

Program Year 2019

# Workforce Innovation and Opportunity Act (WIOA) Annual Statewide Performance Report Narrative

**OREGON**

## Contents

|       |   |    |
|-------|---|----|
| I.    | Introduction.....   | 3  |
|       | WorkSource Oregon .....   | 3  |
| II.   | Oregon’s Vision and Goals.....  | 4  |
|       | Future Ready Oregon.....  | 5  |
| III.  | Serving Dislocated Workers in Oregon.....   | 5  |
|       | Dislocated Worker Grant – Reemployment and System Integration .....   | 5  |
|       | COVID-19.....   | 6  |
| IV.   | Promising Practices for Other Priority Populations .....  | 7  |
|       | Youth.....  | 7  |
|       | Veterans .....  | 8  |
|       | SNAP .....  | 9  |
|       | ABAWD Program .....   | 9  |
|       | Business Services .....   | 10 |
|       | Migrant Seasonal Farm Worker (MSFW) Program.....  | 12 |
|       | Reemployment Services and Eligibility Assessment Program.....   | 12 |
|       | Universal Access .....  | 13 |
| V.    | Additional Promising Practices, Partnerships, and Innovative Approaches.....                                      | 14 |
|       | Apprenticeship Program .....  | 14 |
|       | Trade Adjustment Assistance (TAA) Program .....   | 15 |
|       | Labor market information activities supported by Wagner-Peyser Act Employment Service<br>section 7(b) funds ..... | 17 |
| VI.   | Performance .....   | 17 |
|       | Co-enrollment and Common Exit .....   | 18 |
|       | Negotiated and Actual Performance Levels for Title I and III Core Programs.....                                   | 18 |
|       | Effectiveness in Serving Employers .....  | 19 |
|       | Customer Satisfaction .....   | 20 |
|       | Customer Satisfaction Feedback .....  | 20 |
|       | Evaluation and Related Research Projects.....   | 21 |
| VII.  | Data Validation .....   | 22 |
| VIII. | Waivers.....  | 23 |
| IX.   | Challenges.....   | 23 |

|  |    |
|--|----|
| Appendices.....  | 26 |
| Appendix I – Oregon’s Workforce Partners .....   | 26 |
| Appendix II – Common Exit and T-I Monitoring System Policies (incl. Data Validation) ..... | 29 |
| Appendix III – Customer Satisfaction Survey Questions .....                                | 32 |
| Appendix IV – Veterans Data.....   | 33 |

## Introduction

*It's unlikely that on July 1, 2019, anyone could have predicted how PY 2019 would end: a global pandemic; record unemployment; major upheavals in nearly every economic sector; shuttered businesses and AJCs; individuals – job seekers and staff alike – scrambling to figure out how to apply for jobs, enter training, or provide services via remote technologies; and more.*

*As of this writing, we are entering the second quarter of PY20, and the third quarter of full-on COVID-19 related restrictions, reactions, and effects. While the majority of PY 2019 saw “typical” workflow events – new initiatives, project and program implementations and updates, etc. – the closing months of PY19 brought unexpected changes to everything from service delivery to performance outcomes. This narrative report attempts, in part, to describe how these events affected the outcomes of WIOA title I and III funded programs, while acknowledging that the long-term impacts may not be fully realized for years. Throughout this narrative, where COVID-19 had an impact, the text has been highlighted in gray.*

*And while the end of PY19 found Oregon, and the world, in an unprecedented global pandemic situation, we do want to share and celebrate some of the positive outcomes for individuals and programs that go beyond a narrative report on the data. Please see Appendix V for a few examples of the many success stories that WorkSource Oregon experienced in PY19.*

## **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; this introduction provides a partial list, and the body of this report focusses primarily on the programs funded under titles I and III of WIOA.

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
- Title IV – Oregon Department of Human Services and the Oregon Commission for the Blind

(See Appendix I 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.

## **WorkSource Oregon**

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 (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.

- **WorkSource Oregon Operational Standards**

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

## II. Oregon's Vision and Goals

*This section highlights progress made in achieving the state's strategic vision and goals for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency.*

**Governor's Vision: Governor Kate Brown has prioritized protecting services for children and lifting families out of poverty. Creating an Oregon where all can thrive.**

- Envisioning an Oregon where our public and private partners help all workers move up their career ladders, giving them the tools to succeed well beyond their next job, and making room for entry level and young workers who enter the workforce behind them.
- Ensuring state-funded programs set Oregonians on a path out of poverty, focus on key job and industry sectors and align federal funded programs to Oregon's goals.
- Support businesses that are investing in their own workforce, in demand, priority sectors, Business Oregon target industry, or Talent Plan industry.
- Integration of services between agencies and across public and private partners must remain a priority.
- The Governor's Agenda is also guided by her **Future Ready Oregon Criteria** which says Future Ready Oregon projects will:
  - Connect to **career paths** and help Oregonians advance along their career path;
  - Teach **transferable skills** that help individuals transition between job opportunities and across economic changes for permanent career growth;
  - Lead to **self-sufficiency**, either through a high wage or connection to a career path with a high opportunity to advance to a self-sufficient wage and through wrap around supports;
  - **Connection to employers**, ensuring that skills learned are valued in the workplace and that employers are invested in training programs; and
  - Increase **equity**, and include clear guidelines and measurements to ensure equity goals are met.

### **Workforce Talent and Development Board**

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. More details about the WTDB, including their **Vision and Imperatives**, can be found in Appendix I.

### Future Ready Oregon

Launched by Governor Kate Brown in February 2018, [Future Ready Oregon](#) helps to close the gap between the skills that Oregon's workers have and the skills Oregon's growing businesses need. Closing this gap will be accomplished through a combination of initiatives and programs that provide skill and job training to youth, expand training opportunities and skill advancement for Oregonians already in the workforce, and identify projects designed to increase the housing supply in rural areas.

### III. Serving Dislocated Workers in Oregon

*The Office of Workforce Investments' Dislocated Worker Unit collaborates with the Oregon Employment Department, partner agencies, local workforce development boards, and service providers to facilitate many of Oregon's layoff aversion and rapid response activities. Using funding from both federal and state sources, partners provide resources and other services to businesses and individuals faced with potential workforce reductions.*

#### **Supporting Rapid Response Activities Across Oregon**

The Oregon's Dislocated Worker Unit (DWU) maintains Oregon's WARN list and the **Oregon Rapid Response Activity Tracking System**, developed to track local rapid response activities across the state and provide newly developed local and statewide reports that include Rapid Response Events and Summary Reports.

Oregon's DWU also provides technical assistance, resources, trainings, and other support to Local WDBs, Rapid Response Teams, laid off workers, and other partners across the state. Many of these materials are available on [a webpage](#) and include:

- A revised [A Guide for Laid Off Workers in Oregon](#), with hard copies provided to all Rapid Response Teams statewide.
- The completion of a Rapid Response Oregon Unemployment Insurance Video joint project with the Oregon Employment Department to ensure consistent messaging when in-person presentations cannot be scheduled.
- Worker Adjustment and Retraining Notification (WARN) information.
- Department of Labor and Oregon desk references that provide information relevant to Rapid Response Providers, covering topics such as Transitional Jobs, Incumbent Worker Training, Veterans and Spouses, Work-Based Learning, and more.

#### **Dislocated Worker Grant – Reemployment and System Integration**

In 2016, HECC was awarded \$1,010,000 in WIOA funding to administer the Reemployment & System Integration Dislocated Worker Grant (RSI DWG).

PY19 saw the completion of the WIOA Reemployment and System Integration Dislocated Worker Grant. The grant provided improved service delivery and employment outcomes and assisted in effectively connecting services to dislocated workers by reducing long-term unemployment, increasing early intervention and layoff aversion that expanded access to services through automation and self-service. Projects included:

- Creation of the Oregon Rapid Response Activity Tracking System, an interactive web-based repository that provides Rapid Response team members statewide access to current and historical information regarding layoff aversion, impending layoffs, rapid response activities,

Trade Petition status and the Worker Adjustment and Retraining Notification (WARN) list, regardless of size or geographical location. This critical project has significantly increased the accessibility of detailed state and local information and has been instrumental in tracking the effects of COVID-19 on Oregon's workforce system.

- Purchase of a USB Mass Replicator and a quantity of low-capacity USB flash drives, utilizing a technology-based solution to increase the dissemination of, and accessibility to information and resources for dislocated workers and others. Content pre-loaded onto the drives includes Oregon's Guide for Laid Off Workers, links to WIOA mandated and optional partners, and state and local resources such as, Health Insurance Marketplace, UI Claimant Handbook, Oregon Mortgage Assistance Programs, Apprenticeship, College and other training information, WorkSource Oregon center schedules, contact information and other relative information. Due to COVID-19, the state began utilizing a virtual rapid response session strategy. The replicator has been used extensively for the duplication and distribution of additional resources such as the translation of unemployment insurance information in over 20 languages.
- Expansion of the [Oregon Career Information System](#), an online resource providing localized information about education and labor market opportunities for the state of Oregon. Oregon CIS developed an online editor that allows local offices, as well as state-level administrators, to populate a portion of the dislocated worker's Career Plan with local and state resources.

## COVID-19

During the Spring of 2020 the state applied for and received two COVID-19 dislocated worker grants; Disaster Recovery and Employment Recovery. Each grant was funded at \$3,000,000 and will run through March 31, 2022. The two grants will serve a total of 2,712 participants and provide temporary disaster-relief jobs to 216 unemployed workers and employment and job-training services to 2,496 workers affected by the COVID-19 pandemic.

Funding for disaster recovery will aid Oregon's response to COVID-19 by providing temporary employment opportunities to workers who are unemployed or underemployed as a result of the pandemic. Job opportunities include clean-up and sanitation of public spaces, as well as providing humanitarian aid.

Employment and training services will be available to workers who are unlikely to return to work in their previous occupations. Services include training, subsidized employment, and job placement into in-demand occupations, especially those where there's an increased need due to the impact of COVID-19.

Additionally, the Oregon Dislocated Worker Unit provided technical assistance in response to the COVID-19 Pandemic that included:

- Expanded Rapid Response video development to all presentations including special COVID UI and Healthcare Marketplace videos, to support local Rapid Response Information sessions virtually.
  - Created Video Flash Drive with copies of all videos and provided to rural local areas with internet bandwidth issues.
  - Created all videos in over 20 languages to ensure Rapid Response messages were available to the largest population possible.
- Provided Statewide Rapid Response Sessions for workers represented by a union.

- Coordinated leadership to connect Oregon school Districts and businesses with WorkShare.
- Created [COVID-19 For Businesses and Workers Experiencing Layoffs](#) page on the statewide Dislocated Worker program web page.
- Expanded statewide staff inputting the temporary layoff data into the Oregon Rapid Response Tracking System; each week the numbers were reported to Oregon's governor and workforce system stakeholders for analysis and planning purposes.
- In an effort to help local businesses, several rounds of Dislocated Worker funds were made available to all local areas with the primary purpose of funding rapid response and layoff aversion activities resulting from the effects of the spread COVID-19 and related state and federal protocols, restrictions, and others.

#### IV. Promising Practices for Other Priority Populations

*In addition to the efforts to assist Dislocated Workers, Oregon's workforce system partners focus on variety of priority populations, as identified in the WIOA and Oregon's Governor. Below are a few examples of this important work.*

##### Youth

In PY19, the Higher Education Coordinating Commission's (HECC) Office of Workforce Investments (OWI) continued its long-standing partnership with the Oregon Department of Human Services (ODHS), to provide TANF youth with work experience opportunities. 2019 marked the biggest investment that ODHS has made towards the program thus far.

In addition, ODHS has expanded this into a year-round program, instead of limiting the program to just the summer months. The types of work performed included food service, landscaping, clerical, retail, customer service, and cashiering.

Youth gained skills including workplace professionalism, teamwork, respect, communication skills, safety, budgeting, etc.

At the end of the program participants were asked what the one personal accomplishment or shining moment that made them proudest. Lauryssa said, "everything I have accomplished in the time I have started this program has made me beyond proud of myself, I have achieved goals that I never thought I would even reach, and I have gained skills I never thought I would have the opportunity to, due to my lack of education. So, I would have to say that every step I have taken since joining the program has been a major personal accomplishment."

Adrienne: "Because of the services offered through the WIOA Program, I have been able to start and continue to grow in the health field, get a more reliable and safer car, and learn new skills that I can utilize in the future. I am very grateful for all WIOA has helped me with. I don't know where I would be without this program."

One youth, Cheyenne, completed a work experience with the Jefferson County Fire Department and received her Firefighting 1 certification and is continuing to work with the fire department. She is also attending community college for EMT certification.



### One County's Example

In Lane County, WIOA Youth Providers have formed an alignment with Elevate Lane County to provide work-based learning opportunities and career connections for Lane County youth, including those enrolled in WIOA. Examples of the work Elevate Lane County provides include:

- In-person and virtual job site tours for multiple sectors – wood products, technology, food and beverage manufacturing, health care, construction, finance
- Career Expos and Hiring Fairs
- Youth Internships
- Youth Mentorships
- In PY 2019, a total of 86 WIOA Youth participated in on site work experiences. Of that total, 33 were able to complete their work experience assignment with skill gains and a positive evaluation.

Due to COVID-19, Lane County WIOA youth work experiences were suspended in March 2020 for the remainder of PY19.

### Veterans

#### Jobs for Veterans' State Grant (JVSG) Five Year State Plan

The Veterans Programs is comprised of three specialized positions: Disabled Veterans' Outreach Program Specialist (DVOP), Local Veterans' Employment Representative (LVER), and Consolidated Position (CONS) staff. Consolidated Positions serve in a dual role as 50% DVOP and 50% LVER. These specialized positions are funded by the Jobs for Veterans' State Grant (JVSG) through the U.S. Dept. of Labor – Veterans' Employment Training Service (USDOL-VETS). Every five years the State Veterans' Programs Coordinator submits a 5-year Plan outlining how the state will provide Priority of Service to Covered Persons (veterans and eligible spouses), how DVOP and CONS will provide Individualized Career Services (ICS) through a case management framework to veterans and other eligible persons with significant barriers to employment, and outreach initiatives. The plan also outlines how the LVERs will conduct business outreach to market veterans as a workforce solution to businesses, employer groups, and Apprenticeship/Trade groups.

Oregon's JVSG Base Funds Amount supports the following staff level for the state for PY 2019:

- 13 ½ Disabled Veterans' Outreach Program Specialists (DVOPs),
- 3 Local Veterans' Employment Representatives (LVER), and
- 2 Consolidated Positions DVOP/LVER positions (CONS).

#### PY 2019 Data

- Total Veterans that received at least one employment service by WSO staff: **10,120**
- Total Veterans with Significant Barriers to Employment (SBE) served by DVOP/CONS: **1,044**
- Total Veterans with SBE that received Individual Career Services via case management: **1,003**
- Percent of Veterans with SBE that received ICS using case management framework: **96.1%**
- USDOL-VETS compliance criteria for DVOP/CONS Case Management percent rate: **70.0%**

#### Technical Performance Narrative (TPN)

Each Fiscal quarter the State Veterans' Programs Coordinator submits a TPN to the USDOL-VETS State Director (DVET) outlining the states actual performance rates compared to the negotiated performance rates. The complete performance charts for JVSG and Wagner-Peyser funded services to meet the employment needs of Oregon's veterans and eligible persons are located in Appendix IV.

## SNAP

The Supplemental Nutrition Assistance Program (SNAP) is provided to families on public assistance, employed low-income families and individuals, the elderly, and people with disabilities to help them purchase food. The SNAP program is funded through a contract with the Oregon Department of Human Services' (ODHS) Self-Sufficiency Program.

### SNAP Training and Employment Program

The SNAP Training and Employment Program (STEP) provides Oregonian's with employment and training services to help them achieve and maintain their employment goal.

SNAP participants receive a one-on-one orientation to the employment and training services available through WorkSource Oregon, the STEP Provider Network, and other community partners. This orientation provides an overview of the program, its benefits, and its requirements, so SNAP participants can choose to participate or not participate in the STEP program.

OED staff serve SNAP participants through a case management model of customer service. This model provides each SNAP participant with a workforce professional who works with the participant and then guides, motivates, and supports them in their process of obtaining employment.

OED staff provide a unique set of services to SNAP participants when they visit WSO Centers by assessing the participant's skills, interests, goals, and challenges so that OED staff can provide the appropriate resources and tools to support the participant. This assessment is captured in the form of an Opportunity Plan. This plan, created by the participant, defines the steps needed for them to achieve their stated employment goal. OED staff support and document the participant's engagement in services that strengthen the job readiness of the participant by providing job skills assessments, work search preparation, job finding clubs, and job placement services.

### STEP Outcomes (July 2019 – June 2020)

- Number of participants who received an Opportunity Plan unique count: **11,549**
- Number of STEP exits, multiple counts (All STEP providers): **20,900** (Three Quarters, July 2019 – March 2020)
- Employment Rate two quarters after program exit (Wage records for quarter ending in September 2020 are not complete as of 11/12/2020) **49%** (10,178/20,900)
- Median Quarterly Wages 2<sup>nd</sup> Quarter after completion of STEP: **\$4,451**
- Median Hourly wages 2<sup>nd</sup> Quarter after completion of STEP: **\$15.03**

## ABAWD Program

The Able-Bodied Adults without Dependents (ABAWD) program is part of the nation's SNAP program and is designed to assist eligible participants in finding employment and becoming self-sufficient.

Eligibility for the ABAWD program requires that a person be between the age of 18 and 49 with no dependents, is not disabled, and resides in a participating county in Oregon. Participating counties include: Benton, Clackamas, Clatsop, Deschutes, Jackson, Lane, Linn, Marion, Multnomah, Polk, Tillamook, Washington, and Yamhill counties. ODHS staff determines eligibility for ABAWDs.

ABAWDs must meet special work requirements in order to maintain their eligibility for food benefits. To be eligible to receive food benefits from ODHS, an ABAWD participant generally must conduct at least 80 hours of required program activities per month. Those activities can include participation in

qualifying education and training activities, job search or job search training activities each month, or comply with a workfare program. Workfare means that ABAWDs can do unpaid work through a special state-approved program.

ODHS staff schedules each ABAWD for a one-on-one interview at a WorkSource location. ABAWD customers are connected to an OED Employment Specialist who they can meet with until they eventually leave the program. OED staff provide case management services to ABAWD customers which include one-on-one meetings, assessment of the customer's employment goals, coaching and motivation to encourage the ABAWD customer, and developing a Case Plan to meet the customer's employment objective.

The ABAWD customer reports to the OED Employment Specialist each week to report their required work activities – at which time they may receive financial support services to assist them in reaching their employment goal. ABAWD customers are eligible to receive 90-days of job retention support when their SNAP benefits end, which helps them maintain their employment status.

Oregon's ABAWD program was temporarily suspended in April 2020 due to economic conditions related to the pandemic. Interested participants transitioned to STEP.

### Business Services

*The Employment Department's mission is to "Support Business and Promote Employment."*

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

WorkSource Oregon 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 employment opportunities to job seekers, 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 our applicants and businesses. Job development services will support targeted population customers as they attain sustainable and meaningful jobs.

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

The most important value-added Business Service all AJCs 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.

WSO produces a more effective, demand-driven Business Services model by:

- Building high-functioning Business Services teams,
- Providing a single point of contact for employers to improve communication and coordination of service delivery, to continuously develop a skilled workforce, and
- Ensuring greater support for qualified workers who meet employer's needs.

Aligning business services efforts will ensure that workforce investment activities meet the needs of businesses and support economic growth in each area. Enhanced communication, coordination, and collaboration among businesses, economic development, service providers, business team members, and the local workforce development boards will help leverage and align collective resources.

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** 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** gives a tax credit to employers who hire individuals from target groups who have significant barriers to employment;
- **Work Share** provides partial unemployment insurance benefits to workers experiencing reduced hours as requested by an employer seeking to avoid a layoff; and
- The **Senior Community Service Employment Program** (SCSEP), managed in some counties by Experience Works or Easter Seals, 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.

The public workforce system and Business Services Teams work in tandem as Business Navigators to best serve the business needs and the communities we serve, and include populations with barriers to work, including Migrant and Seasonal Farmworkers, unemployment insurance claimants, dislocated workers, youth and customers receiving general assistance such as SNAP benefits.

This service delivery model which focuses on highly trained Business Services Teams has proven very effective in building strong employer relationships, strengthening workforce partnerships, reducing employer recruitment costs, and most importantly helping employers fill their vacancies in a timely manner.

The last four months of PY 2019 saw the WorkSource offices close to in-person traffic as ES staff shifted their duties to support unemployment insurance programs. This, combined with a sharp decline in hiring activity, slowed employer outreach and limited our services to businesses. It also delayed to PY20 expansion of the new service delivery model to two additional regions of the state.

Despite these challenges, staff remained committed to serving employers and looked for creative ways to meet their needs, such as providing services by phone and email, utilizing social media to promote and recruit for jobs (i.e. Facebook, Twitter), leveraging services through a new partnership with LinkedIn and even hosting virtual and drive-thru hiring events.

#### **PY 2019 Business Data**

- Total Business served = 7,443
- Total Staff assisted Job Listings = 3,330
- Self-Referral job listings = 207,167
- Downloaded job listings from National Labor Exchange = 125,172
- Total Staff-Assisted Hires (incl. Wage Cross Match) = 2,621
- Total Self-referral Hires (incl. Wage Cross Match) = 3,333
- Total Staff-Assisted Placement and self-referral Hires = 91,474

### Migrant Seasonal Farm Worker (MSFW) Program

The estimated number of MSFWs in the Oregon agriculture sector was 86,389 according to the June 2018 enumeration study by Mallory Rahe, PHD, Oregon State University Extension Service. Domestic MSFW contacts by the State Workforce Agency (SWA) outreach staff, in combination with 92 H2A job orders, resulted in a total number of over 25,000 contacts during peak season. Those outreach contacts were primarily during the peak harvesting of Oregon's fruits, tree nuts, berries, vegetables, melons, potatoes, and the expanding vineyard industry.

Vigorous outreach services to ensure that MSFWs were afforded and informed on their legal protections and the Complaint System was a high priority throughout PY19, specifically in Oregon's seven significant areas that encompasses the highest concentration of migrant and year-round seasonal farmworkers. Ninety percent of all complaints by MSFWs were Apparent Violations and were resolved at the local level – which satisfied the MSFW complainants, as they often do not have the time it takes enforcement agencies to resolve cases. Ten per cent or less of MSFW complaints were referred to Oregon Legal Aid for MSFWs that reside in the local area and are willing to wait out the slow legal system.

Annual monitoring review of the seven designated significant MSFW offices, Ontario/Eastern Oregon, Hermiston/Central Oregon, The Dalles/Columbia Gorge, Beaverton/ Western Oregon, Woodburn-Salem/Willamette Valley, and Medford in Southern Oregon was completed. All other non-significant SWA field offices were subjected to ongoing reviews of the service delivery and protections to MSFWs on a regular basis, throughout PY19.

### Reemployment Services and Eligibility Assessment Program

In PY19 the Oregon Employment Department continued to operate a statewide Reemployment Services and Eligibility Assessment (RESEA) program. Prior to the COVID-19 pandemic, unemployment insurance claimants identified as most likely to exhaust benefits and all transitioning ex-service members (UCX) were selected to attend an initial RESEA interview and could also be selected for one subsequent RESEA if they remained unemployed for more than five weeks. RESEA interviews include orientation to WIOA services; referral to reemployment services/training; provision of labor market information; development of an individual Reemployment Plan; and assessment of Unemployment Insurance (UI) eligibility, including a review of reported work search activities. Potential issues detected were referred to UI staff. A key component of RESEA is the provision of customized reemployment services to further assist claimants in their job search.

In March 2020, RESEA conversations began to shift to virtual environments, both over the telephone and through video conferencing. By the following month, all conversations occurred virtually as local employment centers were closed to the public. Also beginning in April, Oregon modified selection criteria for RESEA due to the impacts of the COVID-19 pandemic. Claimants who indicated they voluntarily quit or were discharged from their jobs on their initial claim application were included in the new pool for RESEA selection. Many ES staff were shifted to help support UI, so a weekly maximum was set at 200 and the subsequent RESEA conversation was temporarily stopped. This plan was approved by USDOL and allowed Oregon to continue to offer RESEA services to a selection of claimants throughout the duration of the pandemic.

In PY 2019 Oregon completed **39,713** initial and subsequent RESEAs. This includes both UXC and non-UCX claimants.

Oregon will begin ramping up program activity in PY 2020, as state and local COVID-19 guidelines allow.

**Connections with Business Services Team**

Specialized business services staff continued their focus of connecting with claimants after completion of their initial or subsequent RESEA interviews regarding job openings with business customers. Charged with creating deeper, more productive ties between the business community and job seekers, the goal of this team is to produce a more effective, demand-driven model by providing a point of contact for employers and support for qualified workers who meet the workforce needs of the business customer. Utilizing custom job matching and leveraging ongoing business relationships, staff helped claimants interview and ultimately accept job offers, some of which offer annual salaries of more than \$100,000.

**Universal Access****Services to Individuals with Limited Language Proficiency**

OED staff are participating in an Expanding Opportunities technical assistance project to learn more about promising practices and receive technical assistance regarding the implementation of Integrated English Literacy and Civics Education.

The Oregon Employment Department has updated their Language Assistance policy and procedures. While still in review, once finalized it will include clearer directives for managers and staff, including hiring and the use of bilingual staff, telephonic and video interpretation, and translation of vital documents.

To better serve customers with limited English proficiency, or customers who may require ASL interpretation, the Oregon Employment Department finalized a contract for video interpretation services. Five American Job Centers currently use this service, with additional centers projected to come online in PY20. This new tool has significantly improved the agency's ability to communicate with and share information with customers.

The Oregon Employment Department has also integrated the Universal Access Navigator concept to their offices. These staff members, in addition to their regular duties, also provide additional support to customers with disabilities and limited English proficiency.

**Partnerships to Enhance Universal Access**

Increased state-level collaboration with Oregon's WIOA title IV partners is helping to ensure that services to individuals who are visually impaired and individuals seeking vocational rehabilitation are accessible through a variety of formats, in locations across the state.

The Oregon Commission for the Blind (OCB) is now a partner in the WorkSource Oregon Centers, working closely with AJC staff to increase the delivery of services to the Blind and Low Vision community.

Representatives from both OCB and the ODHS Vocational Rehabilitation services (Oregon's WIOA title IV grantees) are charter members of the Workforce System Executive Team (WSET), participating in all system-wide decision-making and strategic planning to ensure the highest levels of access to all of Oregon's WSO Centers (AJCs).

An additional partnership with the Oregon Youth Authority is in the early stages of development.

## V. Additional Promising Practices, Partnerships, and Innovative Approaches

*This section contains examples and highlights of efforts to strengthen and support Oregon's workers and businesses, including work on apprenticeship, sector strategies, and more.*

### 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.

The state agencies whose work intersects with the registered apprenticeship system have been working together to improve the infrastructure around registered apprenticeship since 2015. Registered apprenticeship training is now 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 tools to assist a job seeking customer in navigating the registered apprenticeship system. Apprenticeship connections in WorkSource Centers are primarily focused on how to connect job seekers to registered apprenticeship programs. While this is an important component of offering apprenticeship services in WorkSource Centers, OED will work to increase the registered apprenticeship connections WorkSource can offer to businesses.

In the last year, the OED, HECC, and their partners created more modern outreach materials and better tools to attract businesses. These tools are now live at [www.oregonapprenticeship.org](http://www.oregonapprenticeship.org). The Apprenticeship and Training Division of BOLI also modernized their web presence and created several online tools and a new staffing model to better serve the needs of businesses looking to create Registered Apprenticeship programs, with a goal that by the end of 2020, they will be able to accept all apprenticeship paperwork electronically.

Currently, the agencies are working together to create a strategic plan for the apprenticeship system that prioritizes building partnerships and increasing access to businesses and job seekers. HECC brought in additional funding for apprenticeship by receiving an Apprenticeship State Expansion grant from the Department of Labor. The grant will allow Oregon to expand registered apprenticeship into non-traditional industries and serve 800 apprentices.

More training is needed to promote registered apprenticeship to the business community and help employers access the registered apprenticeship system. OED staff continue to work to integrate registered apprenticeship into business service teams across the state and increase the local connections between Apprenticeship and Training Division and WorkSource staff. WorkSource staff need further training on how to identify an apprenticeable occupation, occupations that are a good fit for registered apprenticeship, and the first steps to register an apprenticeship program. WorkSource Staff will also be asked to increase their connection to existing registered apprenticeship programs by offering to help with their recruitment or retention needs.

There is a large need in Oregon for more publications, resources, and educational materials on registered apprenticeship. The OED is working with BOLI and HECC to develop a training suite for the workforce development system. The agencies are working with a contractor to create multiple explainer videos for job seekers and businesses around registered apprenticeship. The training suite will also include two guides, one on how to create a registered apprenticeship program, and one on how to



maintain a registered apprenticeship program. The creation of these guides and training modules are allowing the agencies to create a shared understanding on how to navigate the registered apprenticeship system, which will result in more transparency for customers. In addition, a new [website](#) was created and is now live. All of the videos and guides will be added to the website once they are completed.

### **Trade Adjustment Assistance (TAA) 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 trade. TAA Program benefits and services include case management services; reemployment services; job search allowances; relocation allowances; retraining benefits including classroom, on-the-job, or apprenticeship training; wage subsidy for workers 50 and older; Health Coverage Tax Credit (HCTC); and income support in the form of Trade Readjustment Allowances (TRA).

### **Connection to the Oregon Workforce System**

The Oregon TAA Program is an active and engaged collaborator with WIOA partners and WorkSource staff. Collaboration occurs in all stages of trade-affected worker service delivery, from petition filing through program exit.

TAA Information Sessions (TAIS) review benefits and services of the TAA Program, TRA deadlines, as well as sector strategies and partner services available in local areas. These sessions are delivered by a coordinated team of TAA, TRA, UI, and partner agency staff. In 2019, TAA and TRA partnered to redesign TAIS content. The TAIS redesign promotes reemployment services engagement, incorporates up-to-date regional labor market data, and clarifies presentation of rules and eligibility details.

TAA staff work closely with Workforce Innovation and Opportunity Act (WIOA) partners, such as Wagner-Peyser, Title I providers, and Local Workforce Boards, to administer employment and training services to trade-affected workers. Oregon TAA is collaborating with HECC/OWI, which administers the Dislocated Worker Program, to identify new opportunities for co-enrollment. Oregon TAA is also working with WIOA data analysts and OED IT staff to receive more frequent and comprehensive co-enrollment data.

### **Program Year 2019 Highlights**

#### ***Strengthening Partnerships***

Collaboration between states is an opportunity to reflect on Oregon's service administration methods, and brainstorm how to adapt existing models to meet the needs of other unique TAA programs. TAA Rhode Island shadowed the Oregon TAA service delivery model and navigator and petition coordinator roles. TAA New Jersey, Connecticut, and Pennsylvania also visited to learn about navigator, Business Services-Trade, and petition coordinator models, and TRA administration. The TAA Petition Coordinator travelled to Montana to provide an in-depth presentation of the petition coordinator role and supporting document research process to USDOL and other states. The Petition Coordinator also led information sessions with TAA program managers from Delaware, Missouri, Rhode Island, and Washington.

#### ***Enhancing Worker Engagement***

Oregon TAA partnered with a vendor to conduct a behavioral project evaluating effectiveness of alternative request for worker list letters and potential benefit and service eligibility notifications. This



study may clarify best practices surrounding customer engagement that can then be shared with other states. Oregon's TAA Case Management Unit also developed Spanish Case Management Training and delivered the training via webinar to TAA Puerto Rico, per the request of the Department of Labor.

### ***Leveraging Technology***

Oregon TAA has partnered with regional business services teams for a one-year pilot program with LinkedIn. 500 premium account vouchers will be issued to TAA participants to maximize their job search. Services include tailored, live webinars, direct communication to company recruiters, and ability to track when participants find new work. TAA staff are using LinkedIn features to promote apprenticeship opportunities, job fairs, and hiring opportunities in collaboration with partners.

### ***Adapting to COVID-19***

Cognizant of social distancing and service delivery, TAA staff pre-recorded a video of the TAIS. The web link to the video is included with their TAIS notice of company certification. This invitation to view the video is followed by an outreach call encouraging participants to watch the TAIS and Rapid Response videos. TAA case managers, during the initial assessment, confirm that the customer watched both videos. Oregon TAA is working on technology and service solutions that offer a live, virtual TAIS to customers.

### **General Fund Investments in Sector Strategies and Work Experience**

HECC's Office of Workforce Investment's (OWI) awarded State General Fund grants to all of Oregon's local WDBs to support Industry Engagement and Work Experience initiatives. These projects are funded over a two-year time frame from July 1, 2019-June 30, 2021. Specific projects are designed to meet local economic needs, with the following statewide summary:

#### **Industry Engagement Grants \$1,615,000 (statewide)**

Local WDBs lead or participate in the convening, supporting, and sustaining of Next Gen Sector Partnerships, and the implementation of the strategies identified by these partnerships. These funds are to implement at least three projects that support the overall strategies. Recognizing the challenges in initiating and sustaining genuine employer-led Sector Partnerships, these funds may also be used to support other forms of industry engagement that do not meet the formal indicators of a Next Gen Sector Partnership, such as training activities, employer outreach, curriculum development, apprenticeship development, and more, provided they meet an industry need. All activities under this grant must be tied to a demonstrated industry need in a target sector identified by the local WDB in their Industry Engagement Plan.

#### **Work Experience Grants \$4,087,132 (statewide)**

The purpose of this Project is to provide resources to assist local WDBs in coordinating and supporting training and work experience activities for eligible participants. Eligible Participants are defined as individuals who are a minimum of 16 years old and who reside or work in Oregon. Local WDBs Initiative Plans must include all of the following information:

- Number of participants to be served
- Estimated cost per participant
- Population(s) to be served
  - Youth (16-24)
  - Job Seekers
  - Employed Individuals
- Which locally identified sector(s) will be served

- How the plan is integrated with local sector strategies
- Budget

Additionally, each participant must meet one or more of the following criteria:

- Persons on public assistance,
- Persons with disabilities,
- Persons with substance abuse issues,
- Reentry/formerly incarcerated persons,
- Persons of color,
- Veterans,
- Persons with educational deficiencies, as defined locally. LWDB must include the local definition, and
- Other populations as defined in the Initiative Plan

#### **COVID-19 Emergency Guidance for WIOA and Layoff Aversion Funding**

As Oregon responded to the global pandemic, state and local initiatives and restrictions were enacted, ranging from restrictions on the hours and occupancy levels of businesses, to “Stay home. Stay Safe.” orders, to the closing of all AJCs across the state. OWI and the WTDB responded by issuing frequent policy updates and other emergency guidance measures in one single source document for easy, consistent reference. This ever-evolving T-I program guidance document can be found [here](#).

To meet the sudden, unexpected, and widespread need of local WDBs facing unprecedented levels of business closures and layoffs in their local areas, Oregon released \$1,100,000 of federal funds with the primary purpose of funding rapid response and layoff aversion activities resulting from the effects of the spread COVID-19 (novel coronavirus). This was the first of several such emergency infusions of additional resources to local areas continuing into PY20, and the original guidance can be found [here](#).

#### **Labor market information activities supported by Wagner-Peyser Act Employment Service section 7(b) funds**

- Job Vacancy surveys – quarterly and annual surveys and reports ([Spring 2020 report](#)); difficult-to-fill analyses
- Wage record analyses – analysis of Unemployment Insurance wage records; minimum wage analysis ([Example of wage record analysis report](#))
- Labor Market Information website development, including data tools for career exploration
- Various articles and special reports published on [Qualityinfo.org](#) including [Report: Turning Point 2020: Oregon's Workforce - From Expansion to Pandemic](#) and [COVID-19 claims dashboard](#)
- Services to local Workforce Development Boards
- High tech industry analysis (High Tech article)

## **VI. Performance**

*Oregon tracks and reports on the required WIOA performance indicators for the Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Employment Service. Additionally, Oregon reports on two Effectiveness in Serving Employers indicators, and conducts Customer Satisfaction and workforce system related surveys and evaluations.*

### Co-enrollment and Common Exit

Customers who access services in Oregon use an electronic customer registration program that collects contact and demographic information, and data regarding the customer's eligibility for WIOA title I or III programs. The streamlined process helps determine if a customer is eligible for more than one WIOA-funded program, facilitating co-enrollment and providing access to the greatest variety of services available.

To align technology and data systems across the one-stop system, Oregon's Workforce and Talent Development Board implements guidance to improve efficiencies in reporting on performance accountability and establishes a common exit policy. This common exit will exit program participants at a common date when the participant has not received any services for 90 days and there are no future services planned from any of the partner programs. This practice will enhance the ability to assess the effectiveness and impact of the workforce system, including the performance of the system in serving individuals facing significant barriers to employment.

In Oregon, local and state data systems record the last date a customer receives a service, and we determine a common exit date across the following programs: WIOA title I Adult, WIOA title I Dislocated Worker; Wagner-Peyser (WIOA title III) Employment Services, and the Trade Act program. Oregon's common exit policy is currently in draft form, awaiting programming changes to Oregon's electronic customer registration system and a review of the policy draft by stakeholder groups. The draft policy is included in Appendix II, and expected to be finalized in early 2021.

### Negotiated and Actual Performance Levels for Title I and III Core Programs

#### Program Year 2018

| Program           | Measure   | Negotiated Rate | Actual Rate |
|-------------------|---|-----------------|-------------|
| Adult             | Employment Q2                                       | 70.5%           | 70.7%       |
| Adult             | Employment Q4                                       | 68.0%           | 71.3%       |
| Adult             | Median Earnings                                     | \$6,000         | \$6,671     |
| Dislocated Worker | Employment Q2                                       | 70.5%           | 72.0%       |
| Dislocated Worker | Employment Q4                                       | 68.0%           | 72.2%       |
| Dislocated Worker | Median Earnings                                     | \$6,000         | \$6,960     |
| Wagner-Peyser     | Employment Q2                                       | 70.5%           | 68.6%       |
| Wagner-Peyser     | Employment Q4                                       | 68.0%           | 69.1%       |
| Wagner-Peyser     | Median Earnings                                     | \$6,000         | \$6,518     |
| Youth             | Employment, Education or Training Placement Rate Q2 | 62.0%           | 64.4%       |
| Youth             | Employment, Education or Training Placement Rate Q4 | 59.0%           | 62.2%       |
| Youth             | Median Earnings                                     | 0               | \$3,604     |

**Program Year 2019**

| Program           | Measure   | Negotiated Rate | Actual Rate |
|-------------------|---|-----------------|-------------|
| Adult             | Employment Q2                                       | 71.0%           | 68.1%       |
| Adult             | Employment Q4                                       | 69.0%           | 68.6%       |
| Adult             | Median Earnings                                     | \$6,100         | \$6,661     |
| Adult             | Credential Attainment Rate                          | 45.0%           | 61.6%       |
| Dislocated Worker | Employment Q2                                       | 71.0%           | 69.2%       |
| Dislocated Worker | Employment Q4                                       | 69.0%           | 69.7%       |
| Dislocated Worker | Median Earnings                                     | \$6,100         | \$6,947     |
| Dislocated Worker | Credential Attainment Rate                          | 45.0%           | 63.8%       |
| Wagner-Peyser     | Employment Q2                                       | 71.0%           | 68.2%       |
| Wagner-Peyser     | Employment Q4                                       | 69.0%           | 69.5%       |
| Wagner-Peyser     | Median Earnings                                     | \$6,100         | \$6,630     |
| Youth             | Employment, Education or Training Placement Rate Q2 | 62.5%           | 61.8%       |
| Youth             | Employment, Education or Training Placement Rate Q4 | 59.0%           | 60.9%       |
| Youth             | Credential Attainment Rate                          | 68.0%           | 55.3%       |

**Effectiveness in Serving Employers**

Oregon continued its two pilot approaches to measure Effectiveness in Serving Employers: *Employer Penetration Rate* and *Repeat Business Customer Rate*. Program Year 2018 and 2019 rates are listed in the tables below. The state also uses a customer satisfaction survey to assess quality of engagement and services to business. The approach used to include survey results are described in the Customer Satisfaction section of this document.

**Program Year 2018**

| Pilot Approaches              | Numerator/Denominator | Rate  |
|-------------------------------|-----------------------|-------|
| Employer Penetration Rate     | 9,747/152,161         | 6.4%  |
| Repeat Business Customer Rate | 6,213/17,428          | 35.6% |

**Program Year 2019**

| Pilot Approaches              | Numerator/Denominator | Rate  |
|-------------------------------|-----------------------|-------|
| Employer Penetration Rate     | 8,487/161,070         | 5.3%  |
| Repeat Business Customer Rate | 5,561/16,262          | 34.2% |

**Employer Penetration Rate (Percentage of establishments using services out of all establishments)**

The total number of business establishments in Oregon increased from previous program year by 6%. The emergency related to pandemic reduced the number of staff providing employer services in the third and fourth quarters of PY 2019.

**Repeat Business Customers (Percentage of repeat employers using services within the previous three years)**

This approach tracks the percentage of employers who receive services that use core program services more than once.

## 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 III 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 two customer groups: (1) Job Seekers, i.e., customers who registered in the WorkSource Oregon Management Information System (WOMIS) during the previous month; and (2) Unemployment Insurance Claimants, i.e., customers who filed an initial claim for Unemployment Insurance benefits during the previous month.

### Customers surveyed and survey response rate PY 2019 (July 2019-June 2020)

| <u>Customer Type</u> | <u>Number Selected</u> | <u>Response Rate</u> |
|----------------------|------------------------|----------------------|
| Businesses           | 4,545                  | 10%                  |
| Individuals          | 139,879*               | 9%                   |

\*Number of individuals surveyed significantly increased between March 2020 and June 2020 because of the increase in initial unemployment insurance claims.

Customers receive email invitation to complete the survey using a web-based survey platform. 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](https://qualityinfo.org) website, available to the public.

### Customer Satisfaction Feedback

Customers can also provide qualitative feedback through comments by answering 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. The customer comments reports, one for individuals and one for business responses, provide management with greater detail about customer experience.

One frequent comment from job seekers was that there weren't enough professional job listings in the state's labor exchange system. Business most frequent comments were that not enough qualified

applicants are applying for their job postings. To address this feedback, business services launched its services on LinkedIn platform to expand the pool of candidates.

## Results

The two key indicators of customer satisfaction performance for both individuals and businesses is *Overall Quality* and *Likely to Recommend* questions, measured as the percentage of survey respondents who rated the quality of services they received as excellent or good.

Individual and business customer satisfaction rate was above 80 percent for most of the year. During the pandemic emergency, customer satisfaction dropped mainly because of the delay in processing unemployment insurance benefits. Unemployment claimants were over-represented during pandemic emergency due to the sharp increase in number of initial claims filed.

### Key customer satisfaction indicators excellent or good responses as a percent of total responses (Three Year Comparison, PY 2017-19)



## Evaluation and Related Research Projects

Oregon's evaluation studies are designed to promote, establish, and implement methods for continuous improvement in the efficiency and effectiveness of the statewide workforce investment system in improving employability for job seekers and competitiveness for employers.

### Reemployment Services and Eligibility Assessment Program

The Reemployment Services and Eligibility Assessment (RESEA) program is both a federal initiative and an important element of the department's strategy to help Unemployment Insurance (UI) benefit claimants become reemployed. Selected claimants are required to meet one-on-one with staff and

complete an initial RESEA interview, including one subsequent REA interview if they continue to claim benefits. In Program Years 2017/18, roughly 70,000 claimants attended an initial RESEA interview with staff.

Three RESEA outcome trends from Program Years 2017/18 were recently examined: average claim duration per participant, percent of participants reemployed within four quarters after selection, and average weeks to reemployment (this measure is based on a sample of approximately 3% of the participants).

All three measures demonstrated positive outcome trends. The average claim duration per participant was under 13 weeks; the percent of participants reemployed within four quarters after selection was around 80%; and the average weeks to reemployment was typically under 15. The outcomes match economic growth and record low unemployment numbers in Oregon during the reported period. In short, assessment of the RESEA program shows that it has been effective in helping speed claimants return to work and in preventing and detecting UI overpayments.

The RESEA program plans to improve the average weeks to reemployment measure by using New-Hire Report in the future, hopefully by the end of Program Year 2020. Using data from New-Hire Report will increase sample size and eliminate selection bias for this measure.

#### **The Effects of Changing Oregon's Co-enrollment Practices (WIOA T-I and T-III Programs)**

In July 2019, Oregon changed a process that had been in place for more than five years by discontinuing its procedure for automatically co-enrolling customers in both Wagner-Peyser and WIOA title I Adult and Dislocated Worker programs at the point they engaged in receiving any WSO services.

Effective July 1, 2109, eligible participants became co-enrolled in both Title III and Title I programs when they receive the first qualifying Title I service, presuming they have already received at least one T-III service, and vice-versa. This change will significantly lower the number of customers co-enrolled in Titles I and III for Program Year 2019 and beyond, when compared to previous program years.

The Office of Workforce Investments (OWI) began an "informal" evaluation process of the effects of these changes on T-I and T-III programs by examining program participation rates, performance outcomes, and other data, with the intent of conducting a more formal evaluation as trend data was collected. With the advent of COVID-19 – resulting in Oregon closing all its AJCs, temporarily preventing the automatic program exit of Title I program participants who were unable to receive direct services, etc. – PY19 (and PY20) data will be "artificially" skewed to the point where OWI may have to abandon, or least postpone, these evaluation efforts. When Oregon does move forward with further evaluations of the effects of co-enrollment practices – or the effects of COVID-19 – on program participation and outcomes, it will be in collaboration with State agencies and local workforce development boards.

Additionally, Oregon has volunteered as a pilot state participating in the Department of Labor Data Integrity Technical Assistance related to analysis of quarterly report information.

## **VII. Data Validation**

For Title I programs, Oregon runs two validation reports on locally submitted data, immediately after loading it into the state management information system. One is a summary and the other is a list of every validation error. Critical errors – which would trigger a reject when submitted to DOL – are sent



back to the sender for correction. When Oregon's data fails a DOL validation check, state and local IT staff work to correct it.

Oregon WIOA title III validates a sample of records prior to submitting to U.S. DOL. If the data fails a DOL validation check, state analysts, field, and IT staff work to correct it. Starting in PY 2019, WIOA title III, implemented additional data validation steps using WIOA Quarterly Report Analysis (QRA). After reviewing error records using QRA, Title III identified partner communication and system issues that caused Oregon error rate to be above the national average for several measures. The work is in progress to reduce error rate below the national average by addressing identified system issues.

During Oregon's yearly onsite monitoring visits of our WIOA title I subrecipients, monitoring teams review participant data, case notes, and financial documents to compare with electronic data entry. A comprehensive random sampling methodology and procedures for source documentation review of participant files is being established, and will be included in the state's monitoring system to ensure that data is tested on a consistent, standardized basis. These practices will also ensure the timely resolution of any data anomalies, and will ensure reporting accuracy.

These data validation requirements are included in Oregon's WIOA title I Monitoring System Policy. A draft copy is attached (Appendix II) and we expect final authorization of the policy in early 2021.

## **VIII. Waivers**

Oregon had one waiver granted by the Department of Labor in place for PY 2019.

- Waiver of the obligation of eligible training providers (ETPs) to report performance data on all students in a training program at WIOA Sections 116(d)(4)(A) and 122 and 20 CFR 677.230(a)(4) and (5) and 20 CFR 680.

Oregon's request to waive the obligation of ETPs to report performance data on all students in a training program was approved through June 30, 2021. Oregon will continue to collect and report data for all WIOA-funded participants in accordance with all statutory and regulatory requirements.

Oregon's use of this waiver through PY 20 will give the State time to analyze ETP-related data needs and develop a strategy to meet these data collection needs. If resources allow, and the data is available through other sources, Oregon will conduct supplemental analysis on the performance/outcomes of non-WIOA participants in programs on Oregon's ETP list. For more detail on the challenges Oregon is experiencing related to ETP data, see section IX, below.

Additionally, Oregon requested, and received approval for, one waiver for PY 2020:

- Waiver associated with the requirement at WIOA Section 129(a)(4)(A) and 20 CFR 681.410 that the State and local areas expend 75 percent of Governor's reserve youth funds and local formula youth funds on out-of-school youth (OSY).

## **IX. Challenges**

### **Eligible Training Provider List**

Oregon continues to experience challenges managing its eligible training provider (ETP) list, including the related required performance reporting for programs on the list. Currently, Oregon's ETP list and



program/provider eligibility determinations are managed through manual, staff-intensive processes, creating a greater likelihood for errors (due to manual data entry) and challenges in identifying which Eligible Training Provider (ETP) program a WIOA participant is enrolled in. Because Oregon's ETP list is an Excel spreadsheet with no unique ID associated with each program, the local areas have no way to transmit this information to the state. Currently they send the name of the provider with many different spelling variations. Since all fields of the ETP list are subject to the same potential discrepancies, an inordinate amount of manual matching/correction is required.

Likewise, Oregon's ETP Performance Reports suffer from these excessive manual process and increased likelihood of errors. Compounding the issue for performance reporting, student outcome data in Oregon is stored in, and must be extracted from, different data system depending on whether the ETP program was delivered at a community college, a university, through private post-secondary institutions, etc. Each of the management information systems (MIS) uses different identifiers and data structures – resulting in *additional* need to manually convert and match multiple data elements to meet the federal reporting structure.

Oregon developed a business case proposal to build or buy a more automated and robust ETP management solution. However, changes to State-mandated IT procurement process have repeatedly delayed the HECC's efforts. Due to the expected cost and scope of overhauling ETP-related systems, the HECC is required to follow Oregon's "Stage Gate" process (details [here](#)). Oregon's draft ETPL Business case document is in the final stages of revision and is scheduled to be submitted to the Oregon State Chief Information Officer (OSCIO) via the Enterprise Information Services (EIS) office.

Oregon's projected timeline, aligned with the Stage Gate process is:

- Submit Business Case to EIS by Nov 16, 2020
- Receive Stage Gate 1 approval (approx. Dec 1, 2020)
- Prepare for RFP while completing necessary project documentation for Stage Gate 2 (approx. 3-4 weeks)
- Publish RFP directly after Stage Gate 2 approval (beginning of January)

The rest of the timeline will be dependent upon the successful selection of an implementation vendor and their efforts. Oregon's goal is that this project will be complete before the end of June 2021.

### **MOU/IFA Implementation**

In PY 19-20, a significant state effort was initiated to revise and update MOU, IFA, and cost sharing policy, practice, and agreement templates that included local workforce development boards, the HECC Office of Workforce Investments, and the Oregon Employment Department and others. The unexpected priorities of the COVID-19 pandemic delayed that effort to PY 20-21. The expected timeline is:

- January – February 2021: Draft policy that is completely revised and updated and a new approved IFA and cost sharing agreement template available for review and comment.
- March 2021: New policy and resources issued including a new web resource for MOUs and IFAs.
- March – June 2021 – Technical assistance provided to assist with local workforce development board negotiations for PY21 where needed or requested.

The challenges expressed in the PY 19 Annual Report remain including:

- Local determinations of career services costs that are allowable, reasonable, necessary, and allocable to each program partner and the proportionate benefit received by each partner in each WSO Center;
- Differing availability of some budget, service, and performance data among partners creating inconsistencies in data between partners (e.g. the inclusion of indirect cost among some but not all partners); and
- Clear and consistent communication through the IFA process.

Each of these challenges will be specifically addressed by the new policy and resource for PY 21.

#### **The COVID-19 Aftermath and Beyond**

From the final quarter of PY 2019 through the time of this writing, all of Oregon's WSO Centers (AJCs) have been physically closed to walk-in customers and participants – and are scheduled to remain so, at least through the second quarter of PY 2020. Workforce partners are exploring innovative approaches to service delivery in this ultra-challenging environment, and working on center-specific solutions in their local areas and with the State-level Workforce System Executive Team (WSET) that meet the needs of their communities, while adhering to health and safety guidance from the Centers for Disease Control and Prevention, the Oregon Health Authority, and Oregon's Governor, including:

- Face coverings and hand sanitizer have been widely distributed and will be made available for both employees and the general public as long as State guidance requires.
- Some WSO Centers are piloting in-person service delivery on an appointment basis, allowing time for sanitation of the space between customers.
- All WSO Centers are working with facilities experts to install plexi-glass partitions, limit occupancy, and introduce other safety/building cleaning protocols.

PY 2020 will undoubtedly bring additional challenges – and Oregonians will find creative ways to overcome them.

## Appendices

### Appendix I – Oregon’s Workforce Partners

#### **Higher Education Coordinating Commission (HECC) Agency**

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), which administers WIOA title I funded and other state funded programs and initiatives.

- 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.

#### **Oregon Employment Department (OED)**

The Employment Department strives to promote employment of Oregonians through developing a diversified, multi-skilled workforce, and providing support during periods of unemployment. Through 47 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, Trade Act, and MSFW programs.
- Holding the workforce system accountable for results to ensure Oregonians develop the skills they need to sustain rewarding careers and businesses have the talent they need to be competitive.

#### **The Role of the State in the Workforce Development System – Oregon’s 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

### **Workforce System Executive Team**

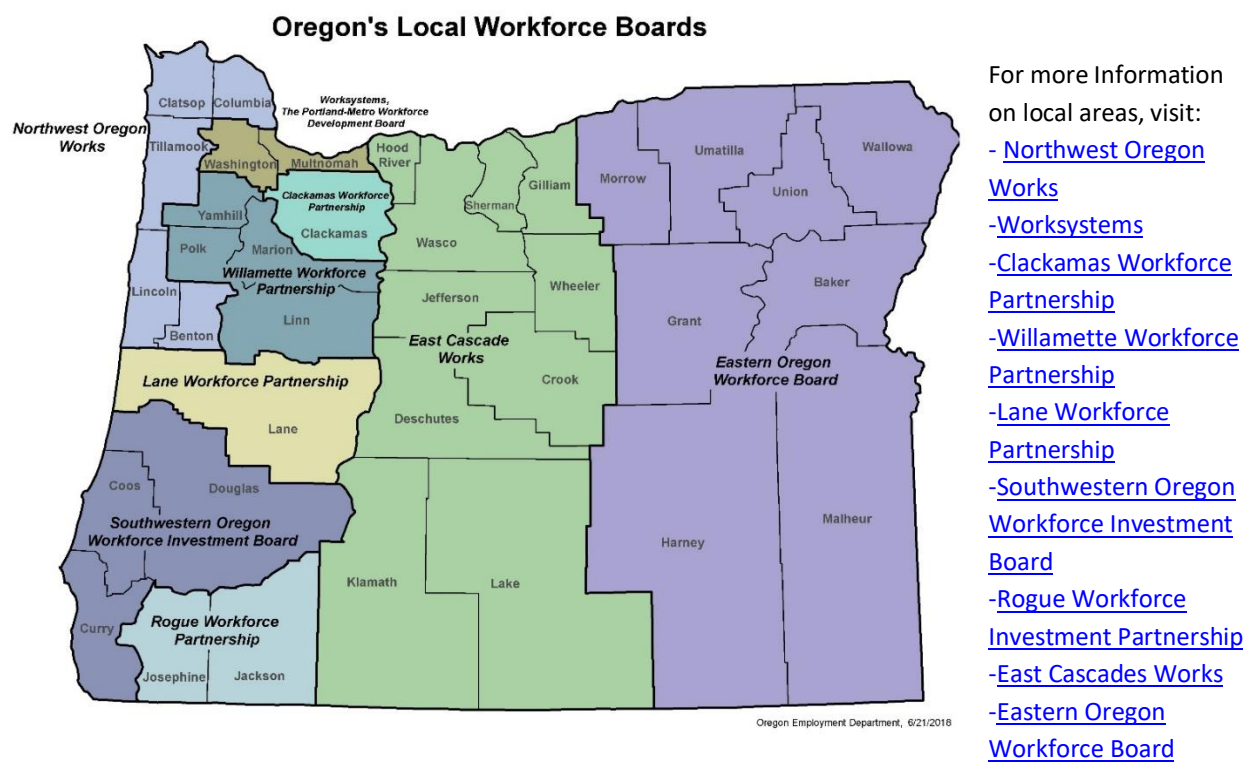
The Workforce System Executive Team (WSET) supports the Workforce Cabinet, WTDB, and other workforce partners to implement a vision for our workforce system that aligns workforce development, education, and economic development, and takes a cross-sector, collaborative approach to the implementation of the Workforce Innovation and Opportunity Act (WIOA). Composed of representatives from all WIOA Title and local WDBs, the WSET is responsible for:

- Working collaboratively to achieve Governor, WTDB, and Cabinet goals and priorities by jointly planning, developing, aligning, and investing in the most effective and efficient strategies, programs, and initiatives.
- Meeting the WIOA emphasis on coordination and alignment of workforce development services, through provisions such as a required Unified State Plan for core programs and a common set of performance indicators across most programs authorized by WIOA.
- Providing robust, validated data to inform strategy, operations, evaluation, and continuous improvement.
- Holding the workforce system accountable through performance measures, system goals, and strategies that are valuable, relevant, and evaluated regularly – including those focused on priority populations and the WTDB Equity Lens.
- Committing agency staff for cross agency project work and alignment priorities.
- Supporting local integrated service delivery, providing consistent guidance across the state and coordinating with the Oregon Workforce Partnership on statewide work.
- Building and continuously improving the workforce system by expanding partnerships, testing innovation (pilots), seeking innovation funding, and scaling and replicating best practices.
- Approving workforce system policies, including operational standards for service delivery.
- Resolving conflicts among partners.

### **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.



## 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.

Where there is statewide impact, OWP works in alignment with the Governor's priorities, including Future Ready Oregon.

## Appendix II – Common Exit and T-I Monitoring System Policies (incl. Data Validation)



State of Oregon Workforce Programs

| Workforce Talent and Development Board<br>Policy |                       |            |
|--|-----------------------|------------|
| Subject: Common Exit                             |                       |            |
| Number/Reference: <i>N/A</i>                     | Effective Date: DRAFT | Revision # |

**Purpose**

To establish the state policy regarding common exit standards for the Workforce Innovation and Opportunity Act (WIOA) programs.

**Policy**

To align technology and data systems across Oregon's one-stop delivery system and improve efficiencies in reporting on performance accountability, a common exit standard is established.

A common exit occurs when a participant, enrolled in multiple partner programs, has not received services from any Department of Labor (DOL) administered program in which the participant is enrolled, to which the common exit policy applies, for at least 90 days, and no future services are planned.

State data systems will apply the common exit standard for Adult, dislocated worker, youth, Wagner-Peyser, and Trade Act program participant records.

This practice ensures that program participants are exited when all the criteria for exit are met.

**References**

WIOA Public Law 113-128

20 CFR Part 677

Training Employment Guidance Letter WIOA No. 10-16, Change 1

| WIOA Title I Policy Draft                               |   |
|---|---|
| Monitoring System                                       |   |
| First Draft: <a href="#">[ ]</a>                        | First Draft Comment Due: <a href="#">[ ]</a>  |
| Draft Finalized for Public Comment: <a href="#">[ ]</a> | 30 Day Comment Period: <a href="#">[ to ]</a> |
| Final Policy to Template: <a href="#">[ ]</a>           | Final Policy Posted: <a href="#">[ ]</a>      |

### Overview

The Workforce Innovation and Opportunity Act (WIOA) Final Regulations direct the Higher Education Coordinating Commission Office of Workforce Investments (OWI) to prescribe standards to be used for monitoring of funds awarded through Title I of WIOA.

### Policy Statement

This policy provides standards that must be addressed and satisfied by OWI's oversight and monitoring of local workforce boards, and provides standards and requirements for local workforce boards, in partnership with the chief elected official for the local area, to conduct oversight of youth workforce activities, adult and dislocated worker employment and training activities, and the entire one-stop delivery system in the local area.

### Effective Date

July 1, 2020

### Required Action

OWI will conduct regular oversight and monitoring of subrecipients and contractors providing WIOA Title I programs in order to determine:

- that expenditures have been made against the proper cost categories and within cost limitations
- whether there is compliance with other provisions of WIOA and the WIOA regulations and other applicable laws and regulations
- that there is demonstrated compliance with 2 CFR Part 200, and
- that there is demonstrated compliance with the nondiscrimination, disability, and equal opportunity requirements of WIOA.

OWI's system provides for annual on-site monitoring reviews of each local area's compliance with 2 CFR Part 200, and ensures that established policies to achieve program performance and outcomes meet objective of WIOA title I and WIOA regulations. The monitoring system determines if entities have demonstrated substantial compliance with WIOA requirements, and determines whether a local plan will be disapproved for failure to make acceptable progress in addressing any identified deficiencies. The system tests components of the local board's monitoring to ensure compliance with non-discrimination, disability, and equal opportunity requirements of Section 188, including Assistive Technology Act.

OWI's system requires prompt corrective action be taken if any substantial violation of standards is found, and will impose sanctions in the event of a subrecipient's failure to take required corrective action.

OWI is responsible for resolving subrecipient level findings from monitoring reviews, investigations, other Federal monitoring reviews, and audits of subrecipients awarded WIOA title I [funds](#).

### Data Validation

Data element validation is incorporated into the state's monitoring system, and methodologies will be established and written procedures for conducting review will also be established, aligning with current DOL



| WIOA Title I Policy Draft               |                               |
|---|-------------------------------|
| Monitoring System                       |                               |
| First Draft: [ ]                        | First Draft Comment Due: [ ]  |
| Draft Finalized for Public Comment: [ ] | 30 Day Comment Period: [ to ] |
| Final Policy to Template: [ ]           | Final Policy Posted: [ ]      |

and state-level guidance (e.g. elements to be validated, allowable values, source documentation requirements, etc.). Regular data integrity reviews will be conducted quarterly, and missing data or anomalies will be addressed and resolved. [Oregon will conduct regular assessments of the effectiveness of the data validation process and revise this policy and related procedures as needed.]

Local boards must establish standards for subrecipient monitoring to include managing, conducting and reporting the regular oversight of subrecipients and contractors providing WIOA title I programs, and determining that expenditures have been made against the proper cost categories and within cost limitations. The local board's monitoring must also determine whether there is compliance with other provisions of WIOA and the WIOA regulations and other applicable laws and regulations. Compliance with 2 CFR Part 200 must also be ensured, and there must be demonstration of compliance with the nondiscrimination, disability, and equal opportunity requirements of WIOA.

The local board's monitoring reports must be provided to the local board, the chief local elected officials, and OWI, along with annual programmatic and accessibility reports conducted to ensure that programs and offices are compliant with EO/ADAs standards.

#### Contact

Questions are to be referred to [hecc.owi-workforce-policy@hecc.oregon.gov](mailto:hecc.owi-workforce-policy@hecc.oregon.gov)

#### Attachments

#### References

#### Legend

**First Draft:** Date that the first draft was sent to the OWI Programs Team and the OWP Compliance Workgroup for review and comment.

**First Draft Comment Due:** Date that staff/workgroup comments are to be returned to the HECC\_OWI email inbox. Comments are always to be returned within \_\_\_\_ days of the First Draft Date.

**Draft Finalized for Public Comment:** Date that policy is ready to be posted for public comment.

**30 Day Comment Period:** The start and end dates for the public comment; cannot be less than 30 calendar days.

**Final Policy to Template:** Date that the policy is finalized and moved to the Policy template for posting. Means that all the comments were reviewed, and action determined and taken as appropriate.

**Final Policy Posted:** Date that the policy was put on the State website.



## Appendix III – Customer Satisfaction Survey Questions

| Individuals  | Businesses  |
|--|---|
| <ul style="list-style-type: none"> <li>How do you rate your first impression of the workforce system provider that served you?</li> <li>Do you feel the services provided helped (or will help) you find a job?</li> <li>If one of your best friends were looking for a job in the future, how likely would you be to recommend our services?</li> </ul> | <ul style="list-style-type: none"> <li>As a result of the services you received, did you hire one or more new employee(s)?</li> <li>How satisfied were you with the person(s) you hired?</li> <li>If you have job openings in the future, how likely is it that you would list your job openings with us?</li> <li>How likely would you be to recommend our services to your fellow business owners?</li> </ul> |

**Legislative Key Performance Measures**

(Asked of Individuals and Businesses)

- How do you rate the timeliness of the services provided by Oregon's workforce system?
- How do you rate our ability to provide services correctly the first time?
- How do you rate the helpfulness of staff?
- How do you rate the knowledge and expertise of staff?
- How do you rate the availability of information?
- How do you rate the overall quality of the services provided?

**Customer Comments**

(Asked of Individuals and Businesses)

- If you were in charge of the Employment Department, what one thing would you change or add?
- Could we have done anything to better help you? If so, please list your idea(s) in the space provided:

## Appendix IV – Veterans Data

## Veterans Served PY2017, 2018, 2019 (July-June)

| Measure   | PY2017 | PY2018 | PY2019 |
|---|--------|--------|--------|
| Veterans that were active during PY (individuals)         | 15,216 | 15,908 | 20,071 |
| New registrations (individuals)                           | 5,178  | 6,968  | 9,263  |
| Number of Intensive services to Vets (services)           | 7,316  | 7,105  | 5,718  |
| Number of Vets receiving Intensive Services (individuals) | 1,964  | 1,633  | 1,048  |

| Veteran Intensive Services           | PY2017       | PY2018       | PY2019       |
|--------------------------------------|--------------|--------------|--------------|
| CAREER COUNSELING                    | 2,199        | 2,005        | 1,577        |
| COUNSELING/VOCATIONAL GUIDANCE       | 2,048        | 1,970        | 1,887        |
| IEP/IDP                              | 867          | 1,107        | 704          |
| IN-DEPTH INTERVIEWING AND EVALUATION | 2,193        | 2,018        | 1,547        |
| TAP WORKSHOP                         | 9            | 5            | 5            |
| <b>Grand Total</b>                   | <b>7,316</b> | <b>7,105</b> | <b>5,720</b> |

Program Year 2018 (<https://www.dol.gov/agencies/vets/vetoutcomes>)

| Program | Measure         | Negotiated Rate | Actual Rate |
|---------|-----------------|-----------------|-------------|
| JVSG    | Employment Q2   | 62%             | 56.0%       |
| JVSG    | Employment Q4   | 64%             | 55%         |
| JVSG    | Median Earnings | \$6,400         | \$6,296     |

## Program Year 2019

| Program | Measure         | Negotiated Rate | Actual Rate |
|---------|-----------------|-----------------|-------------|
| JVSG    | Employment Q2   | 51.7%           | 53.2%       |
| JVSG    | Employment Q4   | 48.6%           | 54.2%       |
| JVSG    | Median Earnings | \$6,400         | \$6,391     |

## Appendix V – Success Stories

### **Apprenticeship**

The Allied Health Worker Medical Assistant Apprenticeship Coordinator maintained monthly contact with an apprentice who had been laid off and lost her housing. She moved to Douglas County and secured employment with a new employer in Douglas County. The Coordinator reached out to the new employer to register them as a training agent so that she could complete her apprenticeship hours, secure stable housing for herself and her children, and complete her related training now that she has internet at home. She overcame multiple barriers, including a lengthy commute to work, homelessness, and loss of employment. She is over 75% done with requirements and anticipates completion before year end.

### **Employment Services and Unemployment Insurance (ES/UI)**

Oregon launched an agency-wide ES/UI connectivity training in PY 2019. This training was co-facilitated by ES and UI trainers and each session had staff and management representatives from different ES and UI sections. The sessions allowed staff to understand what connectivity means, how individual roles connect to other divisions, and helped to support a meaningful customer experience for both claimants and employers. Feedback was overwhelmingly positive throughout the agency and there are plans underway to offer a related training biannually.

Oregon received additional funding from the USDOL to offer the Rethinking Job Search (Rethinking) program to a selection of RESEA participants. Rethinking was a pilot project funded by a Workforce Innovation Fund grant from the USDOL that operated from January 2015 to September 2018 in 10 Oregon counties. The program sought to boost claimants' confidence in their ability to quickly be reemployed by offering an intensive educational workshop that used cognitive-behavioral techniques (CBT) to enhance motivation and self-efficacy in job-search activities. Outcomes analysis results suggest this program is effective in improving employment outcomes and reducing the use of UI benefits. Planning for this project began in January, but roll-out was delayed due to the pandemic, Completion of this project will occur in PY20.

A local WorkSource Center began a pilot project in December to engage customers in beginning their registration process prior to visiting the local office. Staff began to call claimants the day after an initial claim was filed to discuss registration requirements that can be completed at home. The goal of this pilot is to help claimants connect with services and complete their registration early in their claim process and minimize common misunderstandings claimants often have. **This pilot was suspended in March 2020 due to the pandemic.**

### **Trade Act**

**David** - When Symantec closed the department David had worked in for six years he got excited thinking about how he would use his TAA benefits. David has been passionate about art most of his life and he wanted to find a trade that allowed for creative expression. David decided to use his TAA training benefits to pursue training as a Tattoo Artist. David researched schools in the area finally choosing Lifetime Tattoo School for training. He applied for the school and nervously provided samples of his artwork for consideration as a potential student. When David heard he was accepted to the school he was thrilled he would be able to start working towards his dream goal.

David completed his training on time passing his licensing exam in mid-January. The final progress report from the school stated: "David has been doing extremely well in the program and we are very excited

for him to finish up so he can go to work.” He was hired by Lifetime’s Tattoo shop starting work February 1, 2019. His wage is \$100/hr. David said he could not be happier with his new career!

David emailed his case manager, stating that tattooing is a challenging yet rewarding trade where there is always something new to learn. He thanked Trade Act and his case manager for helping make his dream come true.

**Jason** - "In August 2019 I was laid off from my software engineering job with Symantec in Springfield, Oregon. The State of Oregon Employment Department let me know I qualified for Trade Act support. Under the auspices of this federal act they helped me identify a training program to help me move in a more security direction. They paid for the program and after attending I was able to sit for and receive two different certifications which made me a much more attractive candidate for the types of jobs I was looking for.

Today I accepted a job with Amazon Web Services as a Security Engineer. Not only is this more interesting work for me but I am slated to make 169% of my salary at Symantec. The TAA Case Manager and Navigator were very helpful in explaining what I was eligible for and how to access those benefits. I greatly appreciate their patience with my questions. My higher income will result in greater income tax collection for the state making the whole process cost effective whereas without Trade Act and the Employment Department I would almost certainly have ended up in a less lucrative and less fulfilling position.

I absolutely think this program has been of great value in my case to both me and the state of Oregon and I wholeheartedly encourage its continuation. Thank you.”

### **Veterans Programs**

**Mike** was released from incarceration September 2019 and assigned to post-prison supervision. The DVOP enrolled Mike into DVOP Case Management that month due to multiple significant barriers to employment. The DVOP facilitated referrals to supportive community services and helped Dave open a savings account and obtain rental assistance. The DVOP helped connect Mike with the Human Resource representative of a local food processing company. Following the application process that included a site visit, Mike was hired as a forklift operator. In a subsequent follow-up with the DVOP in November, Mike reported that he had secured a better job with a trucking repair shop as a Tire Technician that paid \$14.00/hour while in the shop, and \$16.00/hour while on maintenance call-ups.

**Joaquin** is a four-year Marine Corps Veteran. The local DVOP met with and entered Joaquin into DVOP Case Management in January 2020. The veteran was experiencing homelessness and had a justice involved record. The DVOP provided one-on-one coaching on interviewing techniques, employment searches, resume writing, and finding employment with a justice involved record. The DVOP also referred Joaquin to the Homeless Veterans’ Reintegration Program (HVRP) and the Josephine County Veterans Service Officer’s (VSO) office. With excellent collaborative case management with HVRP staff and multiple shared meetings, Joaquin successfully gained full-time employment in May 2020 as an Assistant Operator inspecting train rails for flaws. The position paid \$17.00/hour with full benefits and lodging provided.

**Margarito**, a Vietnam Era veteran, stated he could not get a job because, he believed, employers thought he was too old. The DVOP helped Margarito set up a first time email account, adjust his cell phone to receive text messages, and navigate online job boards. Within 15 minutes of completing a

couple of online applications, Margarito received a video interview invitation. With DVOP assistance, Margarito learned how to operate the computer and camera, and participated in the video interview. A few days later he was hired.

**Michael** was recently released from incarceration and remained under probation restrictions. Through a concerted team effort that included two DVOPs, WorkSource Oregon staff members, and Veterans' Reintegration Program (HVRP) staff, Michael received help in resume preparation, interview clothing assistance and job search skill development. As a result, Michael found a new employer who appreciated his technical skills and employed him as a Shop Mechanic at \$24.75/hour, with health benefits for him and his family.

**Lincoln**, a service-connected disabled veteran with COPD, was laid off from his job and was interested in finding a different career that was physically less strenuous. The DVOP discussed the possibility of U.S. Department of Veterans Affairs Vocational Rehabilitation Program (Chapter 31) and State of Oregon Vocational Rehabilitation services. The DVOP assisted Lincoln with the Chapter 31 application, and provided him with the questionnaire for State Vocational Rehabilitation services. Following reemployment services that included help preparing a resume, Lincoln obtained employment as a Service Manager at \$21.50/hour.

### **Central Oregon**

An especially important practice adopted by the LVERs is to present businesses with a JVSG Employer Recognition Challenge Coin to say "Thank you" for their support of our veterans. Most employers don't understand the importance or the meaning of such a coin, and once the LVER explains the history they are excited to have been given one. In many cases, a framed "Certificate of Appreciation" is presented alongside the challenge coin and commonly the two are proudly displayed in a retail or office space.

The certificates are printed on paper that is made from military uniforms. The uniform fabric is carefully prepared, soaked and shredded until it can be screened and pressed into sheets. The "deckle edge" is exposed in the frame to reveal a hallmark feature of handmade paper.

*Recognition and gratitude goes 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.*

If you have questions regarding this report's content please contact:

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To conserve resources and be more environmentally friendly, this report was originally published in an electronic-only format.