WORK SESSION   MINUTES   Commissioners' Office Conference Room
August 30, 2012   9:00 a.m.

PRESENT: Commissioners Leslie Lewis, Kathy George, and Mary Stern

STAFF: None.

Guests: Pat Grose, Job Growers, Inc.

TOPIC: Oregon's Workforce Development Strategic Plan 2012-2022

Commissioner Lewis called the work session to order at 9:00 a.m.

Pat Grose presented the 2012-2022 Strategic Plan and stated that it is a result of the governor's desire to transform the workforce system into a more integrated system that promotes agencies and organizations working more closely together, with the intention of leveraging resources, minimizing duplication, and addressing the needs of businesses and job seekers. She invited the commissioners to review the plan and submit input.

She also discussed Job Growers' key strategies and goals for 2012-14 and shared handouts about sector strategies, work ready communities, and system innovation (see attachments).

Pat stated that the biggest problem in the workplace today is drug abuse. Mary noted that there are people with criminal records who are successfully undergoing treatment, but employers are not willing or able to hire them. The Board discussed the need for reform in the areas of workers comp and unemployment. Leslie stated that when people reach the point where they can't go back to their jobs because of disabilities, they need to be connected with programs that can help them get into other kinds of jobs.

After further discussion, Kathy stated that it is important for information to travel both ways, and the county and others who are closer to the employers and employees should be able to give information back to the state.

The meeting adjourned at 9:58 a.m.

<u>Anne Britt</u>
Secretary

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Job Growers Incorporated Key Strategies and Goals for 2012-2014

Key Strategy #1: Promote business retention, expansion, and recruitment.

Goal 1: Create standard operating procedures to integrate economic development, education, and training in all three counties.

Goal 2: Leverage consortia resources that are utilized by employers to maintain and support economic development.

Goal 3: Target new consortia involvement to include the diversity of industry sectors, such as Agriculture, Hospitality and Tourism, and Government in region 3.

Key Strategy #2: Focus on developing transferrable skills and competencies that lead to self-sustaining employment.

Goal 1: Increase skill development opportunities that promote career advancement for individuals including underserved populations such as the prison reentry population.

Goal 2: In partnership with employers get the right people with the right skills for the right job.

Goal 3: Expand collaboration to all business sectors to reflect employment demand in region 3.

Key Strategy #3: Facilitate pathways to youth employability.

Goal 1: Use current industry/occupational data and labor market needs to determine employability pathways.

Goal 2: Prioritize services for specific at-risk populations.

Goal 3: Assist youth in attaining post-secondary credentials.

Goal 4: Continue to target youth in the rural areas of our three counties.

Goal 5: Lead efforts to educate and build awareness within the community on how to create youth work opportunities.

Key Strategy #4: Align Job Growers organization to meet the key strategies.

Goal 1: Develop partnerships and leverage resources available to meet the needs in all three counties.

Goal 2: Identify and develop internal processes/models to strengthen service/program delivery.

Goal 3: Identify and develop performance management processes/models to lead staff toward goal attainment.

Goal 4: Recruit Board membership and subcommittee membership to represent regional diversity.

SECTOR STRATEGY

DEFINITION
A sector strategy is an employment strategy that helps workers find, keep and advance in good-paying jobs while improving the regional economy by addressing labor market and skill needs (Aspen Institute).

JOB GROWERS INCORPORATED BOARD GUIDANCE: Design and implement a job-training strategy that provides people with the essential broad and transferable occupational skills needed to gain self-sustaining employment in many regional industries.

RATIONALE FOR PREFERRED RECOMMENDATION
- It aligns well with Job Growers Key Strategies.
- People who learn broad transferable occupational skills will have the ability to find and retain self-sustaining employment in many regional industries. Employers will have a supply of skilled workers.
- The economic downturn and rapidly changing technology make it difficult to predict future job growth and target specific industries.
- An industry-based approach leaves out the employment needs of many regional employers.

BACKGROUND
How sector strategies link to Job Growers Incorporated Key Strategies:
- Job Growers' Key Strategy #1: Promote business retention, expansion and recruitment - This includes extensive employer involvement, which is also important to a sector strategy.
- Job Growers' Key Strategy #2: Focus on developing transferable skills and competencies that lead to self-sustaining employment - This is important to a sector strategy.
- Job Growers' Key Strategy #3: Facilitate pathways to youth employability - Employability pathways will be framed by Job Growers' sector approach.

PROBLEM
How can Job Growers work to develop transferable skills and competencies that lead jobseekers to self-sustaining employment?

Job Growers is currently promoting two pathways to employment. The first involves engaging jobseekers in career exploration, and enrollment in formal vocational training leading to certification and/or an associate degree. The second pathway for those who do not choose vocational training is intensive job search, which involves workshop attendance and participation in Job Club. The third path proposed here is to make available broad-based skill packages based on occupational groups already targeted in Job Growers' preferred occupations list. These groups of skill-based learning will be available in a flexible and self-paced delivery design and will serve a broad range of jobseekers who are not able to go on to formal vocational training. This skill-based approach also complements and can be an addition to the skill-based training employed in Job Growers sponsored industry consortia.

The preferred occupations list is a list of approximately 116 entry-level occupations (out of 500 in the region) that have a sufficient number of job openings over the next ten years and pay a good wage or are a first step on a career path to a good wage. These 116 occupations group into three occupational skill sectors: Office skills and computer software skills; manufacturing/STEM/green jobs related skills; and health care.

Occupational Skill Sector - Office, Administrative and Computer Software
These occupational skills are needed by all industries in the region. In fact, the private sector industry employing the largest number of office clerks in the region is the construction industry. These occupations currently employ nearly 29,000 workers (16 percent of all openings) and the sector is the second largest occupational group in the region second only to services. Most of the occupations will grow by slightly more than the average growth rate and will have more than 11,000 job openings over the next ten years in the region.

Additional evidence for demand for these office and computer skills is the fact that Salem is home to the administrative offices of many state agencies. The state of Oregon job title with the largest number of positions (according to the Department of Administrative Services) is Office Specialist 2, nearly 2,000 positions. Private sector demand is currently healthy as well. In 2011, OED job listings had 862 job openings for all types of clerical and administrative positions. Nearly all the 53 occupational titles in this group pay median wages of at least $13 an hour. Acquiring these skills will allow a jobseeker to be competitive for many of the entry-level jobs in these occupations, which in turn are pathways to occupations higher on the skill and pay ladder.

The skills training for this occupational group will consist of essential skills and skills common to the occupations in this group, such as computer software, customer service, basic math, cashiering skills, etc. They will be offered in as flexible a manner as possible in the WorkSource Centers and will have a defined curriculum. Acquiring these skills will allow jobseekers to apply for a variety of private sector and public sector jobs.

Occupational Skill Sector - Manufacturing/STEM/Green Jobs Related Skills
Learning the skill sets associated with Manufacturing/STEM/green job related occupations will prepare jobseekers for entry-level jobs or formal training programs (such as apprenticeships) in occupational groups that include: financial occupations (accountants); computer programming and support; architecture and engineering; life, physical and social sciences; construction; installation, maintenance and repair; production; and transportation and material moving.

The size of this occupational skill sector is substantial. The occupations in the sector employ 22 percent of all the workers in the region, some 40,000 people. Many of the occupational groups in the sector have ten-year growth rates that approximate the rate for all occupations (16 percent), for example drafters and engineering technicians, while others have rates considerably higher, for example automotive repair occupations with a 20 percent growth rate. In addition, many of these occupations, particularly those associated with manufacturing, employ workers whose average age is 45+. The numbers of replacement openings in these occupations, even those with lower growth rates, is substantial.

The skills training for these occupational groups will consist of essential skills common to many of the occupations. It may be necessary to break up the group into several, as it is so diverse. The training will be offered in as flexible a manner as possible in the four WorkSource Centers of the region and will have a defined curriculum. Acquiring these skills will allow jobseekers to be competitive applicants for a variety of private and public sector jobs. After completing the skills package, On-the-Job Training or occupational skills training may be an appropriate next step for some jobseekers.

Occupational Skill Sector - Health Care
This skill sector will be a very limited target in Job Growers sector approach to training. Most occupations in health care require formal training and a certification even to enter at entry-level. However, there are several occupations that would be good targets for On-the-Job Training (OJT), particularly pharmacy technician, and possibly phlebotomist and kidney dialysis technician. Job Growers currently supports many participants in health care related vocational training, and will explore limited use of OJT in certain health care occupations for which certifications are not required.

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WORK READY COMMUNITIES

DEFINITION

Local partners bring together their assets and leaders to create regional talent pools and to increase economic development opportunities. This initiative aligns with the Sector Strategy and System Innovation strategies.

JOB GROWERS INCORPORATED BOARD GUIDANCE

Apply for Phase I – Early Adopters/Pilot Site. Due to limited resources, only two to three regions in Oregon will be identified for this phase of implementation. Funding will be awarded to Early Adopters to assist with the piloting of a soft skills assessment, and costs associated with the NCRC. This phase will begin the first week of January 2013.

RATIONALE FOR RECOMMENDATION

- Because of funding availability, Phase I Early Adopters/Pilot Site is preferred. Our region would serve as a model for the Work Ready Communities initiative, highlighting successes and best practices for other communities to follow.
- Attainment of these deliverables must be met prior to becoming certified.
- CWRC fosters collaboration and creation of standardized operating procedures to integrate economic development, education and training in all three counties.
- The essence of CWRC is already demonstrated through Region 3's consortia resources, which are utilized by employers to maintain and support economic development.

BACKGROUND

A Certified Work Ready Community (CWRC) is a regional partnership of counties certified as having a skilled and talented workforce. Community certification will be based on objective criteria including the portion of the population earning a National Career Readiness Certification (NCRC), a soft skills assessment and increasing business engagement with the NCRC. A CWRC is created by local partnerships that may include Local Workforce Investment Boards (LWIBs), employers, public workforce agencies, non-profit organizations, chambers of commerce, labor, economic development, secondary education, community colleges, universities, community organizations, elected officials and others. The Oregon Certified Work Ready Communities table (see page 3-4) shows county breakouts, number of NCRCs and Letters of Commitment (LOC) from businesses that are needed to become a Certified Work Ready Community.

How a Certified Work Ready Community links to Job Growers Incorporated Key Strategies:

- Job Growers' Strategy #1: Promote business retention, expansion, and recruitment - We believe that the proper implementation of CWRC can provide us with an avenue to better utilize our current partners and create the opportunity for Job Growers to form new partnerships that will more effectively enable us to achieve our goals outlined in Strategy #1 by:

  - Creating an environment in which existing Oregon companies can become more productive and innovative and create an environment in which new Oregon companies can emerge and grow.
  - Lending a competitive advantage in recruiting and retaining businesses.
  - Documenting workforce quality for relocating and expanding businesses.
  - Demonstrating community commitment to a skilled workforce.
  - Promoting alignment of education, workforce development and entrepreneurial mentoring.
  - Improving hiring procedures and reduce turnover and training costs.
  - Addressing skills gaps in the workforce.
  - Becoming part of the community's shared economic identity.

PROBLEM

The challenge for becoming a CWRC is the uncertainty around current and future levels of funding. The current message from the State is that all workforce regions should:

- Assume that they will be expected to produce NCRC numbers similar to those produced the previous year and that funding levels will remain the same for the pilot phase.
- Assume that additional funding will be provided for the implementation of CWRC for Phase I, based on this year's approach to funding.
- Not assume there will be additional resources for Phases II and III, and not assume that the current formula for funding NCRC will be continued past June 30, 2013.

The table below displays the NCRC performance numbers, which will be required in Region 3 Marion, Polk and Yamhill counties.

25% of the emerging workforce target number will receive a soft skills assessment	278
25% of the transitional workforce target number will receive a soft skills assessment	768
25% of the LOC are from businesses who prefer that NCRC holders receive a soft skills assessment	92
Number of LOCs from 1/1/12 – 1/1/14	443
Number of NCRCs required from 1/1/12 – 1/1/14	4,322
Number of NCRCs attained from 1/1/12 through today's date	440
Number of NCRCs needed to meet requirement	3,882
Number needed based on 5% non-attainment rate	**4,076**

Cost Analysis to meet Deliverables of 4,076 NCRC Attained:

Test Cost: $6/test x 3 tests = $18/customer	$18 X 4,076 = $73,368
Certificate Cost: $5.50/certificate	$5.50 X 4,076 = $22,418
Soft Skills Test Cost: $9.50/test x 3 = $28.50/customer	$28.50 X 1,019 = $29,041.50
Research & Development	50 hrs x $50/hr = $2,500
Material Development	40 hrs x $50/hr = $2,000
Material Reproduction	15 sets @ $15/set = $225
Trainer Time (includes prep & delivery)	20 hrs x $50/hr = $1,000
Trainee Time (based on $27/hr x 3 hrs)	12 trainees x $81 = $972
Coordination & Scheduling Time	
16hrs/mo x $30 = $480/mo	$480/mo x 18 mos = $8,640
Reporting Time	
24hrs/mo x $50 = $1200/mo	$1,200/mo x 18 mos = $21,600
Proctor Cost	
Average $27/hr wages/5 hrs/310 sessions	$27 x 1550 hrs of proctoring = $41,850
Room Cost	
Room rental @ 4 centers averages $447.68/mo	$447.68 x 18 mos = $8,058.24
TOTAL COST:	**$211,672.74**

Oregon Certified Work Ready Communities

Updated 8/03/12

County	County Size	Two-Year CWRC Certification Goals								
		Current Goal	Transitioning Goal	Emerging Goal	Total NCRC Goal	Transitioning Soft Skills Goal (25% of NCRC Transitioning Goal)	Emerging Soft Skills Goal (25% of NCRC Emerging Goal)	Total Soft Skills Goal (Included as part of Total NCRC Goal)	Total LOC Goal	Total "Prefer" Soft Skills Goal (25% of LOC Goal & Included in Total LOC Goal)
Baker	S	13	134	47	194	33	12	45	32	8
Benton	M	56	403	200	659	101	50	151	116	29
Clackamas	L	67	2,155	708	2,931	539	177	716	302	76
Clatsop	M	25	265	106	396	66	26	93	80	20
Columbia	M	14	370	152	536	92	38	130	58	14
Coos	M	32	459	173	664	115	43	158	95	24
Crook	S	13	248	59	320	62	15	77	28	7
Curry	S	16	275	49	340	69	12	81	41	10
Deschutes	L	30	1,199	312	1,541	300	78	378	155	39
Douglas	L	17	728	200	945	182	50	232	73	18
Gilliam	S	2	13	4	20	3	1	4	5	1
Grant	S	6	71	25	102	18	6	24	17	4
Harney	S	6	85	31	121	21	8	29	13	3
Hood River	S	26	186	87	299	47	22	68	58	14
Jackson	L	37	1,304	295	1,636	326	74	400	158	40
Jefferson	S	14	210	59	284	53	15	67	23	6
Josephine	M	34	633	222	888	158	55	214	112	28
Klamath	M	33	520	168	721	130	42	172	95	24
Lake	S	5	80	20	105	20	5	25	16	4
Lane	L	70	2,111	611	2,792	528	153	681	264	66
Lincoln	M	26	332	112	470	83	28	111	91	23
Linn	L	19	804	223	1,047	201	56	257	74	19
Malheur	M	17	215	106	338	54	26	80	48	12
Marion	L	66	1,916	678	2,661	479	170	649	228	57
Morrow	S	8	82	47	137	20	12	32	15	4
Multnomah	VL	107	2,082	334	2,523	520	84	604	279	70
Polk	L	25	480	141	646	120	35	155	80	20
Sherman	M	2	17	8	26	4	2	6	5	1
Tillamook	S	21	197	76	294	49	19	68	46	11
Umatilla	M	41	548	254	843	137	64	200	98	24
Union	S	25	206	67	298	52	17	68	44	11
Wallowa	S	6	71	17	94	18	4	22	20	5
Wasco	S	23	207	90	320	52	22	74	46	11
Washington	VL	59	1,366	322	1,747	342	81	422	156	39
Wheeler	S	1	12	4	16	3	1	4	3	1
Yamhill	M	44	677	294	1,015	169	73	243	135	34
State Totals		**1,098**	**20,661**	**6,296**	**27,965**	**5,165**	**1,574**	**6,739**	**3,107**	**777**

(Note: CWRC certification is based on NCRCs earned as of 1/7/12 and All LOCs signed regardless of date)

Workforce Status Categories (NCRC testers self-select their appropriate category)

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Workforce Status Categories (NCRC testers self-select their appropriate category)

Current Workforce	• Currently employed private or non-profit • Currently employed local, state or federal government
Transitioning Workforce	• Currently unemployed • GED and adult education participant • Current or recent active duty military*
Emerging Workforce	• High school junior, senior or recent graduate • College student or recent graduate

How We Size Up Communities (Based on 2011 US Census Population Data)

Small Counties	Up to 29,999
Medium Counties	30,000 – 99,999
Large Counties	100,000 – 499,999
Very Large Counties	500,000 – 999,999
Mega Counties	Over 1,000,000

How We Calculate County Goals (Workforce and Business Goals)

County Size	Current Workforce	Transitioning Workforce	Emerging Workforce	Businesses Supporting
Small	0.25%	15%	25%	5%
Medium	0.15%	12%	25%	5%
Large	0.5%	10%	15%	2.5%
Very Large	0.03%	5%	5%	1%
Mega	0.01%	2.5%	2.5%	0.5%

(Note: Above three categories based on ACT national Certified Work Ready Community criteria)

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SYSTEM INNOVATION

DEFINITION
System Innovation is a continuous improvement effort to rethink how services are provided, by whom, with the intent of increasing alignment, integration and effectiveness without significant additional resources.

JOB GROWERS INCORPORATED BOARD GUIDANCE: Focus efforts on Assessment, Career/Work Readiness & Preparation and Skill Development services defined on the Menu of Options Table below.

Assessment	• Examples: Common assessment tools; career advisement
Career/Work Readiness and Preparation	• Examples: Career-Related Learning Experiences, "Essential Skills," National Career Readiness Certificate (NCRC)
Skill Development	• Examples: Online remediation, short-term courses, On-the-Job Training

RATIONALE FOR PREFERRED RECOMMENDATION
- By focusing on these two areas, Job Growers will be able to leverage partners who also serve the same populations we do, thus allowing all partners the ability to leverage resources, grow the system, eliminate duplication and identify efficiencies.
- This expansion of the workforce development system and Job Growers' partner alliances will enable us to have a greater impact on all three levels of workers: emerging, transitional and incumbent.
- By utilizing System Innovation in the targeted areas of career/work readiness/preparation and skill development, it will better position Job Growers to achieve our goals in Key Strategy #2 of increasing skill development opportunities, getting the right people with the right skills for the right job and promoting career pathways.

BACKGROUND
How System Innovation links to Job Growers Incorporated Key Strategies:
- Job Growers' Key Strategy #2: Focus on developing transferable skills and competencies that lead to self-sustaining employment.
- System Innovation involves how local partners will work together to create a highly integrated approach to skill development that is based on the needs of industry and leads to employment and upward mobility. For example, the declining resources available to serve TANF/JOBS customers create an opportunity to align system resources and provide a comprehensive approach, thereby reducing duplication of services.
- Proper System Innovation requires choosing and implementing 1 to 3 areas of focus from the local Menu of Options Table (see table on page 2).

PROBLEM
How can Job Growers provide broader systems alignment while engaging jobseekers in career exploration and enrollment in formal vocational training leading to a certificate or an associate degree? The State is asking us to select elements from the Menu of Options Table that are appropriate for our region and our service strategies. Several on the list are appropriate, but we realize that we have to choose those areas where we can acquire additional partners to work with us to serve our collective populations. This is especially important because of the growing number of jobseekers who need services in this economy. We believe that the proper implementation of System Innovation can provide us an avenue to better utilize our current partners and create the opportunity for Job Growers to form new partnerships that will more effectively enable us to achieve our Strategy #2 Goals. The areas listed above are selected from the Menu of Options Table because they align with and help to promote our sector strategy and work ready community initiative.

Menu of Options Table

The table below lists system elements that are performed by most of the programs in the workforce system. Each workforce region must select one to three system elements from the options below that the partners in our region will work on collectively to increase alignment and integration in order to meet your outcome targets, support your targeted sectors and work ready community strategies.

Element	Examples
Assessment	•Examples: Common assessment tools; career advisement
Career/Work Readiness and Preparation	•Examples: Career-Related Learning Experiences, "Essential Skills," National Career Readiness Certificate (NCRC)
Skill Development	•Examples: Online remediation, short-term courses, On-the-Job Training
Career Pathways and Career Technical/Professional Education	•Examples: Career pathways, dual enrollment, apprenticeship, enhanced STEM skills
Work-Based/Experiential Learning	•Examples: Job shadowing/mentoring, internships, sheltered work
Entrepreneurship	•Examples: Small Business Development Centers, entrepreneurial training, business leadership education, mentorship
Case Management	•Examples: Seamless service delivery, information sharing
Technology Utilization	•Examples: Data-driven decision making, client to product direct interface, self-instructional tools and curricula
Job Placement	•Examples: Coordinated job development and placement