaluation, slated to start in 2023.

State Efforts to Support Federal Evaluations

OED was asked to provide applicant data to a research firm under contact with DOL to conduct an evaluation of reentry programs supported by several DOL grant programs: Training to Work, the

Reentry Demonstration Project, and the Reentry Project. These programs provide job training and employment support to participants as they work toward economic and social self-sufficiency.

Common Exit and Co-Enrollment

Currently, Oregon does not employ a common exit for all the WIOA titles I and III core programs, but is making efforts towards aligning management information systems and State policy for its implementation. Oregon supports and promotes co-enrollment between all programs for which individuals have been determined eligible.

WorkSource Oregon Management Information System (WOMIS)

WOMIS is the statewide electronic information environment that supports the mission and vision of WSO. The WOMIS environment is a network of applications for the administration, and delivery of services, under the Workforce Innovation and Opportunity Act (WIOA). Additionally, data from the various applications are used for federal, operational and performance reporting. WOMIS applications support the following programs and functions: Common Registration and Potential Program Eligibility, Wagner-Peyser Program, Trade Act Program, Adult, Dislocated Worker and Youth Programs, and Managing Program Enrollment Episodes.

Common Registration & Potential Program Eligibility – Supporting Application: Customer Registration

In WSO, job seeker registration starts by creating an account with username and password to ensure security of personal information. The WOMIS Customer Registration (CR) application captures customer information and demographics, and identifies special populations, such as Veterans and Migrant Seasonal Farmworkers. It also captures some program eligibility components for the Wagner-Peyser, Adult and Dislocated Worker programs. Data captured in CR is shared with numerous workforce applications used in the delivery and tracking of Title I, Title III and Trade Act services; this ensures all programs have consistent customer information, avoids duplication of data, and supports co-enrollment across WIOA core programs. CR is jointly managed by OED and HECC.

Wagner-Peyser – Supporting Application: iMatchSkills (iMS)

The iMS application supports the administration and delivery of labor-exchange (employment) services for numerous federal programs, including Jobs for Veterans State Grants (JVSG), Migrant Seasonal Farmworker (MSFW), Reemployment Services and Eligibility Assessment (RESEA), and SNAP Employment and Training. It utilizes data from CR, as well as employer tax records and UI data, to support staff in the delivery of labor-exchange services. iMS includes a self-service component for job seekers and employers to conduct job matching. iMS is managed by OED.

Trade Act – Supporting Application: Trade Adjustment Assistance MIS (TAAMIS)

The TAAMIS application supports the administration of participant activity while in Trade Act programs. TAAMIS is a staff-access only application. It utilizes data from Customer Registration, as well as affected worker lists from trade-affected companies and UI data, to support staff in the delivery of Trade Act services. TAAMIS is managed by OED.

Adult and Dislocated Worker Programs – Supporting Application: I-Trac

I-Trac is a case management and funder reporting application that supports the delivery of Adult, Dislocated Worker, and Youth services under WIOA for all nine local boards in Oregon. I-Trac

supports the customer records for National Dislocated Worker Grant participants, as well as a variety of direct federal, state and local grants the boards manage. I-Trac is a staff-access application, and is the back-end application for a customer-facing, interactive job seeker and program service delivery website, My WorkSource. I-Trac is managed by Worksystems, the Portland Metro workforce development board.

Managing Episodes across Wagner-Peyser, Adult and Dislocated Worker, Trade

WOMIS receives regular feeds of qualifying services, as recorded by staff in iMS, I-Trac and TAAMIS, to auto-calculate participation and exit dates. This allows WOMIS to manage episodes for customers receiving services from one or more of the following programs: WIOA title I Adult and Dislocated Worker, WIOA title III Wagner-Peyser, JVSG and Trade Act. WIOA title I Youth episodes are managed through I-Trac.

A participant must receive a qualifying, participant-level service from any eligible program (excluding Youth) at least once every 90 days to keep their program enrollment episode open. If a qualifying service is not received for 90 consecutive days, the episode will automatically exit. The customer must then re-register, at which point their eligibility for WIOA title I and III programs is reassessed, and a new episode begins when a qualifying service is received.

Data Validation

Please see the attached Appendix for the state's PY 2021 draft Joint Data Validation (DV) Policy and Framework outlining the steps taken to ensure reported data is accurate, which includes DV timing and scheduling each program year prior to certification of annual data reports, random sampling methodology, documentation protocols for correction of missing and/or erroneous records, data element error rate calculation methodology and thresholds, the maintenance of data validation results and records reviewed (such as freezing wage records) to comply with the federal records retention policy, periodic source documentation and data accuracy training for program and provider staff, follow-up training for local staff to address data elements and source documentation types with high error rate trends above the state threshold each program year, ongoing data entry control and monitoring protocols, the approach for the regular review of the quality of reported program data, and regular assessment of the effectiveness of the DV process.

The State successfully performed a review of PY 2021 source documents against the management information systems (MIS) and/or other systems of record, and the Participant Individual Record Layout (PIRL) by the end of September 2022, in accordance with TEGs 7-18 and 23-19, for the following WIOA programs: Title IB Adult, Dislocated Worker and Youth; Wagner-Peyser; and Trade Adjustment Assistance. Below are the steps each program used for conducting DV.

WIOA Title IB Core Programs and Dislocated Worker Grants

1. Second Quarter 2022 PIRL participant data was loaded into an Excel workbook.
2. The Excel file was sorted by local Workforce Development Board (WDB) and WIOA-funded title I program, and DWGs.
3. Sample size and methodology:
 - a. A total of 125 records were randomly selected from all of Oregon's local WDBs, spanning the Adult, Dislocated Worker, and Youth programs, and Oregon's DWGs.

- b. The required data elements were reviewed against management information systems and other systems of record in accordance with state DV policy and established WIOA title I DV procedures. DV was conducted in the 3rd calendar quarter of 2022.
4. Failures were documented on each participant file spreadsheet as an item to address, with actions required to correct the individual file, or to correct the process moving forward.

Wagner Peyser

1. Second Quarter 2022 PIRL participant data was loaded into an Excel file – this included unique customer ID numbers, but no customer names.
2. Sample size and methodology:
 - a. 25 Wagner Peyser records and 25 Jobs for Veterans State Grant records (for a total of 50 records) were selected. The sample includes a mix of active and exited reportable individual and participant records.
 - b. The sample size methodology is based on a set number of participant records. The required data elements are reviewed against management information systems and other systems of record in accordance with state DV policy and established WP DV procedures. DV is conducted in the 3rd calendar quarter.
3. Failures were documented on each participant file spreadsheet as an item to address, with actions required to correct the individual file, or to correct the process moving forward.

Trade Adjustment Assistance (TAA)

1. Second Quarter 2022 PIRL participant data was loaded into an Excel file.
2. 25 records were randomly selected using the RAND function.
3. Sample size and methodology:
 - a. The annual DV sample covers at least seven different regions of the state (the 25 records include cases from at least 20 certifications). The sample includes a mix of active and exited participant records.
 - b. The sample size methodology is based on a set number of participant records. The required data elements are reviewed against management information systems and other systems of record in accordance with state DV policy and established TAA DV procedures. DV is conducted in the 3rd calendar quarter.
4. Failures were documented on each participant file spreadsheet as an item to address, with actions required to correct the individual file, or to correct the process moving forward.
5. Errors identified in the PY 2021 monitoring response have been resolved and were tested with the third quarter 2022 PIRL participant data.

DV Follow up and Correcting Errors

As outlined in the state's DV policy and procedures, state DV staff request follow-up documentation within 90 days from their program coordinators, detailing how DV processes have been corrected. As such, for some programs, PY 2021 DV outcomes are still under review with opportunities to refine the process and improve data quality.

Assessment of the Effectiveness of the DV Process

Each program is responsible for assessing the effectiveness of its data validation process to identify areas of improvement. This has led to some process improvements. For example, WP program staff updated their DV worksheet to help streamline the review of PIRL elements against source systems and identify potential areas in which data quality might be improved.

Ongoing Data Entry Control and Monitoring Protocols

Please refer to the Performance Accountability section of this document for a discussion of the state's Quality Feedback Measures (QFM) program. This program helps to ensure the accuracy of the data entered into the state's labor-exchange system by program staff. In addition, starting PY 2022, WP will begin conducting quarterly DV for a small sample of records (as time and resources allow) in an effort to identify and correct any errors prior to the submission of annual reports.

Quarterly Report Analysis (QRA)

Although Oregon is not a pilot state, we are analyzing the QRAs to increase positive results in specific QRA areas. Both WIOA Title IB and WP use the following basic process to work through and remedy each QRA.

1. Oregon receives QRAs from U.S. DOL for the most recent quarter.
2. Queries are built to replicate U.S. DOL numbers.
3. Results are analyzed to determine the following potential anomalies:
 - Front and back-end anomalies in the management information system (MIS)
 - PIRL script anomalies
 - Preliminary business process anomalies
4. Results are analyzed to identify necessary changes to management information systems, business processes or PIRL scripts.
5. Changes are implemented and tested by program staff.

Waivers

Oregon had no WIOA waivers in place during PY 2021.

III. OPTIONAL COMPONENTS

Customer Satisfaction

Methodology

The Customer Satisfaction Survey is part of Oregon's workforce performance measurement system. The Oregon Employment Department administers monthly surveys to measure the satisfaction of businesses and individuals who have received workforce services. Business customer satisfaction measures can be aggregated by workforce development areas and a report period (program year, month, or quarter). In addition, individual customer satisfaction measures can also be aggregated by demographics.

The Customer Satisfaction Survey also gathers data on several satisfaction drivers, including six Key Performance Measure (KPM) questions that are required by the Oregon State Legislature for both individual and business customers. (See Appendix for survey questions.)

Selection Process

The Business survey includes employers who closed a WorkSource Oregon job posting during the previous month. The same business can be selected for the survey only once per program year. The Individual survey includes customers who registered in the WorkSource Oregon Management Information System (WOMIS) during the previous month and/or filed an initial claim during the previous month.

Customer Satisfaction Feedback

Customers receive an email invitation to complete the survey using a web-based survey platform. The Individual survey is available in English and Spanish. Survey responses are the basis for the customer satisfaction performance measures, which are published on the Performance Measures page of the QualityInfo.org website, available to the public.

Customers can also provide qualitative feedback through comments by answering these questions: “If you were in charge of the Employment Department, what one thing would you change or add?” and “Could we have done anything to better help you? If so, please list your idea(s) in the space provided.”

These comments are shared with management every month, after survey responses are processed. Customer Comments Reports (one for individuals and one for business responses) provide management with greater detail about customer experience. WSO centers are required to develop, implement, and actively manage the two feedback loops aimed at aligning and improving services. Each WSO center manager assigns staff to respond to the customer, note their discussion, and send the results back to management by the 15th of each month. Staff use this as an opportunity to connect with the customer that took the time to provide the feedback, thanking them for doing so, and obtaining ideas of how we can better collaborate and meet their needs. We implement the feedback received and follow up to continually build on our services.

Customer Satisfaction: Program Year 2020

Customer Type	Number Selected / Surveyed	Response Rate
Businesses	4,284	9%
Individuals	28,782*	11%

*The Oregon legislature approved temporarily suspending the surveying of UI claimants during the pandemic, resulting in a significant reduction in the number of individuals surveyed. Survey distribution to UI claimants stopped June 2020, and restarted July 2021.

Customer Satisfaction: Program Year 2021

Customer Type	Number Selected / Surveyed	Response Rate
Businesses	5,015	7%
Individuals	99,290*	7%

*With the reinstatement of Unemployment Insurance claimant surveys in PY 2021, an increase in the numbers of individuals surveyed is clearly observed.

Results – Program Year 2021

Individual and Business customer satisfaction rates were negatively impacted in PY 2020 by unprecedented workloads brought on by the COVID-19 pandemic, the need to shift staffing from employment services to Unemployment Insurance (UI) tasks to address claims volume, and the closure of WSO centers to in-person traffic. The tight labor market also impacted Business satisfaction rates, a trend that has continued into PY 2021.

WSO centers began the shift back to employment services (ES) operations in late PY 2020, with the majority of the transition completed by July of PY 2021. In January 2022, a standard level of UI services was defined by ES Leadership as being at a higher level than pre-pandemic, but lesser than that provided in 2021.

This shift to a standard level of UI services, combined with WSO centers returning to pre-pandemic staffing levels, have improved most measures of customer satisfaction, as shown in the charts below. A few of the innovative and well-received ways of providing services that were developed during the pandemic were kept in place, while additional innovations, such as the opportunity for individuals to schedule in-person or virtual appointments, have been incorporated. The agency continues its movement towards workforce operations modernization, which will afford the opportunity for further system improvements, and the hope to see additional gains in customer satisfaction.

Key Customer Satisfaction Indicators: July 2021 thru August 2022



Performance Accountability System **Quality Feedback Measures (QFM)**

Oregon has a robust, self-appraisal system called Quality Feedback Measures (QFM). The QFM system evaluates Employment Service (ES) Operations, both qualitatively and quantitatively, at the local and State Workforce Agency (SWA) levels. This system measures success in meeting goals, regulations compliance, identifying and implementing training needs, correcting deficiencies in performance, comparing past and current performance levels, determining appropriateness of services provided, performing root cause analysis, implementing action plans, and ensuring the accuracy of the data entered into the management information systems.

Pandemic Hiatus and Restarting QFM

QFM was suspended in PY 2020 due to local office closures to in-person traffic. In late PY 2021, QFM was restarted and local offices were able to review one quarter's worth of data.

Retooling of QFM – Shift to Digitized (Online) Tool

In March 2022, through an extensive design and development effort, Oregon integrated their self-appraisal system, Quality Feedback Measures (QFM), into iMatchSkills, the state's labor exchange system. Moving away from a cumbersome, handwritten system for completing reviews, Oregon made significant improvements by systemizing the process for evaluation of statewide employment service performance levels.

This shift contributed immensely toward improving the effectiveness, timeliness, accuracy, and quantitative and qualitative aspects of the review process. Additionally, the integration aids in:

- maintaining the integrity of the review with a built in, automatic, random sample selection that cannot be circumvented by job seeker and job listing profiles;
- leveraging demographic data to ensure services are delivered equitably across a diverse population; and,
- allows long-term maintenance of scoring data, evaluated records, and analysis.

QFM Results – Program Year 2021

Job Listing results were strong, with the state meeting or exceeding performance in nine of the 10 categories reviewed. Job Seeker results were mixed, with the state meeting performance in only two of the five categories reviewed. Factors likely impacting results included staff adapting to and learning a new QFM business process, staff transitioning back to employment services after helping process unemployment insurance claims during COVID, and newly hired staff in the WSO centers. Local WSO centers identified as not meeting performance standards are required to prepare a Coaching and Training plan to identify areas of improvement and corrective actions to improve outcomes. Additional staff training in the QFM process is also planned for 2023.

Negotiated Performance Levels: Program Years 2020 and 2021

WIOA Title 1 and Title III Performance

Program Year 2020

Program	Measure	Negotiated Rate	Actual Rate
Adult	Employment Q2	71.4%	63.2%
Adult	Employment Q4	71.0%	65.5%
Adult	Median Earnings	\$6,400	\$6,891.71
Adult	Credential Attainment Rate	60.5%	65.6%
Adult	Measurable Skill Gains	51.0%	59.8%
Dislocated Worker	Employment Q2	71.4%	64.0%
Dislocated Worker	Employment Q4	72.0%	66.7%
Dislocated Worker	Median Earnings	\$6,800	\$7,385.63
Dislocated Worker	Credential Attainment Rate	63.0%	67.8%
Dislocated Worker	Measurable Skills Gains	51.0%	60.8%
Wagner-Peyser	Employment Q2	68.2%	61.3%
Wagner-Peyser	Employment Q4	68.0%	60.8%
Wagner-Peyser	Median Earnings	\$6,600	\$6,689
Youth	Employment, Education, Training Q2	63.5%	62.7%

Program	Measure	Negotiated Rate	Actual Rate
Youth	Employment, Education, Training Q4	63.0%	60.2%
Youth	Median Earnings	\$3,477.00	\$4,455.81
Youth	Credential Attainment Rate	68.4%	54.2%
Youth	Measurable Skill Gains	51.0%	40.4%

Program Year 2021

Program	Measure	Negotiated Rate	Actual Rate
Adult	Employment Q2	71.4%	66.8%
Adult	Employment Q4	71.0%	61.8%
Adult	Median Earnings	\$6,400	\$7,963
Adult	Credential Attainment Rate	60.5%	67.4%
Adult	Measurable Skill Gains	51.0%	61.4%
Dislocated Worker	Employment Q2	71.4%	64.7%
Dislocated Worker	Employment Q4	72.0%	62.2%
Dislocated Worker	Median Earnings	\$6,800	\$8,048
Dislocated Worker	Credential Attainment Rate	63.0%	68.6%
Dislocated Worker	Measurable Skill Gains	51.0%	61.5%
Wagner-Peyser	Employment Q2	68.2%	58.1%
Wagner-Peyser	Employment Q4	68.0%	62.9%
Wagner-Peyser	Median Earnings	\$6,600	\$7,370
Youth	Employment, Education, Training Q2	63.5%	69.5%
Youth	Employment, Education, Training Q4	63.0%	64.7%
Youth	Median Earnings	\$3,477	\$4,765
Youth	Credential Attainment Rate	68.4%	52.3%
Youth	Measurable Skill Gains	51.0%	42.3%

JVSG Performance

Program Year 2020

Program	Measure	Negotiated Rate	Actual Rate
JVSG	Employment Q2	55.0%	51.1%
JVSG	Employment Q4	56.0%	50.7%
JVSG	Median Earnings	\$6,900	\$6,563

Program Year 2021

Program	Measure	Negotiated Rate	Actual Rate
JVSG	Employment Q2	55.0%	53.9%
JVSG	Employment Q4	56.0%	49.2%
JVSG	Median Earnings	\$6,900	\$6,477

Rapid Response Activities

Layoff Aversion

In PY 2020, Oregon distributed \$2,788,000 in federal funds that had been reserved for emergencies, unexpected layoffs, and other statewide workforce activity needs. These funds were distributed over three separate rounds. At the start of PY 2021, Oregon was still suffering from the impacts of the effects from the spread of COVID-19 (novel coronavirus) and related state and federal protocols, restrictions, etc. Worker funding was made available with the primary purpose of funding rapid response and layoff aversion activities. Oregon distributed \$700,000 in federal funds in a fourth and final round. The Higher Education Coordinating Commission's Office of

Workforce Investments created emergency guidance for the use of the funds, and distributed them to all local areas via an allocation model that aligned with the local areas' WIOA federal allocation funding formula. The goal of these funds was layoff aversion, and local workforce boards were encouraged to be flexible and innovative in their use of the funds.

In some cases, these layoff aversion funds helped small businesses with fewer than 10 employees; in other cases, the funds supported the employment of thousands of employees via the purchase and distribution of personal protection and sanitization products. Thanks to the State's rapid distribution and the local boards' innovative deployment of these funds, roughly 33,200 individuals were able to keep working through some of the pandemic's most challenging periods.

Layoff aversion efforts in local areas included:

- Providing support for employers to shift to online service models, or create remote working options for employees;
- Providing supplies to help local manufacturing teams to make medically approved face shields - working with local hospital administration, county officials, and regional CCO to identify scope and design for local manufacturers to make locally sourced face shields; and,
- Many other creative, innovative efforts.

Rapid Response efforts in Oregon included:

- 84 Rapid Response sessions reported throughout the state.
- 2,400 employees receiving services through Rapid Response Sessions.
- 1,664 union represented employees receiving services.
- Providing support for employers to shift to online service models, or create remote working options for employees.

Both Layoff aversion and Rapid Response efforts included:

- Funds to support operating expenses and payroll to avert layoffs for employees, particularly in small, rural businesses, including women and minority-owned businesses.
- Assisting with cleaning and sanitization services and supplies, ensuring safe, continued onsite operations.
- Tools to allow for on-site service delivery in compliance with social distancing rules.
- 100,000 personal face masks ordered to provide to businesses, so they and their employees could follow the Governor's guidance to re-open.
- Purchasing multiple sizes of containers, labeling and supplies needed for locally-sourced hand sanitizers, which were then distributed for essential workers at multiple businesses.

Other Statewide Funded Activities

Wagner-Peyser Act 7(b) Funded Activities

In PY 2021, Workforce Analysts' activities included composing articles about the labor market, giving presentations about the economy and labor force to workforce boards, policymakers, business leaders, students, job seekers, and internal workforce system staff.

A Sample of Articles by Workforce Analysts:

- *Diversity in the Health Care Workforce*
- *Occupations in Human Resources*
- *50 Jobs That Pay Well . . . No College Necessary!*

- [Oregon's High-Tech Employment Trends – What is High Tech?](#)
- [Earn While You Learn in a High-Wage, High-Demand Job with Apprenticeship Training](#)
- [Understanding Oregon's Labor Force: Estimates from the Current Population Survey](#)
- [Oregon's Part-Time Workers: One-Fifth of Employment in 2020](#)

Staff in OED's Workforce and Economic Research Division used 7(b) funds for the following activities.

Job Vacancy Survey – quarterly employer surveys to gain insight into job vacancies by region, industry, occupation, education level, and wage level, and provide information about jobs that are most difficult to fill.

- [Job Vacancies in Oregon in 2021](#)
- [Quarterly Job Vacancies Snapshots – Winter 2022](#)
- [Quarterly Job Vacancies Snapshots – Spring 2022](#)

Wage Record Analysis – analysis of UI wage records resulting in *Oregonians @ Work* publications.

- [Fourth Quarter 2020: Jobs Increase Slightly and Median Wage Rises](#)
- [A Closer Look at the Pandemic Recovery – Second Quarter 2021](#)
- [First Quarter 2021: Jobs Decrease but Median Wage Rises](#)

Labor Market Information Website Development - including tools for career exploration, finding jobs, identifying local businesses by industry, and seeing the latest business news on <https://www.qualityinfo.org/>.

State Strategic Goals and Vision

The Oregon Workforce and Talent Development Board (WTDB) advises the Governor on strategies and alignment in the workforce system. Because the WTDB is made up of leaders representing business and industry, labor, community-based organizations, Oregon legislature, local government, and state agencies, it is uniquely positioned as Oregon's workforce and talent development expert. The WTDB's vision is equitable prosperity for all Oregonians. To realize this vision, the WTDB advances Oregon through meaningful work, training, and education by empowering people and employers.

The WTDB has commissioned key thought-leaders to develop a series of reports and papers regarding current workforce and economic issues, including impacts resulting from the COVID-19 pandemic. In PY 2021, the WTDB published:

- [Overlooked & Undercounted 2021: Struggling to Make Ends Meet in Oregon](#)
- [The Self-Sufficiency Standard for Oregon 2021](#)

Previous years' reports can be found [here](#).

Future Ready Oregon

The WTDB Equitable Prosperity Taskforce's [Equitable Prosperity for All Taskforce Whitepaper](#) (Coraggio Group, June 2021) laid important groundwork for Future Ready Oregon, a comprehensive \$200 million investment package that supports the education and training Oregonians need for family-wage careers. Funded with a mix of state, general fund, and American Rescue Plan Act funds, this package includes strategic and targeted investments focused on

advancing opportunities for historically underserved communities. Future Ready Oregon was developed by Governor Brown’s Racial Justice Council’s (RJC) Workforce Workgroup that included many key WTDB members. The package was passed by the Oregon Legislature in the 2022 Legislature Session, and signed into law April 2022, by Oregon Governor Kate Brown.

This historic package supports the education and training needs of Oregonians, and includes funding for workforce readiness, post-secondary career pathway training, credit for prior learning, youth workforce development, workforce benefits navigators, and apprenticeship expansion.

Future Ready Oregon invests in existing successful programs, and in innovative equity-focused solutions to bolster recruitment, retention, and career advancement opportunities for priority populations. Many of the funds will be administered through the [Higher Education Coordinating Commission \(HECC\)](#), working with local workforce development boards, community-based and culturally-specific organizations, education and training providers, employers, and communities. The WTDB has a continuing implementation role, including some oversight, consultation, and development of industry consortia in manufacturing, healthcare, and technology. While the consortia themselves will be stood up in 2023, the WTDB has worked to set the stage for their success through convening of business leaders around these sectors.

2022 Oregon Talent Summit

One key convening in partnership with the HECC was the [2022 Oregon Talent Summit](#). Working closely with the Oregon Business Council, the Summit brought in keynote speakers William B. Bonvillian and Sanjoy E. Sarma – author and co-author of *Workforce Education: A New Roadmap*. Governor Brown participated virtually, and Oregon and national leaders described best practices related to community and industry engagement. The biennial Summit brings together leaders of business and industry, workforce and talent development, postsecondary, and K-12 education, community-based organizations, government and public policy, and research to focus on emerging workforce needs, best practices, and solutions to current workforce problems. Preliminary findings from the [2022 Oregon Talent Assessment](#) were also presented at the Summit, and the WTDB approved the final report in June 2022. Within the report, employers noted the following opportunities for improving the workforce system for all customers:

- Greater business engagement.
- Earlier career exposure for students.
- Increased collaboration among partners.
- Streamlined processes and funding distribution.
- Stronger career pathways.

Finally, the WTDB has continued important work on Employability Skills. The business-led Oregon Employability Skills Advisory Committee of the WTDB, brought together numerous partners representing K-12 and post-secondary education (including STEM and CTE partners), local workforce development boards, Oregon Tribes, and community-based organizations to work toward a definition of the skills included, and described as employability skills, development of curriculum for each skill from middle school through post-secondary education, and credential and/or badge development. This work is based on the employer-identified need for more general employability skills training, and an industry recognized credential for these skills, specifically called out in the Talent Assessments beginning in 2018. Portland General Electric and NW Natural have invested in supporting these efforts.

Promising Practices for Other Priority Populations

Job for Veterans' State Grant

The Jobs for Veterans' State Grant (JVSG) is a staffing grant that is 100% federally funded through the U.S. Department of Labor, Veterans' Employment and Training Service (DOL-VETS). JVSG funds staffing to conduct outreach to the business community, and engage in advocacy efforts to increase employment opportunities for veterans, especially disabled veterans. The grant also provides staff funding for individualized career and training-related services to eligible veterans, and eligible persons with significant barriers to employment.

Disabled Veterans' Outreach Program Specialists (DVOPs) provide individualized career services to veterans experiencing significant barriers to employment; Local Veterans' Employment Representatives (LVERs) conduct outreach to employers and business associations, and advocate for the hiring of veterans; and a few staff serve in a dual role, called Consolidated DVOP/LVER.

541VETS

Veterans' staff identified the need for more online resources during the pandemic when WSO centers were closed to in-person traffic. To meet this need, the Oregon Employment Department (OED) and WorkSource Oregon launched 541VETS, a digital library offering training and employment resources for veterans, their spouses and other covered persons. The library includes short videos, podcasts, and other digital resources in order to provide Veterans with the maximum level of employment and training support.

More Efficient Administration of Services to Disabled Veterans and Businesses

The JVSG Program Coordinator conducted a comprehensive analysis, and determined that increasing Oregon's Consolidated DVOP/LVER FTE by two, will allow the JVSG program to more efficiently serve disabled veterans, and other DVOP eligible veterans/persons that have significant barriers to employment, while significantly improving business contacts to promote the hiring of Veterans, assisting businesses with Veteran recruitment strategies, and increasing Oregon's HIRE Vets Medallion Program awareness with employers.

JVSG Annual Training: Force-Multipliers through Partnerships

The JVSG Program Coordinator planned and delivered the JVSG Annual Training in May 2022. The goal of this training was to bring together workforce providers from across the state, to gain a better understanding of the similarities and differences among partner programs through: discussion of how to integrate partner program services to help facilitate job placement or training services; cultivating partner program networks statewide to improve communications; and developing partner program strategies that bring about unique events, which facilitates job placement and/or training for Veterans and eligible persons.

JVSG Best Practices Shared with other states

Three JVSG staff were selected by the National Association of State Workforce Agencies to present Oregon's Promising Practices at the Annual Veterans Conference in Washington D.C. in June 2022. They provided learning opportunities for conference attendees on "Promising Practices" relevant to serving our nation's Veterans, Transitioning Service Members and military spouses, and the employers who hire them. Jerry Flores, LVER, outlined the outstanding LVER work and collaboration with Regional Business Services and WIOA partners. Sean Kelso, LVER, provided

information on his business seminar about Intentional Veterans Recruitment, and his LVER role to advocate for Veteran status tracking data to be created by LinkedIn, as a way to better apply “priority of service” for Veterans and increase recruitment efforts of Veterans to meaningful employment. As a result, LinkedIn added this demographic information. Paul Messett, DVOP/LVER, presented his work on “Next Level Outreach featuring 541VETS,” targeting rural veterans and DVOP eligible populations.

National Dislocated Worker Grants (NDWGs)

COVID-19 Disaster Recovery and Employment Recovery Dislocated Worker Grants (DWG)

During the spring of 2020, Oregon received two DWGs after the president issued emergency declarations in response to the COVID-19 pandemic. The Disaster Recovery DWG and the Employment Recovery DWG were funded for a combined amount of \$6,000,000, with an initial project period of performance of March 13, 2020, through March 31, 2022. All nine of Oregon’s Local Workforce Development Boards (LWDB) received funding for these grants.

Due to the ongoing pandemic, and challenges experienced by all LWDBs in completing grant activities within the allotted time frame, HECC requested, and received, grant modifications to both grants extending them an additional year. The new grant end date is March 31, 2023. All other aspects of these grants remain unchanged.

The Disaster Recovery DWG is providing disaster relief, humanitarian assistance employment, and employment and training services to minimize the employment and economic impact of COVID-19 in disaster declared areas as defined in 20 CFR 687.110(b).

Temporary employment, offered under the grant, include logistics and distribution of food and essential supplies, food pantry, cleaning and sanitation, contact tracers, community health care screeners, community service workers, peer support specialists, COVID-19 testing site administration workers. Other employment and humanitarian efforts include helping set up quarantine areas and aiding quarantined individuals, organizing and coordinating recovery, quarantine, or other related activities, environmental services, assistance with mental health call lines, childcare assistance, cooks, drivers, community health support including elder care, community resource navigators, vaccine resources and community outreach and education, particularly to Oregon’s unhoused or vulnerable populations. Both DWGs offer participants a full suite of employment and training services.

The Employment Recovery DWG provides employment and training services to all eligible individuals who will have access to all basic, individualized, and training services offered by the WIOA title I and title III programs.

Participants are receiving training and employment services through local America’s Job Centers. Many of the impacted workers are younger and have lower levels of education. Women and people of color have also been disproportionately impacted as well. Many of the impacted workers need additional education and training to reconnect with employment.

Career and training services include outreach, intake, labor exchange services, initial and comprehensive career assessments, development of an individual employment plan, referral, basic computer literacy, information on eligible training providers, occupational training, on-the-job training (including apprenticeships), entrepreneurial training, customized training,

resume/interviewing guidance, supportive services, and educating individuals about current demands in the local labor market so that their efforts lead to employment. These services are helping skill up individuals and support businesses disproportionately impacted by the COVID-19 pandemic shutdown.

Oregon Wildfires 2020 Disaster Recovery Dislocated Worker Grant (DWG)

Disaster declarations were issued by the president in September 2020, after wildfires damaged many regions in Oregon. Approximately 500,000 Oregonians were under an evacuation notice, and more than 40,000 had to evacuate their homes. Hazardous air quality in and outside of the evacuation zones impacted workers, and limited opportunities for community partners to begin to establish the need for recovery projects.

Application for a Disaster Recovery Dislocated Worker Grant was submitted to the Secretary of Labor in October 2020, requesting \$19,500,000 to provide temporary employment, and employment and training services, for 825 participants.

In November 2020, Oregon was awarded an initial increment of \$6,500,000 for a project period of performance from October 1, 2020, through September 30, 2022. Six of Oregon's nine local areas are participating in the grant.

Because of COVID-19, WorkSource Oregon offices throughout the state were closed to in-person services in March 2020, and service providers began establishing and refining virtual services for participants, including eligibility determination processes, and determining how best to conduct project outreach in environments that were often remote, and for participants who were understandably traumatized and in need of temporary lodging, and access to meals. In PY 2021, as the WSO centers across Oregon began reopening to in-person service delivery, they shifted to a hybrid model that allows DWG participants to receive services virtually or onsite.

Significant temporary employment projects were set-up to assist with clean-up and recovery efforts, including demolition, repair, renovation, and reconstruction of damaged and destroyed public and private structures, facilities, and lands located within the disaster areas. Humanitarian projects are assisting with connections to community services to address basic food, clothing, physical, mental health services, and employment services.

SNAP Training and Employment

Supplemental Nutrition Assistance Program (SNAP) Training and Employment Program (STEP).

The Agriculture Improvement Act of 2018 (2018 Farm Act) provides guidance for the national SNAP Employment and Training (E&T) program. This legislation supports work as the pathway to self-sufficiency, well-being, and economic mobility for individuals and families receiving supplemental nutrition assistance. It also encourages state and local innovations in training, case management, and program design. The United States Department of Agriculture administers the national program and sends funds to the Oregon Department of Human Services (ODHS). In Oregon, the voluntary SNAP E&T program is called STEP (SNAP Training & Employment Program).

Oregon Department of Human Services (ODHS).

The Oregon Employment Department (OED) works under an inter-agency agreement with ODHS to provide SNAP E&T components, and services to SNAP recipients with a SNAP indicator in their iMatchSkills registration, with a SNAP E&T Orientation, and a SNAP E&T Assessment. When SNAP

recipients volunteer to participate in the STEP program, they develop a written plan and receive coaching, case management, and support services, which lead to employment as the pathway to self-sufficiency, well-being, and economic mobility.

OED fulfills the terms of the contract by providing the following SNAP E&T components:

- Work Readiness Training activities that prepare individuals for the workplace;
- Job Search Training, which enhances the individual's job search skills;
- Supervised Job Search, resulting in self-sufficiency and long-term employment stability;
- On-the-Job Training, which provides a work-based learning opportunity for SNAP recipients that results in permanent employment and a 50% training wage subsidy for the participating employer; and,
- Job Retention coaching and support to assist the individual to retain employment.

The Continuing Response to the Public Health Emergency:

- **Housing and other Strategic Support Services:** Housing is a critical need in most every community in Oregon, and it impacts historically underserved and low-income communities at higher rates than other Oregonians. The STEP program introduced a series of "Strategic Support Services" to provide a bridge for STEP participants who obtained full-time employment (32-hours or more per week), to make the transition away from the SNAP program and onto self-sufficiency. With this strategic support, the STEP participant is provided the opportunity to save portions of their first one or two paychecks, and then assume their rent or mortgage payment in the third month of employment. This strategic housing support was provided to 112 STEP participants at an average of \$690.26 per month. Other strategic support services provided to STEP participants included automobile repair, automobile insurance, utilities, and childcare.
- **Job Training:** Training continued to be a focus of the STEP program during the public health emergency. The STEP program aligned tuition funding to the priorities described by Oregon's Workforce Board's Sector Partnerships and Priority Occupations. The program registered 61 STEP participants into Basic Education/Foundational Skills Instruction; 514 STEP participants enrolled in Career, Technical, or Other Vocational Training courses; and 204 STEP participants enrolled in short-term training. STEP participants received licensing and other credentials in these and other occupations: Commercial Truck Driver, Licensed Practical Nurse, Accountant, Peer Support Specialist, Automotive Technician, Certified Nurse Assistant 1 & 2, Phlebotomist, Certified Alcohol and Drug Counselor, Grant Writer, Home Inspector, Welder, and Medical Billing and Coding Specialist.
- **Job Retention Skills:** In a new partnership with the Rogue Valley Workforce Board, the STEP program provides participants with six virtual workshops developed to enhance soft-skills for the workplace, and are vetted by the business community. These workshops, called "The Launchpad Series," provided 199 STEP participants with the tools to be successful on the job, and blend with hard skills earned through job training. Completion of the six-course workshops result in a certificate of achievement that summarizes the skills learned, that can be described during the job interview and observed on the job. Modules include, "Working with Respect," "Solution Focused Thinking," and "Building Your Professional Identity."

- **Digital Inclusion and Connectivity:** The STEP program continued our partnership with Free Geek and connected 501 STEP participants with laptops and internet access, to ensure STEP participants are online and connected, to access training and employment opportunities.
- **Governor Brown’s Focus on Historically and Currently Underserved Populations.** In her May 2021 document titled, “Diversity, Equity, and Inclusion Action Plan,” Governor Brown directed state agencies to focus on underserved populations, and to direct resources to “minimize the negative, disproportionate outcomes experienced by communities of color.”

To raise awareness of the Governor’s effort, the STEP program created a report to inform managers of the number of STEP participants the program served each month who were within these populations. During the reporting period, the STEP program served 10,629 individuals, representing a diverse population, with many facing barriers to employment. Of note, 35% were from single parent households, 19% were homeless, 4% were migrant seasonal farmworkers, 6% were non-US citizens, and 20% had a disability.

- **Job Placement:** The STEP program relies on OED staff to manually enter placement information into iMatchSkills. During this time period, staff recorded 2,063 placements of STEP participants. 923, or 44.7%, of those placements did not include industry information. However, we know that 228 (11.1%) of the placements were in Health Care; 184 placements, (8.9%) were in Transportation and Warehousing; 182 (8.8%) were in Accommodation and Food Service; 126 (6.1%) were in Retail Trade; 117 (5.7%) were in Manufacturing; and 76 (3.7%) were in Construction. The remaining 11% of the placements were in Agriculture, Wholesale Trade, Utilities, Finance and Insurance, Arts, Entertainment, Recreation, Educational Services, and Real Estate.

Business Services

At its core, Business Services provides a local labor exchange where businesses can find the workers they need, and job seekers can gain employment.

WSO Business Services provides business and industry with customized workforce solutions that prepare and deliver qualified and viable candidates, and advances their current workers. Business Services staff play a significant role in connecting job seekers with employment opportunities, and this role is dependent on WSO’s efforts to build and maintain successful relationships with businesses. A strong job development approach creates opportunities for applicants and businesses. Job development services will support targeted population customers as they attain sustainable and meaningful jobs.

To build a successful relationship, staff conduct on-site employer visits prior to the start of a recruitment, then send employers qualified candidates in a timely manner. Conducting an on-site visit provides insight into the specific business’ needs, improving the quality of referrals and employment outcomes.

The most important, value-added business service all WSO centers provide, is connecting employers to qualified candidates. Business Services delivers comprehensive workforce solutions, with emphasis on supporting local sector strategies and investment priorities by providing skills validation, training, and career placement needed to fill employment gaps, and

advance incumbent workers.

Aligning business services efforts ensures that workforce investment activities meet the needs of businesses, and support economic growth in each area. Leveraging and aligning collective resources brings enhanced communication, coordination, and collaboration among businesses, economic development, service providers, business team members, and the local workforce development boards.

Incentive programs encourage companies to give opportunities to candidates who may face skill gaps or employment barriers, but otherwise have the potential to meet the employer's needs, thereby reducing structural unemployment in the community. Programs include:

- the Preferred Worker Program, which provides a wage subsidy through the Department of Consumer and Business Services for workers unable to return to regular employment because of on-the-job injuries;
- the federal Work Opportunity Tax Credit, which gives a tax credit to employers who hire individuals from target groups who have significant barriers to employment;
- Work Share, which provides partial UI benefits to workers experiencing reduced hours, as requested by an employer seeking to avoid a layoff; and,
- the Senior Community Service Employment Program (SCSEP), which is managed in some counties by Experience Works or Easter Seals, and provides community services and economic self-sufficiency, through training and placement in unsubsidized jobs, for individuals age 55 and older, who have low income and poor employment prospects.

In PY 2021, Business Services staff continued to provide quality services to businesses, providing staff-assisted recruitments to make quality placements for their employers through use of the labor exchange system, outreach, special events and social media. With a tight labor market, staff also spent more time connecting one-on-one with Oregon employers to assist in the evaluation of their competitiveness in the labor market for talent acquisition and retainment. This included helping businesses evaluate wages based on current labor market data, and connecting employers with training and development opportunities for current staff, to promote retention and employee growth.

Business Services staff continued to utilize the WSO's LinkedIn recruiter platform to help fill positions by sourcing candidates that are not within the labor exchange system already. This process brings new candidates into the WorkSource system and provides them with the knowledge of programs and services to address the talent gap beyond recruitment. The partnership with LinkedIn began July 2020, and to date, has generated almost 13,000 followers, gained national recognition, and resulted in 125 hires with up to six figure salaries.

In November 2021, Business Services joined forces with the National Association of State Workforce Agencies (NASWA) to start administering the Grow with Google scholarship program. This program allows individuals to gain valuable skills in six different areas, including Information Technology Support, User Experience Design, and Project Management, regardless of background or work experience in these areas. These certifications open opportunities across industries, and provide certificate earners with additional resources from Google. To date, 627 scholarships have been provided to WSO customers, with about a dozen completing certification and obtaining family wage jobs with advancement opportunities.

To ensure that service delivery is consistent in every area, and underserved rural areas are supported and promoted equally, business services staff from across the state meet monthly, to share best practices, and address workforce challenges. The business services team continues to partner with other special programs, such as STEP, RESEA, MSFW, Veterans and Trade Act, for enhanced job matching and placement assistance of those customers.

In addition to strengthening partnerships for better service delivery to our common customers, Business Services provided sister state agencies with the opportunity to interact with job seekers from across the nation. Using LinkedIn, Business Services ran a national campaign resulting in almost 1,000 job seekers attending virtual open houses for state agencies, allowing human resources managers and recruiters to connect with job seekers from across the country.

PY 2021 Business Services Data:

- Business served = 9,015
- Staff assisted job listings = 1,815
- Self-Referral job listings = 159,846
- Downloaded job listings from the National Labor Exchange = 312,046
- Staff-assisted hires = 1,167
- Self-referral hires = 1,382
- System hires (all hires + those obtaining work w/in 90 days of being served) = 14,758

Migrant and Seasonal Farmworker Program (MSFW)

In January 2022, U.S. DOL announced its annual list of significant MSFW states, and each state's designated significant MSFW one-stop centers - centers in which MSFWs account for ten percent or more of the annual participants, or the administrator determines they must be included due to special circumstances, such as an estimated large number of MSFW in the service area. Oregon's rank as a significant MSFW state rose from 5th to 4th, while the number of significant MSFW one-stops remained at 21. Federal guidance mandates that significant MSFW states have full-time, year round staff to conduct outreach duties to MSFWs.

The pandemic, which closed WSO centers to in-person traffic between April 2020 and June 2021, and other environmental states of emergency, have highlighted longstanding systemic inequities in the workforce system for marginalized and underserved communities, including MSFWs. To address these gaps - also a concern raised by the State Monitor Advocate (SMA) - and better align the program with federal and state goals, the state began restructuring its MSFW outreach efforts in 2021, through a new, more strategic business model.

Under this new model, full-time MSFW outreach specialists report directly to managers in charge of, and responsible for, program outcomes and effective service delivery, rather than to the local center managers. The state is broken into four MSFW service zones, or delivery areas, targeted with the needs of businesses and workers alike to maximize effectiveness. MSFW staff are responsible for outreach to one or more field offices within their assigned area. Zone managers are responsible for programmatic oversight of MSFW outreach activities, to include meeting federal goals and other performance metrics as identified.

Oregon believes that its new MSFW service delivery model, implemented July 2022, will streamline outreach activities, and improve overall program outcomes for the MSFW community.

The state will monitor implementation of this model, working with SWA staff, WIOA partners, and MSFW service providers across the state, to ensure that it is impactful and meeting the state's outreach goals. Outreach staff made 26,651 MSFW contacts in PY 2021.

Reemployment Services and Eligibility Assessment (RESEA)

In PY 2021, OED continued to operate a statewide RESEA program. Following the COVID-19 pandemic in October 2021, the RESEA program resumed with a more robust selection criteria. The selection criteria changed to include all claimants that are not temporarily unemployed, in approved training or special program, in a labor union that does not allow their members to accept non-union work, or live in another state and are not a commuter claimant. It also includes selection for those that had a non-valid claim, that is redetermined valid within 25 days of processing, and all transitioning ex-service members (UCX). And if claimants complete their initial RESEA, remain unemployed for more than five additional weeks, and are deemed most likely to exhaust benefits before returning to work, they may be selected for a subsequent RESEA.

RESEA interviews include orientation to WIOA services, referral to reemployment services and training, provision of labor market information, development of an individual Reemployment Plan, assessment of UI eligibility, and a review of reported work search activities for recently claimed weeks. Potential issues detected are referred to UI staff.

RESEA program delivery of claimant interviews continues to include both in-person, and virtual options, to provide the broadest possible reach to claimants seeking reemployment services. OED discontinued offering RESEA services by telephone in November 2021 based on the guidance by USDOL staff. However, we are reexamining the option to provide services via telephone based on more recent DOL guidance that the option has continued to be permissible.

To decrease wait times in local centers, and streamline service delivery, claimants can now schedule in-person and virtual appointments through an online scheduling tool. Launched in PY 2021, this tool has been popular with claimants, providing a degree of flexibility in connecting with center staff previously unavailable, and enhancing the overall customer experience.

RESEA program staff work to connect claimants, after completion of their initial RESEA interview, with critical support services, available through WSO partner programs such as SNAP Training and Employment, and WIOA title I programs for career and training services, and regional business services staff for enhanced job matching and placement assistance, including job development.

In PY 2021, Oregon completed 31,064 initial RESEA interviews - a significant increase from 2,384 initial RESEAs in PY 2020. This represents nearly 60% of the total selected claimants for that time period. Looking ahead, a major component of the RESEA program for PY 2022, will be the federally mandated program evaluation, which seeks to identify opportunities to enhance program services, and increase positive outcomes for participants.

Additional Promising Practices and Innovative Approaches

Apprenticeship Program

Registered Apprenticeship is integral to Oregon's workforce and education system. The registered apprenticeship system consists of multiple stakeholders, including the Bureau of Labor and Industries (BOLI), Higher Education Coordinating Commission (HECC), Oregon

Employment Department (OED), Oregon Department of Education (ODE), Oregon community colleges, union and non-union training centers and industry. HECC, BOLI, OED, and ODE work together on an inter-agency apprenticeship team to support and collaborate on various work efforts related to improving the registered apprenticeship system.

In PY 2021, Oregon saw significant apprenticeship expansion. There has been an increased interest in apprenticeship from a variety of groups, and is being considered as a solution for economic recovery from the pandemic. In the last year, new programs have been approved, new organizations are showing interest and support for apprenticeship, and more funding than ever before has been secured. Included below are the many exciting developments relating to apprenticeship expansion in Oregon.

Local Workforce Development Board Convening

Local Workforce Development Boards (LWDB) have a big role to play in apprenticeship, and their value is appreciated and recognized. To that end, members of the state apprenticeship team provided a training to the nine LWDB's in Oregon, with the goal of providing professional development, training and technical assistance to assist in the rapid expansion of apprenticeship, and secure future funding.

State Apprenticeship Expansion, Equity and Innovation Grant (SAEEI)

In July 2021, the Higher Education Coordinating Commission (HECC) was awarded the State Expansion Equity Innovation (SAEEI) grant totaling \$3.9 million from the Department of Labor. This grant has helped HECC to prioritize equity, and access to the apprenticeship programs throughout Oregon. The grant has served 104 participants so far, with all being from diverse and underrepresented communities. HECC is also using these grant funds to expand into IT programs that might not have been otherwise available to underrepresented communities. HECC has helped organizations serve apprentices in general construction trades, as well as behavioral health and drug and alcohol certifications. HECC has been able to create structure and guidelines around how Oregon invites individuals from underrepresented communities to advance their careers in apprenticeships.

New Programs

In PY 2021, Oregon added many new apprenticeship programs in various industries, including healthcare, manufacturing, construction and education.

Apprenticeship Programs include: Registered Apprenticeship Programs include Certified Pharmacy Technician, Certified Nursing Assistant, Firefighter, Early Childhood Educator, Commercial Building Energy Analyst, Behavioral Health Counselor, Limited Energy Technician B, Youth Industrial Manufacturing Technician, and Carpenter Interior/Exterior Specialist.

Pre-Apprenticeship Programs include: NECA-IBEW 48 Electrical, Construction Trades, Medical Assistant, and Umpqua Pre-Apprenticeship Program.

OED continues to train WorkSource Oregon staff and workforce system partners on the basics of registered apprenticeship. Registered apprenticeship training is offered to every new WorkSource Oregon staff person as part of their onboarding process. This training gives staff a foundation of registered apprenticeship knowledge, and the online tools available to assist a job-seeking customer in navigating and understanding the registered apprenticeship system. Apprenticeship connections in WorkSource centers are primarily focused on how to connect job seekers to

registered apprenticeship programs. The training also addresses how to coach a customer with barriers to employment to access pre-apprenticeship, or other preparatory programs.

Additionally, Oregon continues to promote registered apprenticeships to businesses and employers through workforce partnerships, and the Oregon Apprenticeship website, which has multiple guides available on how to create and maintain a registered apprenticeship program. The website also contains several explainer videos for job seekers and businesses around registered apprenticeship. The intent of the guides and training videos is to create a shared understanding for customers around how to navigate the apprenticeship system.

Trade Adjustment Assistance Program

The Trade Adjustment Assistance (TAA) Program is a federal entitlement program, providing benefits and services to eligible U.S. workers, whose jobs have been adversely impacted by foreign competition.

Connection to the Oregon Workforce System

As a required partner to WorkSource Oregon, the Oregon TAA Program is active and engaged with WIOA partners and WorkSource staff. Collaboration occurs in all stages of potential and trade-affected worker service delivery, from Rapid Response, petition filing, and through program exit.

Program Year 2021 Highlights

During 2021-2022, the Oregon Trade Act program was approved by the DOL Office of Trade Adjustment Assistance for a pilot to better serve historically underserved communities, as identified by Oregon's Governor. The pilot began on November 9, 2021. The Oregon TAA program has identified that barriers to employment for underserved communities are often related to a lack of technology access. An inability to afford a laptop or internet connection, or gain computer skills, for example, can prevent individuals from underserved communities from reentering the workforce. The Oregon TAA Program is conducting a two-year pilot to provide technology solutions to underserved populations, to gain sustainable employment, improve upon job search and engagement with TAA case management, and offer potential entry into virtual employment opportunities. The pilot provides equitable technology access to minorities and underserved populations, economically and technically disadvantaged communities, and those in rural areas living in technology deserts. The TAA program performed an extensive re-engagement effort to offer the Tech Pilot to previously Trade-affected Oregonians. This pilot is considered a best practice, shared nationally, and additional state TAA programs are requesting approval to assess their ability to offer a similar pilot within their states. The OR TAA program is collecting data to provide DOL OTAA for the outcomes of the pilot.

On March 24, 2022, the Oregon TAA Program met with the US Secretary of Labor, Marty Walsh, along with Oregon's Governor in Portland, Oregon, to highlight Oregon's accomplishments in administering the TAA for Worker's program, and the many benefits and services provided to Oregonians.

In support of Oregon's co-enrollment efforts, the TAA team hosted a Braiding Services during Co-enrollment – virtual training. During this training, TAA and the Dislocated Worker Unit provided technical assistance on the requirements to administer Rapid Response and required program co-enrollment, provided and collected input on how to improve services to common customers.

Oregon TAA currently refers all dislocated workers who are trade eligible to the dislocated worker programs across the state.

Strengthening Partnerships

The Oregon TAA program met monthly with each of the Local Area's Title I DW and Board staff to continue to improve program collaboration.

Enhancing Worker Engagement

The TAA program supports ten Career Development Coordinator positions, incorporated into the WSO centers, to develop area outreach plans that include TAA, WIOA, Federal, and Title III programs, to market to employers and leverage the work-based learning, and WorkSource partnership resources, by identifying training needs and opportunities that will align job seekers' skills with employer needs.

Diversity, Equity, Inclusion, and Accessibility (DEIA)

In PY 2020, the UI division translated materials into 15 different languages. In PY 2021, OED conducted a study on language groups served, and settled for 11 languages, other than English, to have documents translated into, with most documents translated into the top 5 languages.

In PY 2021, OED applied for and was awarded grant funding from DOL to improve equitable access to UI benefits. This grant was used to establish an Equitable Access to Unemployment Insurance (EAUI) Business Unit in order to build relationships with Oregon's historically underserved communities, better understand access barriers faced by these communities, and promote equitable access to Unemployment Insurance (UI) programs. These funds will also be used to purchase a Braille printer, which will increase the availability of material in WSO centers for blind or low vision customers.

In PY 2021, OED also applied for and was awarded a grant from DOL for UI navigators, using community partners to help underserved communities access benefits, and to better identify and remediate access barriers. Oregon's plan will utilize grant resources to strengthen relationships and UI information sharing with community-based organizations, concentrating on outreach, training, UI education and general assistance with underserved worker populations that lack fundamental UI knowledge.

To create courageous conversations in the workplace that promote growth and understanding of DEIA, and support inclusive opportunities, "Equity Circles" are provided at least 60 minutes each quarter for WSO staff. By participating in equity circles, employees can cultivate a supportive mindset for equitable and inclusive practices, and develop useful skills to be a change agent.

Adult Priority of Service

In PY 2021, the WTDB updated the State's *Priority of Service Policy*, which can be found [here](#).

IV. APPENDICES

Appendix A — Oregon’s Workforce Partners

Higher Education Coordinating Commission (HECC) Agency – WIOA Titles I and II, NDWGs

The State of Oregon's 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. The HECC’s eight (8) offices include the Office of Workforce Investments (OWI) and the Office of Community Colleges and Workforce Development (CCWD).

OWI and CCWD have direct administrative responsibility for many of the activities identified in the Adult, Dislocated Worker, and Youth programs identified in title I of WIOA and the Adult Education and Literacy activities identified in title II of WIOA. In these roles, the HECC distributes workforce funding, provides fiscal oversight and accountability for workforce programs, and provides policy direction and technical assistance to state and local workforce partners, staff, and other stakeholders statewide.

- The Office of Workforce Investments (OWI) is responsible for convening partnerships in the workforce system, supporting and providing technical assistance to Oregon’s Workforce and Talent Development Board (WTDB) and local workforce development boards, and implementing the Governor’s vision and the WTDB strategic plan. The OWI administers the Workforce Innovation and Opportunity Act (WIOA) Youth, Adult, and Dislocated Worker programs, Federal Discretionary grants, and National Dislocated Worker Grants.
- The Office of Community Colleges and Workforce Development (CCWD) provides coordination, leadership and resources to Oregon’s 17 locally-governed community colleges, 17 adult basic skills providers, community-based organizations and other partnerships. CCWD administers Title II of WIOA, also known as the Adult Education and Family Literacy Act. This provides federal funds to local providers and supports leadership and training in order to assure quality basic skills services for adults across Oregon, including English language instruction for adults.

Oregon Employment Department (OED) – WIOA Title III (Wagner-Peyser/ES, TAA, MSFW)

The Employment Department strives to promote employment of Oregonians through developing a diversified, multi-skilled workforce, and providing support during periods of unemployment. Through 39 offices across the state, the department serves job seekers and employers by helping workers find suitable employment; providing qualified applicants for employers; supplying statewide and local labor market information; and providing unemployment insurance benefits to workers temporarily unemployed through no fault of their own.

OED’s Workforce Operations division supports numerous workforce programs and initiatives, including Employment Services, RESEA, Trade Act, and MSFW programs. The division is also charged with helping ensure Oregonians develop the skills they need to sustain rewarding careers and businesses have the talent they need to be competitive.

Oregon Department of Human Services/Vocational Rehabilitation (ODHS/VR) – WIOA Title IV

The Oregon Department of Human Services (ODHS) is Oregon’s principal agency for helping Oregonians achieve wellbeing and independence through opportunities that protect, empower, respect choice and preserve dignity, especially for those who are least able to help themselves.

Vocational Rehabilitation (VR) assists individuals with disabilities to get and keep a job that matches their skills, interests and abilities. VR staff work in partnership with the community and businesses to develop employment opportunities for people with disabilities. VR is a state and federally sponsored program which assists people with all types of disabilities, with the exception of Blindness or Deaf-Blindness, in all areas of the state.

Oregon Commission for the Blind (OCB) – WIOA Title IV

The Oregon Commission for the Blind was established in 1937 as a state agency to provide services to Oregon’s citizens who experience vision loss and need specialized training and support to live full and productive lives. The agency receives policy direction and oversight from a seven-member commission representing consumer organizations, education, ophthalmology/optometry, business and individual citizens.

The OCB Vocational Rehabilitation (VR) program provides Oregonians with job readiness assistance. Experienced VR counselors help clients hone many of the skills necessary to obtain or retain employment. Counselors also work to pair businesses in search of skilled and dedicated employees with a pool of talented candidates. All OCB job readiness services are free to qualified Oregonians and to the employers who hire them.

Role of the State Workforce and Talent Development Board (WTDB)

The Workforce Talent and Development Board (WTDB) is Oregon’s state-level workforce development board, and is the overall advisory board to the Governor on workforce matters, including developing a strategic plan for Oregon’s Workforce Development System. 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 41-member board represents business.

Workforce and Talent Development Board (WTDB) Vision and Imperatives

The Oregon Workforce and Talent Development Board’s (WTDB’s) vision is *equitable prosperity for all Oregonians*. Further, the WTDB: *Advances Oregon through meaningful work, training, and education by empowering people and employers.*

The WTDB will accomplish its vision by:

- Leading and communicating a long-term vision for Oregon that anticipates and acts on future workforce needs;
- Advising the Governor and the legislature on workforce policy and plans;
- Aligning public workforce policy, resources, and services with employers, education, training and economic development;
- Identifying barriers, providing solutions, and avoiding duplication of services;
- Promoting accountability among public workforce partners; and
- Sharing best practices and innovative solutions that are scalable statewide and across multiple regions

Essential to realizing the WTDB's vision, five Imperatives are identified by the WTDB and communicated to state and local partners and stakeholders. These are:

- Create a culture of equitable prosperity;
- Increase understanding and utilization of the workforce system;
- Identify and align strategic investments;
- Position Oregon as a national leader; and
- Create a Board culture that is resilient and adaptable and flexible to a changing economy

Local Workforce Development Boards

Local Workforce Development Boards are a group of community leaders appointed by local elected officials and charged with planning and oversight responsibilities for workforce programs and services in their area. These boards are made up of individuals representing business, education, economic development, organized labor, community-based organizations, state agencies, and local government. Oregon has nine Local Workforce Areas to support locally-driven decisions and programs. These Boards play multiple roles in their communities:

- **Convener:** Bringing together business, labor, education, and economic development to focus on workforce issues and promote strategic alignment.
- **Workforce Analyst:** Developing, disseminating, and assisting with the analysis of current labor market and economic information and trends in industry sectors in partnership with the Oregon Employment Department Research Division.
- **Broker:** Bringing together community stakeholders to solve common problems; aligning systems and strategies; forging new relationships between business and education.
- **Community Voice:** Articulating the issues for the needs of a skilled workforce. Demonstrating and speaking to the effectiveness of training programs.
- **Capacity Builder / Investor:** Enhancing the region's ability to meet the workforce needs of local employers through the utilization of federal and state funds.

For more information on local areas, visit:

- [Northwest Oregon Works](#)
- [Worksystems](#)
- [Clackamas Workforce Partnership](#)
- [Willamette Workforce Partnership](#)
- [Lane Workforce Partnership](#)
- [Southwestern Oregon Workforce Investment Board](#)
- [Rogue Workforce Partnership](#)
- [East Cascades Works](#)
- [Eastern Oregon Workforce Board](#)

Other Important Partnerships

The Oregon Workforce Partnership (OWP) is composed of leaders from Oregon's nine Local Workforce Development Boards. Each local workforce area is designated by the Governor. Chief Local Elected Officials from each local area identify organizations to serve as the Local Workforce Development Boards.

OWP provides leadership that promotes and advances Oregon's workforce system. They envision that Oregon's workforce system ensures all Oregonians possess the talent needed for communities to thrive and prosper.

Appendix B — Draft Statewide Data Validation Policy

Overview

The Workforce Innovation and Opportunity Act (WIOA) Section 116(d)(5) directs states to establish procedures to ensure the data contained in the State's Annual Performance Report(s) is valid and reliable. These procedures are broadly referred to as "data validation."

This requirement is reiterated in 20 CFR 677.240(a): "States must establish procedures, consistent with guidelines issued by the Secretary of Labor or the Secretary of Education, to ensure that they submit complete annual performance reports that contain information that is valid and reliable, as required by WIOA sec. 116(d)(5)."

As part of these guidelines, the US Department of Labor (DOL) issued Training and Employment Guidance Letter (TEGL) 07-18, *Guidance for Validating Jointly Required Performance Data Submitted under the Workforce Innovation and Opportunity Act (WIOA)*, which provides information to States and grantees of DOL and the US Department of Education (ED) on the performance accountability system requirements set forth in section 116 of WIOA. Specifically, this guidance provides information about the guidelines States must use in developing procedures for ensuring the data submitted are valid and reliable.

TEGL 7-18 describes a Joint Data Validation Framework that applies to programs administered by DOL and ED and includes, "While States must utilize a data validation strategy, the specific design, implementation, and periodic evaluation of that strategy is left to the discretion of the State so long as those strategies or procedures are consistent with these guidelines."

Later, DOL released TEGL 23-19 *Guidance for Validating Required Performance Data Submitted by Grant Recipients of U.S. Department of Labor (DOL) Workforce Programs*, which provides information to grant recipients of DOL workforce programs, including states, and provides guidelines for grant recipients to use in developing procedures for ensuring the data submitted for performance reporting are valid and reliable.

TEGL 23-19 contains specific requirements for states' Data Validation Framework and further describes the framework, "The WIOA Core programs and the TAA program must use a data validation strategy. However, these programs and the other non-core program grant recipients have the discretion to decide the specific design, implementation, and periodic evaluation of that strategy, so long as those strategies or procedures adhere to this guidance."

Policy Statement

The Higher Education Coordinating Commission's (HECC) Office of Workforce Investments (OWI) and the Oregon Employment (OED) have developed a Data Validation Framework for the WIOA core

programs they administer and the Trade Adjustment Assistance program. This data validation framework consists of

- Attachment A – Data Validation Framework
- Attachment B – DV Source Document Collection

This policy and its attachments apply to all WIOA core programs administered by OWI and OED, the Trade Adjustment Assistance program, the Jobs for Veterans State Grants (JSVG), and National Dislocated Worker Grants (DWGs). These programs must also adhere to their respective programs' presiding federal guidance for the program year data being validated.

As per TEGL 23-19, these programs and the other WIOA core and non-core program grant recipients have the discretion to develop additional policies, guidance, or other documents that pertain to the specific design, implementation, and periodic evaluation of that strategy, so long as those strategies or procedures adhere to all relevant federal and State guidance.

Effective Date

[Upon posting]

Required Action

All entities that administer WIOA core programs, non-core programs, and TAA grant recipients must review the attached documents and may develop additional, program-specific guidance, as necessary.

Contact

Questions are to be referred to hecc.owi-workforce-policy@hecc.oregon.gov.

Attachments

- Attachment A – Data Validation Framework
- Attachment B – DV Source Document Collection

References

The Workforce Innovation and Opportunity Act (WIOA)

TEGL 07-18 - Guidance for Validating Jointly Required Performance Data Submitted under the Workforce Innovation and Opportunity Act (WIOA)

TEGL 23-19 - Guidance for Validating Required Performance Data Submitted by Grant Recipients of U.S. Department of Labor (DOL) Workforce Programs

Appendix C — Joint Data Validation Framework

**Oregon’s PIRL Data Validation Framework
For WIOA Title I Dislocated Worker, Adult, and
Youth, WIOA Title III Wagner-Peyser, Jobs for
Veterans State Grants (JVSG), and the Trade
Adjustment Assistance (TAA) Programs - DRAFT**

Effective 6/22/2022

Contents

<u>Oregon’s PIRL Data Validation Policy</u>	6
<u>Data Validation Frequency</u>	7
<u>Sample Methodology</u>	7
<u>Error Identification and Tracking</u>	7
<u>Feedback & Error Correction</u>	8
<u>Training & Technical Assistance Identification and Provision</u>	8
<u>Data Validation Follow-up Activities</u>	8
<u>DV Procedural Documentation by Program Area</u>	10
<u>Required Data Validation Elements and Source Docs</u>	11

Oregon’s PIRL Data Validation Policy

This policy covers the following federal programs: WIOA Title I Dislocated Worker, Adult, and Youth, WIOA Title III Wagner-Peyser, Jobs for Veterans State Grants (JVSG), National Dislocated Worker Grants (NDWGs), and the Trade Adjustment Assistance (TAA) Programs.

The State performs data validation (DV) to ensure reporting accuracy and reliability, system integrity, and outcome improvement. The State will conduct DV for the applicable programs annually, follow-up on DV results, and provide technical assistance and/or corrective actions, as applicable. The State’s DV efforts will be certified in the Annual Statewide Performance Narrative Report.

The State will review source documents against the management information systems (MIS) and/or other systems of record, and the Participant Individual Record Layout (PIRL) in accordance with existing guidance provided by the US Department of Labor (currently TEGs 7-18 and 23-19). The State will also conduct technical reviews of the PIRL to ensure data reporting procedures are valid and reliable.

The sample selected for review will include records of participants at various stages of their involvement with applicable programs.

Data Validation Frequency

The State will conduct DV annually, typically in the 3rd calendar quarter and will conduct follow-up and provide technical assistance, as needed or requested. Individual programs governed by this framework may have differing, program-specific start and end dates for data validation activities. The State's data validation methodology will be addressed and certified in the WIOA Annual Statewide Performance Report Narrative.

It is expected the State will conduct Data Validation in late August to September of each year.

Sample Methodology

To select the sample size, performance staff collaborate with their IT division to randomly select from active and exited records in the PIRL the appropriate sample size for each program.

- Each year the State will review the sample size, taking into account previous years' DV results, potential data concerns and other relevant factors. Sample sizes are detailed in the **DV Procedural Documentation by Program Area section**, below.
- The universe of records sampled will be all participants for the previous ten quarters and will include both active and exited participants.
- All required data elements (per program) will be reviewed for each record sampled.
- Additional details are in each agency's processes towards the end of this document.

Error Identification and Tracking

- Each program will create and maintain a data validation checklist/tool for use by the individuals conducting DV.
- State DV staff will use the checklist/tool described above to verify:
 - That allowable source documentation exists*; and, where applicable, that the data in the participant record and the source documentation match.
- If/as errors are discovered, State DV staff will record relevant information on the checklist/tool.

*Note: A lack of allowable source documentation will result in an automatic error for the corresponding data element, and may result in additional follow-up, technical assistance, or other corrective action.

- The State will use documentation to track errors. Errors shall be recorded by data element, per program, per local area and/or AJC as appropriate.

The computational method for calculating error rates will be determined by:

- Dividing the number of errors (per element) by the number of files reviewed which contain that element, expressed as a percentage.
 - Example:
 - 200 participant files reviewed for “Date of Birth”; with 5 errors found;
 - $5/200 = 0.025$, or 2.5%
 - This process will be repeated for each data element.
- Each year after calendar year 2021, each program will use the previous year’s DV results to determine error threshold rate(s) for the upcoming year.
 - Error threshold rate(s) may fluctuate depending upon the *cause* of the error (e.g. a local AJC will not be held responsible if a State system/process is the cause of the error).
 - In all cases, the actual error rate, and any actual or presumed reasons/causes for errors will be documented when errors exceed the error threshold rate.

Feedback and Error Correction

State DV staff will require local staff correct errors within 90 days of being notified of the error.

Training and Technical Assistance Identification and Provision

DV training will be provided for appropriate program staff annually.

Additionally, the feedback process will include engagement of program and local staff to ensure that they are advised of data elements and types of source documentation that had higher trends in errors, or other general data quality concerns identified, including:

- Technical assistance will be provided annually, as needed or requested, or both, typically within 90 days of the completion of State-level DV activities.
- Targeted or system-wide staff training will be considered after DV error rates or results are analyzed.

Data Validation Follow-up Activities

DV results are used to ensure the accuracy of local and state reports. Error rates and trends analysis will inform policy revisions and future sampling approaches.

If error correction is required and/or data or source documents are missing, State data validation staff will notify program coordinators (or providers, as appropriate) upon the completion of a program's data validation and source documentation review.

Individual programs governed by this framework will request follow-up documentation from their program coordinators detailing how DV process have been corrected and will set timelines for provider responses – typically within 90 days of notifying the coordinator as described in the previous paragraph.

Should a DV error rate or trend be identified, the State will provide assistance to program providers and AJC staff to implement system and/or policy changes to improve data quality.

All records and related documentation pertaining to DV will be compiled and maintained according to federal record retention requirements and be accessible to federal reviewers (2 CFR 200.334).

Records may include:

- Copies of worksheets on data elements and files/records reviewed
- Frozen quarterly wage records for wage record matching used for reporting outcomes
- Frozen/retained screen shots and documents displaying pre-correction data
- Trends in common data accuracy issues
- Error rate calculations
- Corrective action efforts made after data validation reviews
- Manner in which results are memorialized and records retained
- Document process for the correction of missing and erroneous data identified

In the event corrective action is required, those actions and expected outcomes will be tracked and monitored, in addition to any “typical” follow-up during DV activities (identifying promising practices, etc.).

Regular assessments of the effectiveness of the DV process will be conducted annually, typically in the 3rd calendar quarter, and will employ revisions to the policy and process, as needed, including:

- Method(s) for staff to assess the effectiveness of the DV process
- Frequency for how often this assessment occurs
- An assessment of the use of self-attestation as a form of source documentation
- An assessment of data collection accuracy through supplemental information gathering processes

Effectiveness assessments results may be used to design staff training and/or technical assistance sessions with a focus on potential process and data integrity improvements. Additionally, technical assistance may be requested at any time by State or local staff.

Results of the effectiveness assessments may also be incorporated into subsequent years' pre-DV guidance and/or training materials.

DV Procedural Documentation by Program Area

Procedures for performing DV for each program is documented in 3 separate sections, Title I, Wagner-Peyser & JVSG, and TAA due to MIS and procedural differences.

Note: Since all ETA programs that are part of this data validation framework use the same source document list/requirements, if a participant is co-enrolled in more than one of the applicable programs, any program may accept the data validation results of another program's DV procedure, as long as all "Program Specific Parameters" (see Attachment B) also apply.

Overview of Office of Workforce Investments (OWI) Processes

1. The Office of Workforce Investments (OWI) is responsible for Data Validation related to WIOA title I programs, including National Dislocated Worker Grants, and has program specific policies and guidance posted at www.wioainoregon.org
2. OWI will conduct Data Validation (DV) for WIOA title I programs at least annually, typically beginning in the 2nd calendar quarter.
3. Correcting errors and obtaining missing data or source documents will align with **Data Validation Follow-up Activities** (above).
4. In the event corrective action for local area staff is required, those actions will be documented and may be shared with appropriate leadership (Program coordinator, local WDB staff, chief local elected official, etc.).
5. Sample methodology and size: OWI will use random participant records gleaned from previous WIPS/PIRL submissions, and cross-reference them with participant names to create individual participant-specific worksheets.
 - a. OWI will typically select 10 customer records per program, per local area, for the WIOA T-I Adult, Dislocated Worker, and Youth programs (10 records x 3 programs x 9 local WDBs = 270

records). Additionally, if OWI administered any National DWGs during the Program Year for which data is being validated, OWI will typically select 10 DWG customer records for review and data validation.

Wagner-Peyser and JVSG DV Procedures

1. OED Data Validation staff will conduct DV of WP and JVSG records as outlined in the State DV Policy & Framework and will follow the processes outlined under the “Overview of Office of Workforce Investments (OWI) Processes” with the following exceptions:
 - a. Exclude item 5 and instead use sample sizes:
 - i. Wagner-Peyser will randomly select 25 records
 - ii. JVSG will randomly select 10 records

TAA DV Procedures

1. OED Data Validation staff will conduct DV of TAA records as outlined in the State DV Policy & Framework and will follow the processes outlined under the “Overview of Office of Workforce Investments (OWI) Processes” with the following exceptions:
 - b. Exclude item 5 and instead use sample sizes:
 - i. TAA will randomly select 25 records

Required Data Validation Elements and Source Docs

Required data validation elements and their corresponding source documents (by program) are included in Attachment B to this policy and framework, *DV Source Document Collection*.

Appendix D — Customer Satisfaction Survey Questions

Businesses

- As a result of the services you received, did you hire one or more new employee(s)?
- How satisfied were you with the person(s) you hired?
- If you have job openings in the future, how likely is it that you would list your job openings with us?
- How likely would you be to recommend our services to your fellow business owners?

Individuals

- How do you rate your first impression of the workforce system provider that served you?
- Do you feel the services provided helped (or will help) you find a job?
- If one of your best friends were looking for a job in the future, how likely would you be to recommend our services?

Appendix E — Success Stories

National Dislocated Worker Grant Success Stories

Story 1:

Christina reached out to the Clackamas Workforce Development Department because she needed retraining to get back into the workforce. Her husband was in the Navy and she stayed home taking care of her children for many years. Christina had completed an Associate of Arts Oregon Transfer degree in 2012 at Clackamas Community College and also obtained a vocational certificate in hair design in 2015 at Northwest College of Beauty. She also had three years of experience as an administrative assistant and her last job was as a hairstylist.

Christina was very interested in working in the healthcare field as a medical billing and coder. She was co-enrolled in the Strategic Innovation–COVID Response Grant and the National Dislocated Worker Grant–Disaster Recovery to receive assistance with tuition, textbooks, and any other support services for her training.

Christina began the Medical Billing and Coding program at Coding Clarified LLC. This is a fully online training. She demonstrated her commitment to be successful from the very beginning. In the sixth week she reported, “Things are going wonderfully with the program. I am currently at about 38% completion and feeling really good about the material. This course has been a godsend and I feel like I am really absorbing the material. I just completed a really difficult chapter (the cardiovascular system) and did fairly well!” Christina successfully completed her training program 3 months later. She took her certification exam the following month and passed. She then began an internship with the Coding Clarified program on the same date.

Four months later, Christina was offered a remote full-time position as a Medical Billing and Coder. She was very excited about this opportunity and started her new job at \$18/hr. with full benefits. Christina was able to complete her training program and get a full-time job in less than one year and states “I’m excited for the opportunities that have been made available to me. Thank you again!”

Story 2:

Liz, a grant participant employed in disaster-related temporary employment provided this story.

“This program has given me the opportunity to grow both professionally and personally. Several years ago, I had left employment in the human services field due to compassion fatigue and was uncertain if I would ever be willing to return to this type of work. With this opportunity, I have rediscovered my passion for working with others, finding solutions and being part of a greater community that is collaborating to provide support to members of our community. I have also gained confidence in my capacity to take care of myself and support my peers to mitigate burn out. I have had opportunities to gain several new skills, build experience and gain a greater understanding of the systems in place to support the unhoused in Lane County. This experience has allowed me to successfully apply for and accept a permanent position within my department. I have also gained an excellent colleague and friend in the person I was partnered with and am looking forward to being able to work with him in a different capacity as we both move into our new positions. I am excited for this next phase of my work life and am grateful for the opportunity I have been provided.”

Story 3:

Andy, a grant participant employed in disaster-related temporary employment provided this story.

“As I wrap up my time with the Lane County Rural Outreach team and transition to a permanent position with the county’s Dovetail Program, I can reflect on the many memories that I have made during the past few months. Although this job has been among the most emotionally taxing of my life, it has also been one of the most rewarding. Meeting so many clients and hearing their stories has given me a whole new way of looking at homelessness, and that is something that I greatly value. It is easy to see homelessness as an individual problem, but I have come to realize that it is a societal failure. Many of the people I talked to became homeless because of medical issues and/or disabilities, and that is something that absolutely should not happen in a community that values all human life equally. My work at The Commons on MLK showed me just how many of our community members with health problems lose their housing through no fault of their own. That project was definitely one of the hardest that I can remember, but it made all my hard work feel worthwhile when I could see clients go from the streets into their own apartments. I will use the lessons that I have learned through outreach and case work to bring to my new position, where I will not only be working with the unhoused, but also other historically marginalized communities as well. I have gained so many skills and so much experience in these past months, and I will cherish my time working in this position.”

Story 4:

K. lost her job in healthcare due to the vaccine mandate. It also forced her to switch occupations from healthcare to the transportation industry. Since she voluntarily left her job, she did not qualify for Unemployment Insurance.

K. researched possible career options, speaking with family and friends in the transportation industry, and decided this would be her new career path. She began applying for truck driver jobs and was put in touch with Better Off Trucking, Inc. who was so impressed with her that they told her they would hire her as soon as she completed truck driver training.

That fall, K. was enrolled in the grant and began truck driver training. She was hoping to complete training by the end of the year; however, she had many unforeseen obstacles that prevented her from completing on time. Through her persistence and with the support of the grant’s many wraparound services, she was able to eventually succeed and reach her goals of employment in her chosen industry!

Business Services Success Stories

Meet Alma –

We celebrate the #success of Alma, who was recently hired as the Fund Development Manager of Proud Ground. Alma knew she needed help with her job search, and she turned to WorkSource Oregon.

Alma appreciates the village of #support, from Carmen of the Oregon City office to business specialist Joe and then to Darcie of Clackamas Community College.

And through Marem, Career Development Coordinator, Alma was encouraged and supported as she

considered her career possibilities. Many thanks to the #partnership with Agnes of Nonprofit Professionals Now (NPN) for the connection to Diane, Executive Director of Proud Ground! Now Alma is realizing her dream of combining her education and skills with doing work she loves and serving her community.

Congratulations Alma!

Meet Shelbie –

Shelbie went to the Salem office of WorkSource Oregon last November 2021 and met Tracy, STEP Program Specialist. Tracy provided Shelbie with #SupportServices including gas vouchers, interview clothing, guidance with her job applications, resume, and cover letter, and interview practice sessions. Tracy also enrolled Shelbie in the Employer Launch Pad Virtual Workshop Series where Shelbie earned a certificate and enhanced her soft skills.

As Tracy shared: "Shelbie stepped out of her comfort zone many times to discover new #opportunities and find her way into a career in the healthcare field. It's been amazing seeing Shelbie reach out for advice regarding her #CareerPath and watching her reach her goals."

In mid-December, Tracy referred Shelbie to Neil, Career Development Coordinator for the Mid-Valley. Neil found success in connecting with local non-profits and helping Shelbie secure interviews with several employers. Neil coached Shelbie with her interview skills and also provided feedback to boost her #confidence with each interview opportunity. All the preparation worked out, as in February, Shelbie was offered a position with Maxim Healthcare Services.

Congratulations Shelbie and kudos to Neil, Tracy, and the team at the Salem career center!

Helping a Small Company fill Positions –

"In October of 2021, we received an email from Oregon WorkSource, offering to help Traverse PC fill needed positions at no cost. They would help us advertise positions and screen applicants. We are a small company without an HR department, so this was welcoming news. We eventually connected with Tracy, our local WorkSource representative who put us in touch with Susie at Lane WorkSource in Eugene.

The first position we posted was for a marketing person, knowing full well that in a small company, they would wear many hats. We settled on advertising the position as Lead Acquisition/User Experience. Susie was a big help through the whole process of researching a competitive salary and outlining the required job skills. Ultimately, we developed a screening assignment Susie could provide to applicants she felt might be a good fit. As she passed on applicants to interview, we then asked them to submit the assignment, which is indispensable in helping us qualify the applicants. In the end, we chose Jay for the position. We started this whole process in February and Jay started work for Traverse PC the end of April. He is already a valued employee.

The second position was for an entry/mid-level software developer. We repeated the same process with Susie, providing a different screening assignment for the applicants she would forward on to us. That job was posted early May and by mid-June we had hired Daniel, a new computer science graduate from Southern California. He is now one week into his new job and we like him already. For

both of these positions, Susie did the early leg work of monitoring responses to the job postings, extending the reach when needed to other platforms like LinkedIn, and walking through that important first contact and screening. In both cases, we were provided good, viable candidates for the positions and were able to step into the interview and hiring process with a level of confidence in the qualifications of the applicants we worked with.

We appreciate Susie and the entire WorkSource team, for helping us build our team.” – John, MSE, LS, GISP and Owner of Traverse PC

STEP Success Stories

Success Story as told by Hannah, STEP Coach, WorkSource Bend

The participant that comes to my mind as a success is Jordan, a SNAP Recipient referred to me by the Central Oregon Intergovernmental Council (COIC). Jordan lives in Central Oregon, is homeless, turns 60 years old this year, Unemployment Insurance claimant, WIOA Title 1 Adult, and Dislocated Worker.

COIC partially funded Jordan’s CDL training and I connected them with Baker Technical Institute, who is also a STEP provider. Our three organizations were able to fund the complete tuition to become a CDL A Truck Driver. Jordan passed all of the knowledge tests and drive test on the first try and was very proud of their accomplishments (*as was I!*).

Jordan was living in a motel and then in their car throughout the whole training, parking in more rural areas (Madras and Prineville). Even with this barrier, Jordan communicated throughout the training and never missed a case management meeting. They were able to do virtual meetings from a cell phone and become more comfortable with technology skills. We worked on an updated resume and the second version of the resume was much stronger after we met. They are now in contact with our business team to find a placement! With their goal of truck driving, there should be no problem finding that employment in Central Oregon.

Previously, Jordan worked in warehouse positions, but with the Class A CDL, they are expected to gain employment between \$25-\$35 an hour. We still have plans to purchase work and interview clothes and I believe Jordan would be a great candidate for our housing support service once employed.

To me, at this point Jordan is a success! They are in a much better place than a few months ago, with a new CDL A license, training experience, new work boots, and updated resume. I asked Jordan to describe the time in the STEP program: “I believe the STEP program is awesome! It has assisted me in achieving my goals for bettering my life and I have an amazing STEP Coach Hannah who has helped me with so much with the achievement of life goals.”

Success story as told by Alice, Business & Employment Specialist 2, WorkSource Lincoln City

“As a STEP Coach, you are used to assisting job seekers with gas assistance, interview and work clothes, training and tools. You forget sometimes that just being a Coach is a vital part of the job. I first started working with Kathy in fall of 2019, when she came into the WorkSource Office for a Welcome Conversation. At that time, Kathy was looking for work in Lincoln County and we reviewed services available through WorkSource.

Job seeking became difficult when Covid-19 stalled employers, yet Kathy was still diligent in her job searches. Fast forward to Fall of 2020 when North Lincoln County was ravaged by wildfire. Kathy lost her home and all of her possessions. She and her husband were staying in a hotel. She contacted me to ask if there was any help available for her. The Free Geek program was just rolling out and I contacted her about a laptop. It was one of the things she lost in the fire that she really needed replace quickly as Kathy was still job searching.

From this point on, Kathy and I kept in contact monthly to see how her job searching were going. I also learned about her housing progress and living situation as the Cascade Fire Relief Team began to work with the fire survivors.

When the WorkSource Lincoln City re-opened in July 2021, I was able to assist Kathy with some gas assistance, paying for some continuing education credits and interview clothes. I continued to call her to see how she was doing and to check on her job prospects and housing situation.

Calling was not always easy as Kathy contracted COVID twice and moved into a FEMA trailer, which was not home. Each time I called, I tried to focus on how I could help her and heard about the progress she and her husband were making in getting their new home.

Kathy doesn't deny that it could be discouraging as she wanted to get back in her own home with her own possessions. She told a story about wanting to bake cookies at Christmas time and not having any cookie sheets. The local Grange was offering items and Kathy's daughter went to see what kitchen items they had. Imagine their surprise that the cookie sheets they offered were the same cookie sheets Kathy had lost. Almost identical. When Kathy told me this story, it was such a sign that things were getting better.

Recently, Kathy secured employment with Discovery Counseling. She ask for some help with professional work attire. I was excited to help and it was at the same time that Kathy and her husband were finally moving into their brand new home.

When Kathy came into the Office, I was able to order clothing for her. At this time, she told me how thankful she was for all my encouragement while she was seeking work. She told me that she would be ready to give up on her job search and I would call and encourage her to keep going. There were times that she said her husband would ask if she had spoken to me.

Kathy's sharing this with me made me realize that Support Services through the STEP program do not need to be tangible. Being a STEP Coach can also mean being a cheerleader to help people get to the next step, a shoulder to cry on or just a person to listen and be in your corner.

The WorkSource Lincoln City is small and we all cheer job seekers success. We were all happy to see Kathy come in to get work clothes and she expressed her gratitude for the office and the laptop as it helped her get her job and she also is using it for her job.

Kathy's story is what success in the STEP Program is all about. We are able to build a relationship where we can offer a hand up with STEP assistance to get her to her next job while also lifting her up when things were not going well."

Success Story as told to Annie and Elvis, Business & Employment Specialists, WorkSource Gresham

Dustin was a justice involved Oregonian who was introduced to the STEP program by his probation officer. He met Annie and Elvis, STEP Coaches at WorkSource Gresham, and at the time was in the process of renewing his commercial driver's license. Annie and Elvis developed an Opportunity Plan with Dustin to help him achieve his occupational goal of becoming a truck driver. During his coaching meetings Dustin displayed a high level of determination and made contact with several employers in the area. The STEP program assisted Dustin with the ODOT physical, drug screen, and renewed his CDL license and tanker endorsement. In a very short period of time he was employed as a commercial driver, and the program supported Dustin with gas to get to work, provided work clothes and shoes.

Dustin kept in touch with Annie and Elvis and had this to say about the STEP program: "Due to STEP program and a few good friends, I was employed and emboldened to transition out of prison back into society and the economy. Without STEP, Elvis, and Annie being so over the top professional and right there every step of the way and "available" pretty much on-call as needed, my employment readiness and employability would had not come to fruition in a timely and needful way. I could not be so appreciative. I am very emotionally touched by the kindness of Annie and Elvis and their assistance with STEP. You have no idea how moved I am because of how helpful this has all been to me. Thank you so much."

Trade Act Success Stories

"Without Trade Act, I believe I would not have expanded my education." – Tricia

Tricia was laid off from her job as a Customer Service Representative at a Call Center in the Klamath Falls area, a TAA Petition was filed on behalf of the workers and Tricia was determined eligible for Trade Adjustment Assistance for Workers program when the worker group was certified by the Department of Labor. Tricia is currently working in her new occupation and earning \$7.13/hr. more than her average hourly wage from her Trade-affected employment at time of layoff.

"I began my journey during the COVID pandemic, after having double surgeries within 5 weeks of each other. It had been quite some time since I had been in school. However, with the support of my Case Manager and family, I was able to obtain an AA Business Management and a Certificate of Criminal Justice.

During my training, I had COVID and another 6 surgeries. I was able to walk with my daughter at the graduation. My two sons walked a week later, so we were all able to encourage each other through the entire process. This was a truly a happy and blessed occasion. I appreciate this opportunity through the Trade Act Program, and the support of my amazing Case Manager."

"I could not be happier with his new career! Thank you Trade Act!" – Rafael

When Rafael's employer in McMinnville Oregon closed the department where he had worked for several years, the Oregon TAA program filed a petition on behalf of the workers. The worker group was certified by the Department of Labor which determined the layoff was a result of negative impacts of foreign competitions. Rafael began thinking about how he would use his TAA benefits. Prior to his layoff, Rafael was attending classes toward a Civil Engineering Bachelor's degree one class at a time.

Rafael decided to use his TAA training benefits to continue training as a Civil Engineer. Rafael let the university know that he was able to attend as a full time student and this was a very exciting step because he can graduate faster and start working towards his dream job.

Rafael began full time training fall 2020, and always had good grades. During his internship, he made a good impact with the employer and was told when he completed his degree he would have a secure position in their company as Engineer 1. Rafael obtained employment in 2021 making more than he did at his Trade-affected employment.

Two and a Half Year Journey with Trade Act Brings Licensed Mental Health Counselor to Ashland – Chris

In Chris' own words: "In 2016 my 20-year career came to an end with the outsourcing of 95% of my employer's pre-media workforce to India. I spent the next two years looking for meaningful employment in my area without any luck. Every interview ended with the hiring manager asking why I was applying for the posted job – my resume fell into the unfortunate category of "too experienced" to be hired or not the "right" experience for the job posted.

The Trade Act program contacted me in April of 2018 offering hope at one of the lowest moments in my life. After working at the highest levels of advertising as an artist, I was at rock bottom, unable to find work and no idea how to move forward.

With some help from a career assessment, we narrowed my field of choices to careers that fit my values and skill set. I settled on applying for graduate school at an Oregon University in the Clinical Mental Health Counseling program – this made entirely possible by the Trade Act paying tuition and receiving unemployment benefits that helped cover essentials like food and housing for myself and my daughter. At 54 years old, I was going back to school!

My Trade Act case manager was an indispensable resource over the next 2 ½ years. I always felt part of a team, with questions being fielded patiently, with respect, encouragement and advocacy. Even though being an older student was intimidating at the start, it didn't take long to understand that everyone, young or older, were all hoping for a career after graduation and I ever felt out of place. Graduate school was one of the hardest, most meaningful and inspiring endeavors I've undertaken. I can't imagine doing it without my team of helpful Trade Act advocates.

It's now August 11, 2021, two months after graduating with a master's degree in Clinical Mental Health Counseling, having passed my National Board Exam and being accepted by the Oregon Board of Licensed Professional Counselors and Therapists as a Registered LPC intern. I am officially a therapist and one week away from opening my own practice. The future has opened up for me, thanks to the Trade Act. I am grateful beyond words."

"I have now been in my new role for a few weeks and I couldn't be happier with my new job."— Sharohm

In Sharohm's own words. "I am the eldest daughter and a first generation American in my immigrant family. When I was 22 and attending community college to study software development, my dad lost his job. In order to help my family through this difficult time, I decided to leave school to pursue a full time job at a cyber-security company. I started out as a customer service representative and worked very hard to prove myself for five years until I was hired into a project management role within the

same company. Six months after starting my dream job, the company was bought out and my entire team was laid off.

I was very nervous when this happened because I didn't get a chance to finish my degree and I didn't know whether I would be able to find a job with an incomplete education. As I predicted, I was unable to find work during the next few months because, although I had experience and good references, I didn't fulfill most education requirements on job applications. I then applied for the Trade Act's training program and was approved for a Computer Information Systems degree at Portland Community College. I was able to transfer my previous credits and completed the Computer Information Systems degree in a little over a year with the support of the Trade Act training program.

Less than two months after graduating, I was hired as a Senior Digital Project Manager at Microsoft. I was even able to submit a project from one of my homework assignments as a sample for the interview process.

I have now been in my new role for a few weeks and I couldn't be happier with my new job. I plan to keep this job for a very long time and continue to build my career here. I still miss my old job and workplace but this new chapter is very exciting. I never dreamed that I would get an opportunity to work at Microsoft — especially so early on in my career — and I am very grateful to the Trade Act and everyone I worked with who supported me throughout this process. I believe this program is a great help for people like me, who have had to work very hard to build their career but didn't get the opportunity to finish their education because life happens like that sometimes. I feel very lucky to have had this experience and I hope this program continues to be funded for others who need a second chance in life.”

Springfield Oregon Layoff Creates Opportunity to Pursue Dream Career – Amber

In August of 2019, Amber was laid off from her job as a Communications Program Manager at Symantec Corporation. What initially felt like a disappointment turned out to be an opportunity to pursue her dream career. In October of 2019, Amber was determined eligible for the Trade Act and quickly decided that she wanted to go back to college after a ten-year hiatus. She decided to get her Bachelor of Science in Nutrition.

Amber was enrolled in virtual courses at Purdue University Global the same month she was accepted. During her program, Amber felt fully supported by her Trade Act Case Manager, in pursuing her academic and professional goals. The email replies were always prompt and her questions were answered in detail. She received encouragement and affirmation throughout each school term. Her TAA Case Manager created an atmosphere which made Amber feel she was part of a dynamic team, and graduated in late January 2021.

While TAA coordinated with Purdue, Amber was able to solely focus on meeting her coursework deadlines. She maintained straight A's throughout her program and was even invited to join the Golden Key International Honor Society. She finished strong with a 4.0 GPA in January of 2021. Amber feels very proud of her recent accomplishment and could not have done it without her Trade Act Case Manager.

Amber is now preparing to become board certified in Holistic Nutrition through the National Association of Nutrition Professionals. As she studies, she is simultaneously receiving professional

training for resume building, networking on social media, and job searching resources through WorkSource Oregon Business Services. Overall, the Trade Act has set Amber up for great success as she transitions to an exciting new career in nutrition. She will be forever grateful for the Trade Act program and has only positive things to say about enrolling.

Veteran Success Story

Donald, a U.S. Navy Veteran, gained employment as a Truck Driver in June 2021 and was still working during a follow-up contact two months later. The Veteran read the following success story to Paul, Disabled Veterans' Outreach Program Specialist, who presented Donald with a JVSG coin for the extraordinary efforts and dedication it took for him to succeed.

"My name is Donald, and I was released from prison July 23, 2020. I moved into temporary housing for two months. I immediately asked for help through Welcome Home Oregon where Abby stepped up to the plate to help me with resources. I have PTSD, and am a Veteran who struggled with many issues. Abby helped me with clothes, a phone, a resume and job referral assistance. I immediately followed through and had a job within two weeks of my release working at Colvin Oil as a Gas Attendant.

Soon thereafter, I started the process towards obtaining and enrolling in CDL training at Rogue Community College. Heather assisted me with my enrollment. The cost was \$5,283, and I had no means to pay the tuition cost. So I connected with the local WorkSource Rogue Valley office and met Paul, DVOP, and Erika, STEP-Career Coach. Paul was instrumental in my organization, motivation, and moral support. Paul also provided me with the contact names of people I needed to deal with my PTSD, substance abuse, mental health, and medical issues. Erika was instrumental in getting me a scholarship to pay for my schooling. She also helped me qualify for a computer through a program offered at WSRV; it helped me with school work and job searches.

I was living in a temporary transitional house when I connected with Ryan at UCAN. Ryan worked with me hand and glove to obtain stable housing. This allowed me to continue to move forward to getting my CDL and continue working. UCAN helped me with rent and security deposit. This allowed me the ability to save my money for a down payment on a fifth wheel. Once I was able to move into the fifth wheel, they helped me with space rental fees while I continue with my schooling at RCC.

I successfully completed all the tasks assigned to me. The real success story is the entire team effort that allowed me to complete my goals. I will be eternally grateful for each and every one of these people!

Now, I have housing, and a steady job. I am medically and mentally sound. I have a new career pathway to achieve my future goals. I am building my credit to buy a home in the future. *One last mention: I want to say thank you to my ole lady, Dawn, who has walked with me through all of this — all the ups and downs — with grace and patience.*

I hope this success story encourages someone else that is at a disadvantage like I was, and attempt to overcome and succeed in their challenges and dreams."

Recognition and gratitude go to the OED, HECC, WTDB, LWDBs, and all WSO partners (agencies, organizations, and individuals) that provided information for this report. Oregon continues to develop innovative and responsive methods for meeting the demands of our ever-changing economic climate.

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